

## IX. Administration and Financial Affairs

### i [Administration]

#### 1. Description of Current Conditions

##### **(1) Are administration and financial affairs policies that strive to achieve the university's mission and goals clearly stipulated?**

At APU, necessary items concerning university administration are deliberated upon by Committees for each Division, with the main academic related items being discussed by the Division of the Academic Affairs, Faculty Council and Graduate School Faculty Council, before being deliberated and finalized by the University Senate. Furthermore, items pertaining to Action Plans, budgets and regulations are discussed and finalized as deemed necessary by the Executive Board of Trustees, Board of Trustees and the Trust Council.

<Formulation of Administration and Management Policies and Making them Known to all Members of the University>

Under the leadership of the President, APU employs a very compact governance system that centralizes all important decision making with the University Senate. In addition, various faculty and other committees have been established under the umbrella of the Senate and through partial delegation of authority to these committees, we are able to smoothly execute the day to day running of the university. In addition, through the Faculty Council's partial delegation of authority to Expert Committees, the Faculty Council narrows down the matters it needs to discuss as much as possible, leaving faculty the time to concentrate on teaching and research. In line with these administration and management policies, the items up for deliberation by each Committee are reflected in University regulations etc.

In accordance with Article 6 of the University Regulations, the University Senate deliberates the following:

- (1) Basic policies
- (2) The structure, organization and systems of the University
- (3) Academic staff personnel
- (4) Educational and administrative matters
- (5) Other important matters regarding education, administration and operation

In accordance with the Ritsumeikan Asia Pacific University Student Affairs Committee Regulations, the Division of Student Affairs deliberates the following:

- (1) items concerning enrollment, student status and discipline

- (2) items concerning overall assistance for everyday student life
- (3) items concerning student incidents and accidents
- (4) items concerning student-led activities
- (5) items concerning the scholarship system
- (6) items concerning student health management
- (7) items concerning the revision and abolishment of regulations pertaining to student life
- (8) items delegated by the University Senate for deliberation
- (9) other items concerning student life

In accordance with the Career Planning and Job Placement Committee Regulations, the Career and Job Placement Committee deliberates the following:

- (1) items concerning the career and job placement of students
- (2) items concerning internships
- (3) items delegated by the University Senate for deliberation

In accordance with the Ritsumeikan Asia Pacific University Admissions Committee Regulations, the Admissions Committee deliberates the following:

- (1) items concerning entrance examinations and methods
- (2) items concerning examination subjects and distribution
- (3) Items concerning entrance examinations, announcement of results and enrollment procedures
- (4) items concerning question creation and printing for entrance examinations
- (5) items concerning implementation of entrance examinations
- (6) items concerning entrance examinations for transfer students
- (7) items delegated by the University Senate for deliberation
- (8) other important items concerning entrance examination planning

In accordance with the Ritsumeikan Asia Pacific University Faculty Council Regulations, the Faculty Council deliberates on the following:

- (1) items concerning educational programs
- (2) items concerning student enrollment, withdrawal, study abroad, leave of absence, change of status and graduation
- (3) items concerning faculty personnel affairs
- (4) other important items pertaining to academic affairs

In accordance with the Ritsumeikan Asia Pacific University Graduate School Faculty Council Regulations, the Graduate School Faculty Council deliberates on the following:

- (1) items concerning Master's and Doctoral degree conferral
- (2) items concerning educational programs

- (3) items concerning graduate school admissions, withdrawal, study abroad, leave of absence, change of status and graduation
- (4) items concerning faculty personnel affairs
- (5) other important items pertaining to graduate school academic affairs

<University-wide Member Participation in Vision Development>

As outlined above, the decision making process at APU is a comparatively simple and authority-centric one. However vision-development focuses on participation from a large number of faculty and staff.

For example, in addition to the large faculty and staff participation in making future development plans during the formulation of the APU2020 Vision in AY2010, current students and alumni were also called on for opinions and ideas. Furthermore, any faculty or staff member is able to participate as an observer in the once to twice yearly APU Reviews that are held when examining important mid-term issues.

**(2) Is university administration and management being carried out in accordance with documented regulations?**

<Development and Appropriate Implementation of Internal Regulations Concerning University Administration and Management in Accordance with Pertinent Laws>

The administration and management of the entire Trust is carried out in line with the act of endowment which is based on the Private School Law, “Rules of Enforcement for the Ritsumeikan Trust Act of Endowment” and the “Ritsumeikan Trust Code (hereinafter “Trust Code”). .

In addition, the administration and management of education is carried out in line with University Regulations, which are formulated in accordance with the School Education Law and pertinent laws and regulations. The Act of Endowment stipulates the organization of university executives, how they are selected, and the organization of the Board of Trustees and the University Senate and the proceedings in those meetings. Ritsumeikan APU University Regulations stipulate decision-making standards for academic items, and proceedings in official meetings such as the Faculty Council Meeting. The administration and management of the Trust is carried out based on these regulations.

<Clarification of the Powers and Responsibilities of the President, College and Graduate School Deans and Trustees (in charge of academic affairs)>

The President represents the university and, as stated in the University Regulations, presides over all matters pertaining to education and research at APU. The Ritsumeikan Asia Pacific University Faculty Council Regulations stipulate that College Deans are to represent the undergraduate school and make Faculty Council decisions. It is also outlined in the act of endowment that College Deans are also to be on the Ritsumeikan Trust Board

of Trustees. As trustees, College Deans also have the responsibility of being involved with making policy decisions for the undergraduate school, graduate school and whole Ritsumeikan Trust, as well as enforcing everyday administration and management of the university. As the supporting pillar of the Board of Trustees, the highest decision making body in the Ritsumeikan Trust, Deans must also ensure that a fair and rational academic priority perspective is maintained.

The Dean-Trustee System plays the role of reflecting the intent of the Colleges in Ritsumeikan Trust policies and regulations, and the Deans, as Trustees, are responsible for ensuring that management policies pertaining to affiliated faculty of the College and decided on by the Board of Trustees, are thoroughly enforced. Deans taking on these two positions and sets of responsibilities make it possible for management policies decided by the Trust to be more accurately put forward to and deliberated on by the Faculty Council. It also means that the intent of the Faculty Council is reflected in the entire Trust.

The Ritsumeikan Asia Pacific University Graduate Faculty Council Regulations stipulate that Graduate School Deans are to represent the Graduate School and enforce decision making at the Graduate School Faculty Council.

<Adequacy of Election Methods for Appointing APU President and College and Graduate School Deans>

The APU President is appointed by the Chancellor of the Ritsumeikan Trust, in line with the “Rules of Enforcement for the Ritsumeikan Trust Act of Endowment”, and can also assume the position of Vice Chancellor of the Ritsumeikan Trust. College and Graduate School Deans are appointed by the President, in line with the Ritsumeikan Asia Pacific University College and Graduate School Faculty Council Regulations.

**(3) Are the organizations that have been established to support university administration functioning adequately?**

Endeavoring to achieve the missions, goals and vision of “Freedom, Peace and Humanity”, “International Mutual Understanding”, and “Creating the Future Shape of the Asia Pacific”, and bringing in students and faculty from a diverse set of countries and regions in an effort to cultivate human resources capable of contributing to the future development of the Asia Pacific region, APU has strived towards a university administration that puts a lot of emphasis on international viability. As such, the placement of foreign staff and English speaking Japanese staff in each office has resulted in efficient bilingual administration of educational and research activities, student support, student recruitment and the management and implementation of regular meetings.

< Suitability of Administrative Organization Framework and Distribution of Personnel >

In general, APU’s administrative organization is organized as a normal university / school administrative organization. However it also works with the Ritsumeikan Trust

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administrative organization in managing systems shared with Ritsumeikan University and the Trust, as well as general administration, financial administration and facility management. This organization prioritizes education and research, and avoidance of the Trust and APU carrying out the same administrative duties at the same time contributes to overall organization efficiency. APU has 8 offices established under the University Administration and Student Services. These are the Student Office, Career Office, Academic Office, Research Office, Admissions Office (International), Admissions Office (Domestic), the Administration Office and the Office of the President.

APU administrative staff are categorized into permanent staff, specific staff, contract staff (specialist and administrative), and administrative assistant staff (part-time). As previously stated, APU must have bilingual Japanese and English university management, education and enrollment systems if it is to realize the mission and goals of the university. The everyday running of the university includes having to deal and correspond with international staff and foreign faculty and it is for this reason that 28 foreign staff are employed in the various offices. In addition, the AY2011 staff survey showed that the number of Japanese staff with a TOEIC score of more than 700 has risen to 25%.

The administrative organization of each office, as of May 1, 2012, is outlined in the table below. The ratio of student numbers per permanent staff (S/S ratio) is 62.32, but if we include specific and contract employees the number of students per staff member is 27.18.

Office Name	Director-General	Deputy Director	Permanent Staff	Specific Staff	Contract Staff	Total
University Administration and Student Services	1	3	1		11	16
Student Office			10		17	27
Career Office			6		8	14
Academic Office			27	4	27	58
Research Office			5		9	14
Admissions Office (International)			11	2	7	20
Admissions Office (Domestic)			7		6	13
Administration Office			5		10	15
Office of President			15	1	17	33
Total	1	3	87	7	112	211

<Improving Office Function and Measures to Handle Diversity in Work Duties>

As a university that recruits students from around the world, APU must, if it wants to realize its APU2020 Vision, address some challenging issues in order to strengthen our overall competitiveness so we are more internationally viable. In order to ensure consistency in fiscal management, the foundation of these issues, APU must make continual reforms and upgrades and strive towards a more streamlined and efficient organization. However, in order to be able to flexibly respond to the various issues that arise from an environment that is becoming more diverse and complex, we must have an administrative framework that also keeps evolving.

○ Establishment and Reform of a Specific Staff System

While APU has employed contract (specialist) staff to respond to bilingual administrative duties, a Specific Staff System was established in AY2010 in order to improve administrative duties and in response to the difficulty in securing human resources in Oita Prefecture. This system was reformed in AY2012 in response to changes made to the Labor Contract Act, resulting in a system that could deal with improved, bilingual administrative duties.

○ Outsourcing and the Standardization and Intensification of Back-up Support Duties

From AY2011, APU started to review the administrative duties of the entire Secretariat, and has since also started standardizing, specifying and intensifying the administrative duties that act as back-up support. In addition, APU externalizes administrative man hours and uses outsourcing to streamline administration.

Based on these policies, in addition to already outsourced tasks of campus cleaning, campus management, library administration, IT system administration etc., the university increased its scope of outsourcing of standardized administrative tasks, to include parts of academic, enrollment examination and accounting related administration. Not only does this outsourcing aim to let us control and reduce overall costs, as well as streamline and stabilize the execution of these duties over a long period of time, but it also strives to form a system in which university staff can concentrate more on producing a higher level of work.

**(4) Are measures being taken to improve motivation and credentials of administrative staff?**

APU has, in order to realize its mission and goals, developed a university administration that focuses heavily on international viability. Our administrative staff, as staff of an institute of higher education here in Japan, are equipped with the knowledge and know-how necessary to carry out the required administrative work. They are also required to be able to collect and analyze information pertaining to tertiary education from around the globe, as well as front-running academic content, teaching methods and university administrative methods.

Administrative staff are also expected to collaborate with executives and faculty in actively

proposing and formulating new regulations that will reform and improve various projects, initiatives, and the university as a whole.

APU implements a Staff Evaluation System to try and encourage staff to face new challenges, to not shy away from changes, and to endeavor to reform, strengthen and improve administrative efficiency. In addition, APU also has a unique staff development system that sends staff to overseas conferences and training at overseas universities in order to cultivate a more international mindset.

<Setting and Evaluating Administrative Objectives>

Since inauguration in 2000, APU has administered a faculty and staff evaluation system. A trial staff evaluation was carried out in AY2003, and in AY2004 started to be implemented to reflect on a benefit rewards scheme. While the staff system was integrated in the Ritsumeikan Trust staff system in AY2006, we have continued to use our own staff evaluation system.

With regards to evaluating staff performance based on an objective management system, the Assistant Manager and staff in each division formulate work goals and specific measures and policies for the year based on the office work plans and objectives. Interviews are then held with the Division Manager. A mid-term interview is held in September to assess progress and discuss direction for the second half of the year. A final interview is held at the end of the academic year, an evaluation given by the Division Manager, Deputy Director and Director-General and feedback given to staff.

Staff who receive exceptionally good results are given preference for participation in domestic and international training programs and seminars.

<Status and Effectiveness of Staff Development (SD)>

APU has 3 staff development initiatives:

- 1) sending staff for various external SD training
- 2) various SD training carried out by the whole Ritsumeikan Trust
- 3) APU only training

The following is an overview of the staff development training for AY2012.

[1] Regarding external SD training, 2 staff were sent to attend training by The Japan Association of Private Universities and Colleges, 5 staff attended a “University Globalization Training Session for University Faculty and Staff” held at the International Christian University as a collaborative event organized by 5 global universities including APU, and 1 person was sent to the British Council’s UK Inward Mission program that sees staff from Japanese universities go on inspections of British universities.

[2] Regarding Ritsumeikan Trust-wide training, 1 staff member went on university

administrators training for one year, 1 person spent 2 years obtaining a Master's Degree from the University of Minnesota as part of Global Management Training, and 1 person spent a year in America on university administrators training for outstanding individuals.

[3] Regarding APU only training, we have confirmed that training plays an extremely important role in maintaining a bilingual university management system and our credibility as an international university. 27 staff attended English training during the year, 7 staff participated in Application Processor training for certification to process faculty, staff and student visas, and 2 staff were sent overseas on the INU Staff Shadowing Program.

In addition to the above training, APU also invited a lecturer from the Japan Council for the Safety of Overseas Students to give a risk management simulation workshop that included a case about a student who went overseas and got in an accident. The workshop showed participants exactly what to do in a time of crisis.

## **2. Self Assessment**

### **[1] Items That Are Showing Results**

<1> Dealing with a bilingual Japanese-English education system

By having foreign national staff as well as English speaking Japanese staff in each office we are able to implement smooth running of both the bilingual Japanese-English education system and of the university as a whole.

### **[2] Items Requiring Improvement**

<Staff Development>

As an international university we have been credited with having a fairly high standard of staff development training, but there are still some areas concerning training objectives and the overall big picture of staff development that are unclear. We need to improve staff development content by examining training achievements to clarify objectives and organize a human resources development plan and overall picture of the staff development program itself.

## **3. Development Policies towards the Future**

### **[1] Items That Are Showing Results**

<1> Handling a Bilingual Education System

The university formulates a mid-term administrative systems development policy in response to heightened international competition, and to cope with an environment that is becoming more diverse and complicated. In addition, the university tries to clarify job roles

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and expectations and to promote standardization, specification and intensification of back-up support administrative work, and outsourcing. Thus, APU is successfully improving the overall functionality of its administrative systems.

### **[2] Items Requiring Improvement**

#### <1>Staff Development

Organize the training systems and human resource development plan in its entirety and formulate policies. Clarify training objectives and improve content.

### **4. Supporting Documents**

9(1) – 1 “Rulebook”, “University Regulations”, “University Senate Regulations”

9(1) – 2 Discussion on the “APU2020 Vision”, “Ritsumeikan Asia Pacific University Master Plan”, and “Phase Three Plan Outline Draft”