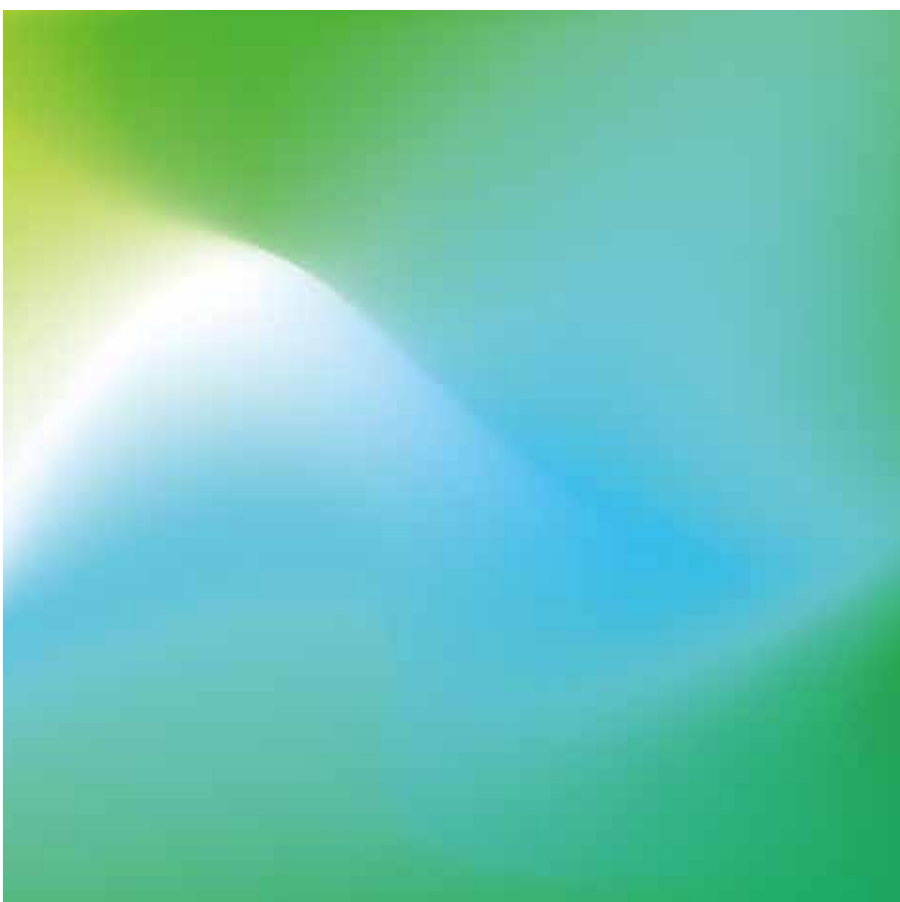


AY 2025 Operating Plan



RITSUMEIKAN



2025

The Ritsumeikan Trust

OPERATING PLAN

Structure of the Operating Plan

Looking out to the year 2030, the Ritsumeikan Academy formulated "R2030 Academy Vision: The Ideal Shape of the Academy, the Ideal Qualities in Our People, and Policy Objectives" in July 2018, and in November 2020, the mid- to long-term plan "R2030 Academy Vision Challenge Design" was formulated with this direction in mind. Annual Operating Plans are formulated based on this mid- to long-term plan.

In addition, for the first half of the "R2030 Academy Vision Challenge Design" (AY2021-AY2025), the mid- to long-term plan is composed of the following three levels based on the operational strategy process.

- (1) **Policy Categories**: Items that express Ritsumeikan's vision and values through R2030
- (2) **Policy Measures**: Core initiatives essential to the realization of the Policy Categories
- (3) **Action Items**: Actions required to realize the Policy Measures

Furthermore, we have set target levels for the KGIs and KPIs that correspond to Policy Categories and Policy Measures.

Based on this structure, this Operating Plan consists of three parts: I R2030 Academy Vision, II Operating Plan Items, and III List of R2030 KGIs.

CONTENTS

Structure of the Operating Plan	2
I R2030 Academy Vision	3
1 R2030 Academy Vision: The Ideal Shape of the Academy, the Ideal Qualities in Our People, and Policy Objectives	3
2 Policy Categories	5
II Operating Plan Items	6
1 Ritsumeikan University(RU)	6
2 Ritsumeikan Asia Pacific University(APU)	18
3 Integrated Primary and Secondary Education and the Affiliated Schools	24
3-1 Ritsumeikan Primary School	26
3-2 Ritsumeikan Junior and Senior High School	29
3-3 Ritsumeikan Uji Junior and Senior High School	31
3-4 Ritsumeikan Keisho Junior and Senior High School	33
3-5 Ritsumeikan Moriyama Junior and Senior High School	35
4 The Ritsumeikan Trust	37
III List of R2030 KGIs	40

1 R2030 Academy Vision: The Ideal Shape of the Academy, the Ideal Qualities in Our People, and Policy Objectives

To date, the Ritsumeikan Academy has pursued progressive education and research based on the educational philosophy of “peace and democracy” rooted in the founding spirit of “freedom and innovation.” In 2010, we established an academy vision for 2020 with the slogan of “creating a future beyond borders,” and since then we have pursued institutional development with even more fervor.

Carrying on this spirit and philosophy and paying respect to

our history, we, the members of the Ritsumeikan Academy, established the R2030 Academy Vision as a new declaration of what we aim to become in the year 2030.

Also, in accordance with the R2030 Challenge Design, the mid-to long-term plan formulated based on the R2030 Academy Vision, we formulate Operating Plans and issue Operating Reports on the progress thereof every academic year.

R2030 Academy Vision

Challenge **your** mind Change **our** future

Today, societies around the world are caught up in a whirlwind of change.

We face an uncertain future more difficult day by day to comprehend.

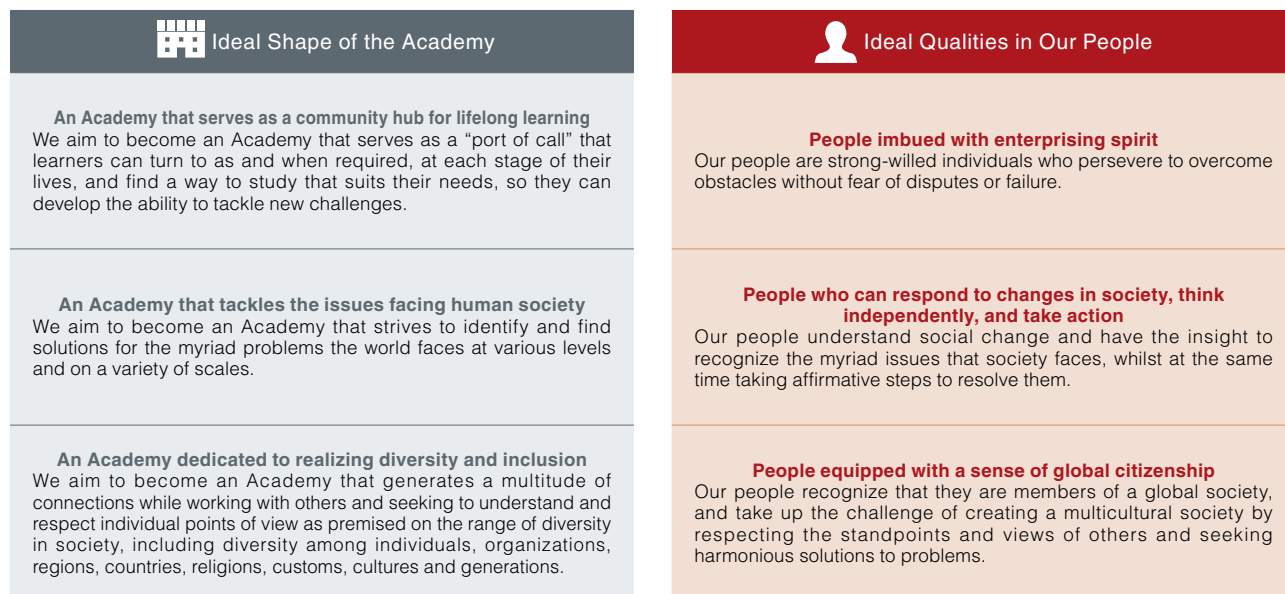
But the age demands of educational institutions a positive vision for the world of the future.

To realize the Ritsumeikan Vision, we must attract a diverse array of people while cultivating the virtues of flexibility and courage to change.

To this end, we must accept differing values and strive to better ourselves without fear of potential discord. Together, we will overcome the limitations that have, until now, held us back and apart.

Together, we will rise to the challenge to create a world in which myriad human endeavors lead to a bright future, filled with the promise of hope, peace, and freedom.

2 R2030 Academy Vision: Ideal Shape of the Academy and Ideal Qualities in Our People



Policy Objectives of the R2030 Academy Vision



2 Policy Categories

Division	Policy Categories
1 Ritsumeikan University	(1) Policies that should be undertaken to achieve our goal of becoming a next-generation research university that are directly linked to the improvement of research capacity and aim for a world university ranking in the 200s as one of the main indicators
	(2) Policies that should be undertaken to connect the improvement of research capacity to the advancement of education and to address the development of emergent human resources
	(3) Policies that should upgrade and accelerate the continuation and expansion of policies in the second half of R2020 with an eye on creating value for coexistence with society
2 Ritsumeikan Asia Pacific University	(1) From diversity/a multicultural environment to diversity and inclusion: Pursuing new growth and creating APU education that is creative and internationally competitive
	(2) Promote internationally applicable research that contributes to society and the community
	(3) Contribute to the growth of local communities around the world (create a new regional development model for civil society, government, and academia with the university at its core)
	(4) Enhance diverse lifespan careers in which graduates can take an active role in the world and contribute to society
	(5) Improve the network of graduates and organizations of graduates possessing the power to change the world as global leaders
	(6) Build a foundation for, and organization to, support a Global Learning Community
3 Integrated Primary and Secondary Education and the Affiliated Schools	(1) From affiliated schools to integrated education schools: Integrated education where the primary school, junior high schools, high schools, universities, and graduate schools work together to cultivate students
	(2) Designing various learning venues: Striving to produce leaders for a multicultural society
	(3) Learning for student development: Developing the Ritsumeikan version of the Future Classroom
3-1 Ritsumeikan Primary School	(1) Major policies for Ritsumeikan Primary School in the first half of the R2030 Challenge Design period
3-2 Ritsumeikan Junior and Senior High School	(1) Major policies for Ritsumeikan Junior and Senior High School in the first half of the R2030 Challenge Design period
3-3 Ritsumeikan Uji Junior and Senior High School	(1) Major policies for Ritsumeikan Uji Junior and Senior High School in the first half of the R2030 Challenge Design period
3-4 Ritsumeikan Keisho Junior and Senior High School	(1) Major policies for Ritsumeikan Keisho Junior and Senior High School in the first half of the R2030 Challenge Design period
3-5 Ritsumeikan Moriyama Junior and Senior High School	(1) Major policies for Ritsumeikan Moriyama Junior and Senior High School in the first half of the R2030 Challenge Design period
4 The Ritsumeikan Trust	(1) Improving organizational management and frameworks
	(2) Financial operations in accordance with the Basic Policy on Financial Operations

1 Ritsumeikan University (RU)

Policy Category 1

Policies that should be undertaken to achieve our goal of becoming a next-generation research university that are directly linked to the improvement of research capacity and aim for a world university ranking in the 200s as one of the main indicators

1.Elaborating on the plan for the Ritsumeikan Advanced Research Academy (RARA)

Policy objectives (AY2021 - 2025)

Our goal is to realize the following vision for the university as we strive to become a next-generation research university and improve research capacity.

- Strengthen support for researchers at different stages of their careers, from young researchers to core researchers, to enhance their potential
- Contribute to solving social and human issues by promoting distinctive interdisciplinary research and social demonstration projects
- Create Knowledge Nodes by developing a global research network and strengthening the international dissemination of research outcomes

Action Items

- Implement the RARA Fellowship System (to support and develop core resources)
- Implement the RARA Associate Fellowship System
- Promote career path development for female faculty (future associate professors, assistant professors)
- Implement the RARA Student Fellowship System
- Implement interdisciplinary research projects in the Ritsumeikan Global Innovation Research Organization (R-GIRO), the Asia-Japan Research Institute (AJI), and other research institutes and disseminate outcomes
- Promote research and social demonstration projects through industry-university-government-community collaboration
- Disseminate research outcomes internationally and engage in global public relations to enhance our presence
- Promote international joint research through collaboration with leading overseas universities and other institutions
- Increase in the number of researchers sent overseas and the number of researchers accepted from overseas
- Cultivate and enhance support for young researchers
- Promote acquisition of grant-in-aid

2025 Annual Plan

- Following the selection of one RARA Fellow and one RARA Associate Fellow for a Grant-in-Aid for Transformative Research Areas (A) and the selection of one RARA Fellow and one RARA Associate Fellow for Cutting-edge Research and Development on Information & Communication Sciences (CRONOS) grants, we will undertake research promotion activities to acquire large-scale external funding based on broad collaboration both within and outside the university.
- In order to enhance our international reputation, we will pursue effective methods for issuing press releases about RARA Fellows' and Associate Fellows' papers—incorporating video, images, and other media—while also completing bilingual (Japanese-English) support for the website before the end of AY2024, thereby strengthening our public outreach capabilities.
- With the integration of JST programs resulting in over 100 RARA Student Fellows being selected, we will provide them with focused support for applying for the JSPS Research Fellowship for Young Scientists (DC). By further enhancing financial support for students in the doctoral program, we aim to improve the capabilities of young researchers in particular.

2.Developing Ritsumeikan Knowledge Nodes (RKNs) and promoting new forms of globalization

Policy objectives (AY2021 - 2025)

- Consider elaborating upon RKNs in accordance with the international strategy (for research, education, organization, overseas offices, etc.) proposed for AY2024
- Conduct a comprehensive review of initiatives to promote the internationalization of research with the Special Promotional Budget and clarify the purpose and goals of our research internationalization efforts
- Promote policy measures on a university-wide basis consistent with the aforementioned Fifth Research Enhancement Plan
- Elaborate upon the interoperability of the Ritsumeikan Global Integrated Education System and the next-generation research university concept, which is being considered as part of the tentatively named Ritsumeikan High School for Future Exploration concept

Action Items

- Coordinate all policies and improve cooperative frameworks based on RKN

- Introduce indicators for research globalization and a support system based on those indicators
- Consider the establishment of micro-campuses overseas
- Develop an online educational framework for the Ritsumeikan Global Integrated Education System in cooperation with affiliated and partner schools

2025 Annual Plan

- Under the Ritsumeikan University International Strategy proposed for AY2024, we will not only seek to achieve various indicators, we will also respond to the most important issues pertaining to research internationalization and enact measures therefor as well as clarify the envisioned model of the next-generation research university, thereby working toward its realization.
- In line with the Fifth Research Enhancement Plan to be formulated in AY2025, we will verify and comprehensively review each existing support system and establish more effective forms of support.

3. Elaborating upon the plan for the Ritsumeikan Education and Research DX Center

Policy objectives (AY2021 - 2025)

- Establish the Office of Education and Research DX Promotion
- Develop the Ritsumeikan Data Platform (RDP)
- Formulate and execute a data policy
- Implement cross-divisional DX promotion projects based on the RDP
- Promote initiatives to firmly establish IR (data analysis) in Ritsumeikan



Action Items

- Adopt ICT tools and systems in classrooms and research labs Introduce equipment and systems to support online classes, create guidelines and user manuals, and conduct training sessions on these equipment and systems Consider a policy for the management of personal information and security
- Create a framework for the development, research, and implementation of the latest EdTech; initiate recommendations and consultations related to the promotion of education and research DX
- Formulate a data policy for the realization of the items above
- Develop education and research data infrastructure (Ritsumeikan DB) Accumulate and utilize all data on education, research, and student activities (e.g., learning, extracurricular activities, campus life, careers, interview records, research data)

- Consider using integrated education data that creates links between the primary, secondary, upper secondary, tertiary, and post-graduate levels as well as lifelong data, including data related to alumni and working adults.
- Develop a system for implementing learning analytics: Adopt the next LMS and the RDP in conjunction with the promotion of education and research DX. Build infrastructure with an eye on providing multi-faceted, comprehensive student support (e.g., offer academic advising and career support that uses data from the Learning and Growth Survey and other surveys and learning logs).
- Develop and offer IT courses on data science and other topics
- Match researchers and research using data and consider a cycle for creating new research topics
- Establish policies and provisions for research data management and provide support
- Develop the information infrastructure to support the promotion of education and research DX

2025 Annual Plan

Less than two years have passed since the launch of the RDP and one year since the establishment of the Office of Education and Research DX Promotion, and we have established the operational infrastructure for the RDP (Azure) and Salesforce. Going forward, we will need to establish a system to activate and manage the following three projects based on this infrastructure: (1) system development (replacement of existing systems), (2) new system development, and (3) utilization of generative AI. The most important initiative to achieve this is the development of DX human resources, which we will promote by way of the following projects.

- We aim to stabilize the operation of the student portal and faculty portal, and we will add in necessary functions in an agile manner. At the same time, we will steadily implement the development of the syllabi system, class survey system, and other systems that need to be migrated with the support of the Division of Academic Affairs.
- To realize the centralized management of students at every level of education and our stakeholders (i.e., enrollment management), we will consider and elaborate upon the following two points.
- With regard to measures for alumni and parents, we will work with the Office of Alumni Affairs and Parental Outreach to upgrade measures targeting alumni, including the migration of the current system and the development of a marketing platform for alumni.
- We will do the same for the data linkage with integrated education to create an environment that enables the consistent management and analysis of data on students at every level of education.
- As a result of the consideration and implementation of these two points, we will establish an identification system (R-No) to enable consistent data management from the pre-enrollment to the post-graduation phases.

- With regard to generative AI initiatives, we will increase the types of RAG techniques available while developing and promoting the use of tools that directly lead to increased operational efficiency.

4.Establish a research and education center (graduate school) in the field of earth and planetary science

Policy objectives (AY2021 - 2025)

- Establish the EPS Research Center (tentative name), Establish a Committee for the Establishment of an Academic Organization
- Establish an academic organization such as new graduate school
- Set conditions appropriate for compensating outstanding faculty members who will form the core of the EPS Research Center (tentative name) and secure obtain external funding
- Elaborate a cooperation policy to ensure effective linkages with the RARA systems
- Institutionalize various conditions



Action Items

- Establish the Earth & Space Exploration Center (ESEC) (established in AY2023)
- Materialize an educational center in the field of earth and planetary science

2025 Annual Plan

<Academic>

- We will move forward with discussions on academic developments in the field of Earth & Planetary science, including the possible establishment of a graduate school in AY2028. We will proceed with an eye on establishing an Establishment Committee before the end of the 2025 academic year.
- As part of the initiatives above efforts, we will hold detailed discussions on related issues (social needs assessment, advancement and careers, prospects for securing enrollment, prospects for faculty organization and appointment, global expansion, facility improvements, financial prospects, etc.).

<Research>

- In ESEC, we will elaborate upon the research topics of individual researchers and activate the formation of joint research projects both inside and outside the university. We will develop new research and obtain external funding through collaboration with external research institutions and companies, both domestically and internationally.

- Having been selected for the Aerospace Science and Technology Promotion Program and the Space Strategy Fund, we will execute projects as planned.

- We will also consider details with regard to inviting researchers and further improving the research environment, which is necessary to further develop world-class, unique research.

<Common>

- By combining academic and research initiatives, we will contribute to the acquisition of major donations for the entire university.

Policy Category 2

Policies that should be undertaken to connect the improvement of research capacity to the advancement of education and to address the development of emergent human resources

1.Developing research and education that combine health, longevity, QOL, and welfare

Policy objectives (AY2021 - 2025)

- Consider research and education centered on well-being
- Establish an academic organization such as a new graduate school



Action Items

Elaborate upon the future concept for BKC with an eye on the fields of health, longevity, QOL, and welfare based on developments in the CVIC, which was awarded a large government subsidy

2025 Annual Plan

- Based on the future plans of each college at BKC, the discussions by the executives of each college at BKC, the status of the rollout of the GIC and CVIC, and proposals and reports presented in meetings including the BKC Future Plan Review Committee and the BKC 30th Anniversary Event Organizing Committee, we will work out the details of initiatives through deliberations in the Graduate School Reforms Review Committee and via the Program for Forming Japan's Peak Research Universities (J-PEAKS).

2. Create a world-class research and education center for art

Policy objectives (AY2021 - 2025)
Design & Art Research Field
<ul style="list-style-type: none"> ● Establish a Committee for the Establishment of an Academic Organization ● Open a new college and graduate school
Digital & Communication Field
<ul style="list-style-type: none"> ● Implement seminars and other educational programs ● Establish new academic organization



Action Items
<ul style="list-style-type: none"> ● Deliberate plan for the Design & Art Research field

2025 Annual Plan

<Design & Art Research field>
<ul style="list-style-type: none"> ● Move forward with preparations for the establishment of the College of Arts and Design and the Graduate School of Science in Arts and Design master's program (e.g., course offering preparations, student recruitment, publicity, and the establishment of facilities) ● Apply to MEXT for the establishment of the College of Arts and Design and the Graduate School of Science in Arts and Design master's program; undertake establishment approval or notification procedures for revisions to the University Regulations pertaining to intake capacity ● Move forward with establishment approval procedures for the Graduate School of Science in Arts and Design doctoral program
<Digital & Communication field>
<ul style="list-style-type: none"> ● Consider seminars and other academic programs

3. Developing the Socially Connected Campus concept

Policy objectives (AY2021 - 2025)
<ul style="list-style-type: none"> ● Develop a venue for implementing cutting-edge demonstration projects that create new value through social collaboration based on the basic concept for the Socially Connected Campus (SCC) ● Connect students, university researchers, companies, local communities, and other partners to form a community that works to solve social issues ● Provide a new learning environment and new learning experiences that integrate the cyber and physical worlds as part of the process mentioned above



Action Items
<ul style="list-style-type: none"> ● Implement measures for co-creation activities and digital human resources development in cooperation with innovators inside and outside of the university

- Launch research projects related to new fields to be implemented under the new promotion framework, launch projects related to the visualization of education and research activities, launch new education and research projects utilizing Digital Twins and the virtual campus
- Form large industry-university partnerships and consortia with companies and harness open innovation to pursue industry-university-government-community collaboration

2025 Annual Plan

In order to further elaborate upon the SCC concept, the Ritsumeikan Co-Creation Initiative will advance efforts to generate new learning and social co-creation, and it will work to expand initiatives to the rest of the university starting with efforts to realize a next-generation research university through social co-creation at the Osaka Ibaraki Campus (OIC).

- Working with a diverse array of players, we will roll out a variety of programs to drive the process of intellectual creation beyond the boundaries of curricular and extra-curricular programs, and we will promote the expansion of these initiatives to Kinugasa Campus and Biwako-Kusatsu Campus (BKC).
- We will increase the number of participating players from various fields and domains, while communicating these efforts to the public.
- Utilizing ROOT, the base we established at Umekita in September 2024, we will create a place where organizations and individuals dealing with social issues can gather to solve these issues and to create the future together.

4. Developing global education and student support services in preparation for the post-SGU era

Policy objectives (AY2021 - 2025)
<ul style="list-style-type: none"> ● Achieve the SGU targets (students sent overseas: 3,200, international student intake: 4,500) and post-SGU targets (students sent overseas: 3,500, international student intake: 4,900) ● Support globally-minded undergraduate and graduate students and students who wish to take advantage of their specialized skills to pursue unique career paths that differ from conventional Japanese job-hunting activities ● Provide information to graduate students, hold events, offer advising and other support, collect information, and conduct research and analysis ● Provide support to achieve the basic numerical targets set in the R2030 Career and Job Placement Policy.



Action Items

- Develop Ritsumeikan Knowledge Nodes (RKNs), open overseas hubs that will lead to the establishment of micro-campuses
- Elaborate upon the globalization of all academic systems
- Elaborate upon “migratory” learning offered through various hubs throughout Japan and overseas
- Provide career support for English-basis students in cooperation with the colleges and graduate schools
- Strengthen support for globally-minded students
- Provide support for international students who want to work in Japan
- Support students seeking distinctive career paths and develop career paths
- Support students seeking employment in new specific areas in private-sector companies
- Provide career development support starting from the first and second years in collaboration with the Division of Career Services and other divisions
- Identify career paths for students requiring individual support (e.g., students with disabilities) and students with unique backgrounds (e.g., LGBTQ)
- Identify career paths for international students
- Identify new companies that can expand our students' horizons
- Identify job openings for continuing job seekers
- Cooperate with alumni and strengthen networks with Career Advisors (CAs)
- Provide highly usable information that leads to advancement and employment opportunities for our diverse student body
- Elaborate upon appealing support that incorporates students' strengths and takes their perspective into account
- Strengthen the functions of the Tokyo Campus to promote new forms of globalization

2025 Annual Plan

- With regard to international student intake and the dispatch of Japanese students overseas, we will aim to increase the number of participants through effective collaboration between the Division of International Affairs and each college and graduate school (e.g., present college-specific study abroad models) in line with the Ritsumeikan University International Strategy proposed in AY2024.
- In terms of career support for global human resources (including international students and graduate students), we will commence drastic efforts to address issues such as conflicts between job hunting and study abroad as well as career placement support for international students in line with the Ritsumeikan University International Strategy.

5. Developing new forms of education for adult learners

Policy objectives (AY2021 - 2025)

- Develop and operate website to serve as the Comprehensive Platform for Adult Learning and Research

Non-Degree

- Continue deployment of Saionji Juku programs
 - Plan and implement Academic Center of Ritsumeikan (ACR) programs
- *In addition to online courses, face-to-face courses will be offered in consideration of the COVID-19 situation.
- Implement data science and other skill-based programs

Degree

- Establish online courses for working adults in the existing graduate schools



Action Items

- Establish the Comprehensive Platform for Adult Learning and Research (tentative name)
- Plan and implement non-degree programs
- Establish online courses for working adults in the existing graduate schools
- Consider development of degree programs in cooperation with the existing graduate schools and other organizations
- Strengthen adult learner intake and advanced professional training programs in the existing graduate schools
- Use DX to accumulate and utilize data on learning; preemptively develop individually optimized study support measures
- Work out the details of various systems to promote adult learning (extended registration, evening and weekend courses, certificate programs and programs for developing practical job skills, flexible admission and graduation dates, etc.)
- Elaborate upon measures to enhance our presence in the Tokyo metropolitan area
- Consider establishing a co-working and learning lab

2025 Annual Plan

<Non-degree>

[Academic Center of Ritsumeikan (ACR)]

- Expand ACR online content (Open Liberal Arts Seminars) (Target: 500 classes)
- Establish ACR non-degree courses (group training programs that include the aforementioned online content) (Target: 3 courses)
- Increase the number of ACR participants attracted via these initiatives (Target: 100,000 (cumulative))

- Expand ACR membership (Target: 12,000 members)

[Saionji Juku]

- Complete the Saionji Juku 10th anniversary projects: Commemorative publications, commemorative lectures in the metropolitan Tokyo area
- Further upgrade the Saionji Juku curriculum for the 12th cohort: Create the most advanced curriculum yet
- Strengthen the network of Saionji Juku graduates
- Create opportunities to build relationships across cohorts: Consider advanced courses
- Strengthen partnerships with internal and external organizations (especially media outlets)
- Create relationships with other courses targeting working adults
- Gain public recognition (e.g., strengthen public relations activities, increase media exposure, enhance the website)

<Degree>

- Consider a plan to offer online courses to working adults

* In conjunction with Policy Category 3: "Fundamentally expanding graduate school academics"

6.Implementing multifaceted open innovation

Policy objectives (AY2021 - 2025)

- Implement measures and create systems to support the commercialization of emerging research
- Develop an ecosystem and networks to create value through open innovation with a focus on entrepreneurship and commercialization
- Organize and improve entrepreneurship programs as part of integrated education



Action Items

- Elaborate upon a framework for open innovation and co-creation
- Elaborate upon a program to create ventures from emerging research
- Elaborate upon entrepreneurship programs as part of integrated education
- Develop and entrepreneur ecosystem in the affiliated schools and the university
- Implement measures that expand the horizons of innovation-orientated entities
- Expand cooperation with academic programs
- Develop new funds
- Establish a hub for open innovation at BKC in line with our selection by METI for the Development of Incubation and Industry-Academia Fusion Centers at Core Regional Universities

2025 Annual Plan

- Starting with the Grassroots Innovation Center (GIC) scheduled to open in July, we will promote commercialization and open innovation with external companies based on our recently implemented commercialization promotion measures in parallel with the commercialization support personnel system that is currently being strengthened. In particular, we will focus on the research projects of those partners that are currently expected to move their base of operations to the GIC.
- With regard to entrepreneurship programs as part of integrated education, as part of the EGDE Prime initiative project at KSAC, we will take the lead not only in our affiliated schools but also the Kansai region, and we will also develop an endowed (regular curriculum) course at BKC, GIC extracurricular programs, and internships at resident companies and research projects. Furthermore, we will move forward with the design of systems for entrepreneurship education with the GIC as the core, including enhance cooperation with the FabLab.

Policy Category 3

Policies that should upgrade and accelerate the continuation and expansion of policies in the second half of R2020 with an eye on creating value for coexistence with society

1.Fundamentally expanding graduate school academics

Policy objectives (AY2021 - 2025)

- Strengthen initiatives in cooperation with the Division of Research and the Division of Career Services as a means to expand and recombine education and research toward the realization of our goal to become a next-generation research university
- Enhance graduate-level common education programs (curricular and extracurricular) and strengthen the training of young researchers
- Implement measures to increase the number of graduate students (doctoral and non-terminal master's program students) participating in research institute and research center projects
- Develop an Early Specialization program as part of our integrated high school-university-graduate school education with a view to encouraging early entry into graduate schools based on a two-tiered early enrollment scheme; develop mechanisms to facilitate graduate school advancement for students from the affiliated schools
- Develop and implement frameworks for career development support for graduate students



Action Items

- Elaborate upon a policy for wide-ranging human resources development after reconsidering the ideal candidates from our graduate school curricula
- Bring in external funding by pursuing a policy of active collaboration
- We will attract excellent students from affiliated schools by establishing a system of early specialization in a collaborative effort among our high schools, the university, and the graduate schools based on the key concept of inquiry-based learning, and we will elaborate upon an integrated education process across the high schools, the university, and the graduate schools based on a two-tiered early enrollment scheme that aims to ensure early entry into the graduate schools. Also, with a view to encouraging early entry into graduate schools based on a two-tiered early enrollment scheme, we will develop an Early Specialization program as part of our integrated high school-university-graduate school education
- Encourage participation of graduate students in research institute and research center projects and incorporate these efforts into the regular curriculum
- Elaborate upon a policy to raise the level of interdisciplinarity in our graduate schools (e.g., cooperation among graduate schools, development of interdisciplinary degree programs in cooperation with research projects led by our research institutes and centers)
- Divide labor among multiple faculty members (including TAs, ESs, and part-time lecturers), and aiming to establish hybrid classrooms that enable the management of classes that are highly effective in terms of learning outcomes, adopt new, more user friendly class support applications, accumulate know-how, and undertake FD activities.
- Offer job placement support for humanities graduate students in cooperation with the academic and research divisions
- Offer job placement support for science doctoral students in cooperation with the Office of Graduate Studies, the Division of Research, and the graduate schools
- Promote and expand upon policies for the cultivation of young researchers

2025 Annual Plan

- In light of discussions in the Graduate School Policy Review Committee on degree programs, we will elaborate upon an interdisciplinary program (gakkan in Japanese) composed of multiple research units, leveraging the framework of inter-graduate school collaborative programs.
- Using the BI tool, we explicitly demonstrated that the actual situation surrounding our graduate students is diverse (e.g., international student ratio, age range of adult learners, status of advancement of affiliated school students). In light of these data, we will work to improve the graduate school advancement rate based on the results of the opinions solicited from each graduate school.
- As for the introduction of cross-graduate school courses, we turned the Preparing Future Faculty Seminar (PFFS) into a regular course in AY2024, and we will work to ensure its stable operation as a graduate school course in AY2025.

- In terms of support for doctoral students, in accordance with the Fourth Mid-Term Plan for Research Enhancement, we will provide support for various research activities in collaboration with the Division of Research by utilizing the framework that allows RAs (doctoral level) to participate in research center projects under the Research Center Priority Research Program.

2. Expanding and continuing the Ritsumeikan Model of Learning and enhance active learning with the use of DX

Policy objectives (AY2021 - 2025)

- Move forward with the step-wise development and adoption of educational DX applications (i.e., the next LMS and the Ritsumeikan Data Platform) and undertake additional maintenance on our academic management system (RISING 4G) as a fundamental measure of the R2030 Challenge Design
- Generate data from student learning and student activity logs, including extracurricular activities and student support histories, and utilize this for self-reflection and academic advising by upgrading the educational DX environment
- Set user number targets and strive to create an environment that all students can use before the end of AY2025
- Define a new approach to faculty member effort and move forward with discussions on academic calendar reforms in an effort to elaborate upon academic management that utilizes these data
- Establish new academic guidelines and commence implementation in AY2024
- Establish a degree program centered on first-year education that fosters inquisitiveness through Early Specialization and Late Specialization schemes in the curriculum
- Begin student recruitment for the Early Specialization program in AY2025
- With regard to common education, consider renewing the Ritsumeikan Model for Common Education, improve mathematics, data science, and AI education, and deliberate the integration and refinement of liberal arts courses
- Utilize EdTech in foreign language education and create an environment and opportunities for students to continue enthusiastically pursuing foreign language learning in order to maintain the goal (of at least 50%) for the percentage of students meeting the foreign language standard (CEFR B1 or higher) defined in the SGU Plan
- Move forward with curriculum reforms in the existing colleges and graduate schools as we aim to realize our goal of becoming a next-generation research university

Action Items

- Elaborate upon academic management by pursuing data-driven academic reforms at the subject and curriculum level, reducing the number of courses offered, and reforming the instructor assignments system
- Develop teaching content from research data and generate data from student learning logs and logs of their activities, including extracurricular activities and student support histories, and work out the details for utilizing this for self-reflection, academic advising, and job-hunting activities; move forward with the step-wise development and adoption of educational DX applications (i.e., the next LMS, support applications, and the Ritsumeikan Data Platform) with this purpose in mind
- Realize deeper and wider learning centered on degree program development; reform common education from the standpoint of the Late Specialization and consider new first-year education systems (e.g., mathematics, data science, inquiry-based seminars) at the same time
- Renew the Ritsumeikan Model for Common Education
- Define a new approach to faculty member effort and revise the guidelines for academic affairs in conjunction therewith
- Generate data from student learning logs and logs of their activities, including extracurricular activities and student support histories, and undertake additional maintenance on the academic management system (RISING 4G)
- Undertake new academic developments in the existing colleges and graduate schools

2025 Annual Plan

- In light of the accreditation by MEXT of both our Basic Level and Applied Level Mathematical, Data Science, and AI Education Programs, we will work to increase the number of program participants in addition to developing high-quality on-demand classes in preparation for the self-assessment. In particular, in light of the eventual deployment of on-demand classes for 1,000 students, we will formulate guidelines for large-scale on-demand classes.
- Regarding the university-wide rollout of English language education to serve as a bridge to research and major education, we will confirm the direction of English language reforms in each college and support curriculum reform efforts. We will also maintain and continue the SGU Plan goal of at least 50% of students meeting the standard of CEFR B1 or higher by creating an environment and opportunities for students to continue learning foreign languages. In addition, we will set a new target in preparation for the R2030 Second Half Plan.

- We will link inquiry-based foundation courses to liberal arts education reforms in light of the Liberal Arts Seminar we offered in AY2024. Furthermore, in implementing the Competency Framework, we will develop mechanisms and tools that enable learners to reflect on themselves, understand their own growth, strengths, and weaknesses, and take ownership of their growth. At the same time, we will promote the dissemination and sharing of survey results on the Competency Framework as we support and monitor its application across all schools and divisions.
- The next-generation LMS will be operated in parallel with the existing system in AY2025, and we will make adjustments in preparation for full-scale operation in AY2026. Regarding the student portal and online syllabus system, we will proceed with preparations for full-scale operation in November 2025 (for AY2026 course offerings), including development and testing work, asset migration, and the like. In addition, we will consider the digitization of student ID cards, certificates, and diplomas.

3. Realizing new forms of learning and student support

Policy objectives (AY2021 - 2025)

- Strive to become the "number one university in the world where students can achieve a sense of growth" by developing and producing human resources who continue to learn and take initiative to tackle challenges and by helping students realizing their desired career paths
- Cultivate explorativeness and inquisitiveness among our students and other members, create a coordination system to encourage the development of these skills, and realize a framework, including a redefinition of extracurricular activities, that enables students to ascertain (visualize) their own growth



Action Items

- Develop a one-stop, cross-divisional, student-centered support system
- Ritsumeikan Future Legal Professional Development Plan
- Support preparation for the bar examination in cooperation with the Law School
- Develop a student support coordination systems to encourage explorativeness and inquisitiveness
- Redefine the framework of extracurricular activities that encourage student growth
- Career-track examination for national public servants: Securing a pool of students who wish to enter the national public service career track at Ritsumeikan Kasumi Juku; implement measures to prepare students for employment examinations by offering various public service courses
- Certified public accountants: Cooperate with the colleges and hold events for lower-year students to expand the pool of examinees; provide learning support in cooperation with professional schools, accountants in the Alumni Association, and Accountants JA

- Develop a sports promotion strategy to produce value for coexistence with society by way of Ritsumeikan's athletic culture
- We will elaborate upon new student support systems and operational and organizational reforms centered on the Student Success Center concept.
- Graduate student career path support

2025 Annual Plan

- For the Student Support Operational Reform Project spearheaded by the Divisions of Student Affairs, International Affairs, and Career Services, AY2025 will be the year in which we elaborate upon our approach to support and infrastructure improvements. To realize the cultivation of emergent talent and the creation of value for coexistence with society at the Academy level, we plan to elaborate upon specific initiatives in AY2024 for a new student support system and infrastructure improvements.
- Concerning the visualization of growth, we will implement initiatives in conjunction with the Competency Framework that is currently being considered for the entire Academy, including integrated education.

4.Advancing high school-university partnerships and engage in new forms of cooperation for integrated education

Policy objectives (AY2021 - 2025)

- Realize a system of 18-year integrated primary-secondary-upper secondary-tertiary-post-graduate education by engaging in cooperation that spans from the primary and secondary to the university and graduate school levels of education with an eye on becoming a next-generation research university.
- Improve satisfaction of students from affiliated schools who aspire to become creative intellectual producers after they enter the university and encourage their growth
- Enhance and accelerate vertical learning connections between and among the primary school, junior high schools, high school schools, universities, and graduate schools centered on inquiry-based learning

Action Items

- Enhance high school-university
- Provide incentives for outstanding affiliated school students to pursue intellectual inquiry
- Establish mutual penetration between regular curricula of each college and the affiliated schools
- Develop integrated education models for new forms of learning
- Establish hubs for education and research in the Tokyo and Tokai metropolitan areas

2025 Annual Plan

- We will begin the development of an LMS that connects learning in the primary school, junior high schools, and high schools to university-level learning. We will link the LMS to the new school work support system that will go into operation in April 2025 as well as to learning tools for affiliated school students. We will also work on designing a learning system for inquiry-based learning.
- We will move forward with discussions aimed at realizing integrated primary school-junior high school-high school-university-graduate school education as part of the learning provided by the Online High School. We will also consider incorporating the practices gained from this initiative into the existing affiliated schools.

5.Creating value by making the campuses more distinctive

Policy objectives (AY2021 - 2025)

Undertake improvements on the Kyoto Campus (Kinugasa & Suzaku), BKC, and OIC

Kyoto

- Create opportunities for student learning and growth in a history and culture-rich environment by utilizing the Kyoto Community Museum Historic Corridor Project network
- Improve our presence in the local community by using our position as the secretariat of the Shizuka Shirakawa Memorial East Asian Literature and Culture Research Institute and the Kyoto Community Museum Historic Corridor Project to provide educational activities to children who will become the next-generation of community leaders
- Campus improvements:
(Kinugasa)
Kyoto Museum for World Peace phase 2 renovations; Suekawa Memorial hall redevelopment as part of improvements centered on MLA; improvements to Jukokan Hall in line with the relocation of the College of Image Arts and Sciences (new education and research developments); improvements to Western-style buildings in accordance with campus developments, etc.
(Suzaku)
Tawawa site development; improvements to the first floor (including parking lot), etc.

BKC(Biwako-Kusatsu Campus)

- Advance education, research, and activities that contribute to the local community by proactively undertaking the following projects: collaborative projects based on campus tours and hands-on learning sessions for nearby elementary and junior high schools; project to use the BKC Sports and Health Commons (C-Cube) to make the Front Zone livelier, and collaborative projects with local governments with which the university has concluded general cooperation agreements

- Campus improvements:
Infrastructure improvement in line with the relocation of the College of Information Science and Engineering; Union Square renovations, including enhancement of the dining environment; infrastructure improvements associated with the deployment of EPS and EHW; upgrades near C-Cube (for open innovation), etc.

OIC(Osaka Ibaraki Campus)

- Develop new campus services at OIC and advance education, research, and activities that contribute to the local community in conjunction with Expo 2025 Osaka, Kansai
- Actively participate in events before, during, and after the Expo (e.g., Osaka Pavilion, Thematic Projects, Team Expo 2025) to advance education, research, and activities that contribute to the local community while working to elevate the presence of the Ritsumeikan Academy.
- Campus improvements:
Facility improvements in line with new developments at OIC



Action Items

<Kyoto (Hard infrastructure)>

- Kyoto Museum for World Peace phase 2 renovations
- Suekawa Memorial Hall redevelopment
- Jukokan Hall improvements (in line with new college/graduate school plan)
- New building for new college/graduate school
- Improve Igakukan Hall and Zonshinkan Hall (including Yoyokan Hall)
- Improve the Tawawa site, entrance, and parking lot

<Kyoto (Soft infrastructure)>

- Train student volunteer sightseeing guides for school excursions to Ninna-ji Temple and Kitano Tenmangu Shrine
- Train Kanji educators and collaborate with Shirakawa Institute cultural projects
- Implement activities to pass on Kyoto's traditional culture to local elementary school students and Ritsumeikan students by utilizing the Kyoto Community Museum Historic Corridor Project network

<BKC (Hard infrastructure)>

- Renovate Creation Core
- Renovate existing facilities
- Build a hub for implementing demonstration projects based on the College and Graduate School of Science and Engineering Future Plan

<BKC (Soft infrastructure)>

- Hold campus tours and hands-on learning sessions for nearby elementary and junior high school students
- Create new services that contribute to enlivening the Front Zone by making use of the BKC Sports and Health Commons (C-Cube)
- Create services in partnership with the local governments with which we have general cooperation agreements

<OIC (Hard infrastructure)>

- Improve facilities in line with the relocation of the College and Graduate School of Image Arts and Sciences and the College and Graduate School of Information Science and Engineering
- Facility improvements in line with elaboration of the SCC concept (Creative Complex, etc.)
- Renovate existing facilities

<OIC (Soft infrastructure)>

- Hold World Expo-related events at OIC to ensure the Trust can fulfill its duties as a registered World Expo Co-Creation Partner (annual)
- Create new external cooperative partnerships (with companies and organizations, etc.) by way of initiatives tied to the World Expo Osaka-Kansai
- Create new internal cooperative partnerships (with faculty, students, etc.) by way of initiatives tied to the World Expo Osaka-Kansai

2025 Annual Plan

<Kyoto>

- ① In line with the development of a new college and graduate school, we will move forward with the redevelopment of Jukokan Hall (to go into service in April 2026).
- ② We will move forward with specific design and construction preparations for new specialized facilities related to the new college and graduate school (scheduled to go into service in AY2027).
- ③ The following policies, which were confirmed to be implemented as part of the R2030 Kyoto Campus Future Vision, will be considered and established:
 - Consideration and elaboration of plans and schedules for the renovation of Igakukan and Zonshinkan Halls and implementation of renovations
 - Establishment of facilities for the new college and graduate school
 - Dining environment improvements
- ④ The following issue will be considered for implementation as an improvement project under the R2030 Kyoto Campus Future Vision:
 - Consideration, elaboration, and implementation of facilities improvements to realize the MLA concept

- ⑤ We will also consider and implement the following issues after that:
- Renovation of restrooms, installation of solar panels, and regular renovations and upgrades (e.g., rooftop waterproofing, heating and cooling system upgrades)
 - Consideration of renovations to improve the Common Research Rooms
 - Considerations with an eye on the expansion of Ritsumeikan Co-Creation Initiative efforts to the Kyoto Campuses
- ⑥ We will implement the aforementioned improvement policy as we deepen our examination of the Kinugasa Campus Future Vision.

<BKC>

- ① Campus improvements finalized in the implementation policy:
- Define locations and operations for fields on the premises of BKC (with leases to start in or after September 2025)
 - Undertake renovations in Across Wing on the Graduate Student Research Rooms and graduate school classrooms and to accommodate the Kenshoku Collection that the College of Gastronomy Management will accept (by the end of AY2025)
 - Renovate Union Square (entire building to be ready for use in December 2026)
 - Establish the Grassroots Innovation Center (GIC) and the Ritsumeikan Advanced Cross-verse Innovation Commons (CVIC) (to go into service in or after April 2025)
- ② Issues under consideration:
- Utilize Creation Core
 - Consider plans for the Science and Engineering Future Vision and the replacement and upgrade of campus facilities

<OIC>

- ① We will continue to elaborate upon the Socially Connected Campus as a venue for new learning and social co-creation (Try Field) in line with the relocation of the College and Graduate School of Image Arts and Sciences and the College and Graduate School of Information Science and Engineering as well as new developments at OIC.
- ② With the Expo 2025 Osaka, Kansai happening this year, we will take advantage of this opportunity to deepen OIC's three-pronged academic concept of 'Gateway to Asia', 'Co-creation' and 'Regional Cooperation' to promote regional collaboration, co-creation with our partners in society, and the revitalization of education, research, and regional contribution activities undertaken by our students, faculty, and staff.
- ③ In light of the opening of a hub for communication and exchange (in AY2024) in the core facility to be established at Grand Green Osaka (the second phase of the Umekita Redevelopment Project), we will proceed with efforts to create value and engage in communication from Osaka.

- ④ Campus improvement issues: We will redevelop and relocate existing facilities concurrent with new developments at OIC

6. Further promoting the SDGs and carbon neutrality

Policy objectives (AY2021 - 2025)

SDGs

- Develop integrated research and SDG initiatives that contribute to solving social issues by approaching research from the perspective of the SDGs
- Develop the Ritsumeikan Education Program in primary, secondary, and higher education to promote the implementation of the SDGs
- Promote diversity and inclusion through SDG initiatives
- Develop social support (crowdfunding, etc.) and publicity measures for emerging research visualized from the perspective of the SDGs.
- Visualize and share examples of SDG-related community collaboration measures on each campus
- Develop integrated initiatives to change the behavior of the Academy's constituent members
- Build networks for SDG research and education with universities and research institutions around the world
- Develop initiatives to accurately and effectively publicize and disclose our contribution to achieving the SDGs.

Carbon Neutrality

- Achieve carbon neutrality on all campuses by 2030
- Form a carbon-neutral network in collaboration with universities and companies around the world
- Visualize decarbonization initiatives and the impact thereof through the educational and research activities and behavioral changes of our students, faculty, and staff as well as through collaboration with relevant organizations outside the university. Take additional measures to promote these initiatives to society and tie them the collaboration

Action Items

- Further promote education, research, and community partnerships rooted in the SDGs.
- Elaborate upon measures to reduce CO2 emissions in preparation for going carbon-neutral by 2030

2025 Annual Plan

<Initiatives in general>

- Initiatives to further improve our standing in the THE Impact Ranking: We will enhance the website to serve as the foundation for initiatives related to the SDGs and carbon neutrality, and we will showcase various initiatives on the website. We will establish goals that require particular focus and strengthen efforts toward meeting those goals.
- Review of the mission and organizational structure of the Office of SDGs Promotion: We will review the mission and organizational structure in accordance with the policy to reorganize the SDGs promotion framework going forward, including the future shape of the Global Environment Committee.
- Enhancement of symposiums and other venues for external communications: We will promote various environmental and SDGs-related initiatives and improve our name recognition.

<Individual issues pertaining to the SDGs/carbon neutrality/biodiversity conservation>

- Initiatives to become carbon neutral by 2030: (1) analyze current greenhouse gas emissions, (2) deliberate decarbonization methods and initiatives to change the behavior of faculty, staff, and students, (3) develop a carbon neutral roadmap, (4) elaborate upon efforts to calculate Scope 3 emissions at Biwako-Kusatsu Campus in cooperation with the relevant divisions within the university and outside vendors.
- Participation in the University Coalition for Carbon Neutrality: We will continue discussions in the Zero Carbon Campus Working Group and the Regional Zero Carbon Working Group. In particular, as the secretariat for the Regional Zero Carbon Working Group, we will spearhead planning and deliberations in the Working Group while promoting collaboration with other universities.
- Participation in projects related to Kyoto City's designation by METI as a Decarbonization Region: We will work out details of initiatives in the Carbon Neutral School Trip Working Group, and we will accept decarbonized school trips to Kinugasa Campus in cooperation with the Kyoto City Tourism Association and related transportation and travel companies.
- Participation in Cas-Net Japan: We will strengthen collaboration with related universities, researchers, etc. by holding general meetings and lectures or a tentatively planned annual conference at Ritsumeikan.
- Participation in the Ministry of the Environment's 30 by 30 Initiative: We will promote initiatives by way of the advancement of research activities related to biodiversity conservation, including those being undertaken by the Japan Biochar Research Center at Ritsumeikan University. We will collaborate with other member companies and organizations.

7.Implementation of projects to commemorate the 155th anniversary of the founding of Ritsumeikan and the 125th anniversary of the founding of the Academy and promotion of donation policy

Policy objectives (AY2021 - 2025)

<Implement projects to commemorate the 155th anniversary of the founding of Ritsumeikan and the 125th anniversary of the founding of the Academy>

- Use the commemorative milestone of the 155th anniversary of the founding of Ritsumeikan and the 125th anniversary of the founding of the Academy in 2025 as the driving force for implementing the R2030 Challenge Design and presenting our vision to society for becoming a next-generation research university
- Elaborate upon various measures and enhance Ritsumeikan's presence by effectively communicating the outcomes of those initiatives and value for coexistence with society both domestically and internationally
- Promote the unified implementation of commemorative events by the Trust, its universities, and its schools while looking ahead to 2030 and the future beyond

<Promotion of donation policy>

- Implement a donation policy tied to the promotion of the R2030 Academy Vision Challenge Design and anniversary projects
- Use the aforementioned initiatives to expand stakeholder and broader public understanding and support of the R2030 Academy Vision Challenge Design and enhance the presence of the Academy



Action Items

- Projects to commemorate the 155th anniversary of the founding of Ritsumeikan and the 125th anniversary of the founding of the Academy (Period: AY2023 - AY2026)

2025 Annual Plan

- With 2025 marking the 125th anniversary of the founding of the Academy, we will hold a 125th anniversary ceremony on October 18. We will also enhance the overall presence of the Ritsumeikan Academy by promoting the R2030 Challenge Design to the broader public by way of the following: the Kinugasa Art Village Festival, which will allow us to highlight Ritsumeikan's foray into the arts; initiatives of each school also celebrating anniversaries (Ritsumeikan Asia Pacific University, Ritsumeikan Primary School, Ritsumeikan Junior and Senior High School, and Ritsumeikan Uji Junior and Senior High School); initiatives of each college and graduate school (including the College of Law and the College of Social Sciences), and efforts aiming at becoming a next-generation research university and next-generation academy rooted in inquisitiveness.
- In terms of the donation policy, we will communicate a message in conjunction with the aforementioned anniversary projects, and we will expand Trust-level and individual-level support, thereby generating donations significantly exceeding those of a typical year.

2 Ritsumeikan Asia Pacific University (APU)

Policy Category 1

From diversity/a multicultural environment to diversity and inclusion: Pursuing new growth and creating APU education that is creative and internationally competitive

1.Future Plan for the Second Half of the APU 2030 Vision

Policy objectives (AY2021 - 2025)

- Finalize the details of the AY2023 academic reforms, which includes the establishment of the new college, in the Implementation Guidelines for the Next Round of Academic Reforms
- Elaborate upon and implement the programs defined under the Global Learning On/Off-Campus concept
- Finalize the framework and content of “New Developments in Academic Affairs at APU” for new DX-driven academic activities
- Discuss and finalize the details of a framework to realize the enhancement of the graduate schools
- Utilize the two new buildings
- Strengthen the following initiatives to promote the APU Model for Education, which utilizes the university’s internal and external resources for both curricular and extracurricular programs
- Further strengthen regional partnership programs centered on outsourcing to organizations affiliated with Beppu City (curricular and extracurricular)
- Strengthen classes and programs that tap into networks of alumni and faculty members from other universities (curricular)



Action Items

- Advanced D&I human resources development
- Reforms to existing colleges and centers (College of Asia Pacific Studies)
- Reforms to existing colleges and centers (College of International Management/Graduate School of Management)
- Reforms to existing colleges and centers (College of Sustainability and Tourism)
- Reforms to existing colleges and centers (Center for Language Education)

- Reforms to existing colleges and centers (Education Development and Learning Support Center)
- Reforms to existing colleges and centers (Media Resource Center)
- Deepen multicultural cooperative learning -> Pursue Global Learning (in class)
- Pursue new DX-driven academic developments
- Graduate School Advancement Policy
- Expand into science and technology fields
- Harness internal and external resources to pursue new developments at a high level, realize the APU2030 Vision, and establish the APU Model for Education

2025 Annual Plan

- Starting with the Comprehensive Reviews of Academic Activities that we adopted in AY2024, we will establish a mechanism whereby the academic cycles of each college and center circulate in a continuous feedback loop through the Operating Plan, Comprehensive Reviews of Academic Activities, and the Budget for Strengthening Teaching, which supports those academic activities.
- As part of these activities, we will revise the existing reform items for each college and center in AY2025 through discussions in the College Faculty Council Meetings and Center Meetings.
- In addition, since this is the final academic year of the current five-year plan, we will use additional budgetary measures and other means to strengthen efforts pertaining to those items that have not been accomplished as of the end of AY2024.

2.Strengthening admissions

Policy objectives (AY2021 - 2025)

- Maintain the target of enrolling students from at least 100 countries and regions
- Maintain the target of keeping the percentage of international students recruited from countries where we have overseas offices under 60%
- Strive to achieve 80% of domestic students indicating APU as their first preference
- Strengthen ties with affiliated schools, partner schools, and cooperating schools and strive to achieve a rate of enrollment of at least 15% from those schools



Action Items

- Strengthen international admissions
- Strengthen domestic admissions (strengthen ties with affiliated schools, partner schools, and high school-university partnership program schools)
- Domestic admissions strategy (strategy for the Tokyo metropolitan area)
- Public relations, branding strategy, and Tokyo metropolitan area strategy for the new college and reforms to the existing colleges

2025 Annual Plan

[International/Graduate School] In order to maintain student enrollment from at least 100 countries and regions, we will undertake the following initiatives.

- Digital management: [Undergraduate] Together with the implementation of online events, we will use social media for publicity to attract applicants from countries and regions where in-person recruiting activities are difficult. [Graduate school] We will update the website. Specifically, we will redesign the top page of the website, enhance the content of the MEXT Scholarship page, and improve other content to encourage visitors to navigate around the site.
- Agent management: [Undergraduate/Graduate school] We will engage in appropriate agent management to increase the number of applicants from each country and region and maintain a situation in which we are not overly dependent on enrollment from the countries and regions where we have offices. We will provide agents with appropriate information by conducting general and country/region-specific training as needed.

[Domestic] For domestic student recruitment, we will develop and trial programs for students from the current 21 partner schools in order to strengthen ties with those schools with which we have high school-university partnership agreements. This will allow us to stably secure applicants and enrollees from schools with which we have high school-university partnership agreements.

[Domestic] By holding more events for high school teachers and strengthening publicity, we will increase the number of participants in learning programs tied to admissions, which we have been developing and implementing since AY2023 admissions, and we aim to secure enrollees engaged in continuous learning from before the application period until their admission to APU. In accordance with the report of the Admissions Reforms Review Committee, we will establish a new learning performance-oriented entrance examination type.

3.A learning and student support system that accepts diverse students even more than before

Policy objectives (AY2021 - 2025)

- Hold discussions transcending the barriers between the offices with an eye on the establishment of the tentatively named Center for Learning and Student Support, which will provide one-stop student support pertaining to learning, campus life issues, job placement, and advancement
- Create a framework for soliciting a wide range of feedback from students and appropriately incorporating their opinions into university administration to respond swiftly to student issues on an institutional basis

Action Items

- Establish the Center for Learning and Student Support
- Build a framework for incorporating student feedback into university administration
- Advance academic and student support

2025 Annual Plan

- We will continue the Future Visionary Vice President system as one of the mechanisms to incorporate student feedback into university administration, and we will establish a wider framework not only limited to the Future Visionary Vice President system to collect a wide range of student feedback and opinions and reflect them in university administration.
- As soon as a decision is reached on the establishment of the Center for Learning and Student Support, which is currently under consideration, we will establish the center and commence operations based on the agreed upon schedule. We will also undertake initiatives to promote organic cooperation among divisions related to academic and student support and implement measures to strengthen support functions.

Policy Category 2

Promote internationally applicable research that contributes to society and the community

1. Formulate and implement a policy and a plan to raise the level of research

Policy objectives (AY2021 - 2025)

- Formulate a policy and plan for the advancement of research and elaborate upon efforts to contribute to the strengthening of international joint research.

Action Items

- Strengthen support for research activities based on the research advancement policy and promote international joint research

2025 Annual Plan

We will draw nearer to achieving our KGIs by implementing the following specific measures outlined in the Research Enhancement Plan.

- Securing research funding
- Establishment of research implementation systems
- Securing research time
- Creating social impact
- Strengthening research infrastructure

Policy Category 3

Contribute to the growth of local communities around the world (create a new regional development model for civil society, government, and academia with the university at its core)

1.Unifying and strengthening collaboration between our centers and outside partners

Policy objectives (AY2021 - 2025)

- Establish the tentatively named Center for Regional Collaboration before the end of AY2025 to serve as both the contact point with the local community, society, and external organizations and the coordinating body for internal organizations with the aim of integrating those collaborations into research and student learning through structured programs
- Develop external partner institutions both at home and abroad for off-campus educational programs

Action Items

- Establish center
- Identify external partner institutions
- Develop programs with external partner institutions

2025 Annual Plan

- We will accelerate activities centered on the APU Connection Hub as we strive to enhance the quality and quantity of social and regional collaboration activities. In terms of quality, we will promote initiatives that will have an impact on society in conjunction with the promotion of the MEXT SI Project. We will build a system in which we bring local issues into the university and involve a diverse array of human capital from industry, academia, and government in solving them. In terms of quantity, we will further increase cooperation with the business community and companies to promote co-creation with industry both on and off campus.

- We will demonstrate new technologies, products, and services both on campus and in our partner municipalities and local communities, and we will share the results and achievements of these initiatives to develop an ecosystem where the university plays a key role in identifying and solving issues.
- We will develop a model in which APU and alumni-led organizations provide support for the overseas expansion of local businesses and the introduction of overseas businesses into the Japanese market.

Policy Category 4

Enhance diverse lifespan careers in which graduates can take an active role in the world and contribute to society

1.Bolstering placement in international organizations and advancement to foreign graduate schools

Policy objectives (AY2021 - 2025)

- Develop an APU-wide system that students who wish to advance to graduate school or secure careers in international organizations can use to make independent career choices
- Strengthen initiatives led by each college (e.g., holding seminars on graduate school advancement for first and second-year students, improving the consultation framework)
- Strengthen cooperation with alumni and external organizations led by the Office of the President and Career Office
- Improve the website and utilization of social media
- Strengthen individual counseling

Action Items

- Strengthen support for advancement to Japanese and foreign graduate schools
- Strengthen support for placement in international organizations

2025 Annual Plan

- In AY2025, we will expand upon the graduate school advancement support events implemented in collaboration with the undergraduate colleges and support the creation of a system in which the colleges can proactively support and guide students towards graduate school advancement, all while developing our own original events.
- A survey on student career support is scheduled to be conducted in the second half of 2024, and based on the results of this survey, we will reexamine our approach to career support for students and implement support for non-traditional career paths.

- To make it easier for students to visualize their own careers from the early years, we will continue presenting them with role models for a wide variety of career paths.
- Since a career path to an international organization usually requires a master's degree or higher, we will work with faculty, alumni, and external organizations to implement measures that allow students to take ownership of their own career plans—such as [undergraduate college -> employment -> graduate school -> career advancement] or [undergraduate college -> graduate school -> international organization)]—deepen their undergraduate learning, and become aware of the importance of having expertise.
- We will work with other offices to further enhance the alumni cooperation system for career support for current students, begin a survey on the career support needs of graduating students and alumni, and proceed with considering specific measures.
- The APU International Affairs Network (Neo SAIA) on LinkedIn will continue to encourage participation from students, alumni, faculty and staff.

2.Strengthen support for student entrepreneurs

Policy objectives (AY2021 - 2025)

- Create an APU-wide system that can be utilized by students who aspire to start a business while enrolled or after graduation
- Create linkages with curricular entrepreneurship education
- Promote cooperation between RCAPS-affiliated research centers and the Career Office (encourage student participation in projects)
- Strengthen ties with alumni entrepreneurs including the members of APU Startup Founders
- Strengthen ties with external institutions (e.g., PARKS, economic federations, local governments, startup support organizations)
- Bolster publicity by improving the APU Startup Support website and enhancing content

Action Items

- Strengthen publicity for startup support functions

2025 Annual Plan

The efforts of the APU Startup Program have been successful in stimulating interest in entrepreneurship and expanding the pool of potential entrepreneurs. Looking ahead to the second half of R2030, we will work to strengthen and enhance new startup support functions that go beyond the activities of the Startup Program. Specifically, we will organize initiatives into the following categories.

- Acquisition of entrepreneurial knowledge and skills:
We will provide content and hands-on seminars to help students acquire practical expertise in various fields, including idea generation, presentation, business planning, and legal affairs.
- Provision of a mentor network:
In addition to startup support organizations, startup communities, and experts in the Oita and Fukuoka regions, we will organize APU alumni businesspersons and startup support experts into a mentor group and connect students with them.
- Support for real-world implementation and demonstration testing:
We will provide an environment where new products, services, and technologies can be demonstrated in the real world in the Oita and Fukuoka regions.

Policy Category 5

Improve the network of graduates and organizations of graduates possessing the power to change the world as global leaders

1.Strengthen alumni policy

Policy objectives (AY2021 - 2025)

- In addition to the creation of regional chapters around the world, focus efforts on creating groups of alumni based on factors such as their affiliations and activities while they were enrolled, their post-graduation occupations, and their interest in social issues, and expand and strengthen alumni's networks with each other as well as ties between alumni and the university
- Strengthen university-alumni relations by enhancing alumni involvement in APU student learning and job placement support
- Work out the details of a Lifelong Learning system for alumni along with support programs for alumni seeking second and third careers (by having alumni cooperate with Career Office initiatives)

Action Items

- Lifelong learning programs
- Lifelong career support programs
- Support the formation of groups based on occupations and programs
- Implement measures in cooperation with alumni funded by Support Change Makers donations

- Build a network of alumni to provide support for startups and business development
- Conduct survey with alumni 5, 10, and 15 years after graduation

2025 Annual Plan

We defined two issues that we will work to address: (i) the updating of information on alumni attributes such as affiliation, work history, and skills and (ii) the revitalization of alumni activities in each area of work and interest.

- In addition to the Salesforce platform that has been in operation since AY2023, we will utilize the LinkedIn platform to create an online APU alumni community. Specifically, in the first half of the academic year, we will organize online community groups by occupations and interests, and we will reach out to the members of these groups to connect them with current students via direct marketing, facilitate networking with local companies in Japan, and solicit donations.
- At the same time, we will run a program to revitalize the activities of the Alumni Association funded by the investment gains from the Alumni Association's Support Change Makers Scholarship Fund, and in the second half of the academic year, we will develop connections with each occupation-based community group.

Policy Category 6

Build a foundation for, and organization to, support a Global Learning Community

1.Promoting globally applicable governance

Policy objectives (AY2021 - 2025)

- Define and clarify the roles and jurisdiction of faculty members in executive positions and proceed with reforms to official meetings
- Reform the organizational culture to continuously promote the development of professional skills among staff members, cross-divisional collaboration, and operational efficiency in addition to stably operating the restructured administrative organization
- Implement an internal DE&I policy and work to transfer our know-how to the local community based on the Diversity, Equity & Inclusion Promotion Committee established in AY2023

Action Items

- Deliberate approaches to university administration
- Consider faculty roles

- Consider staff roles
- Development of inclusive environments by the Diversity, Equity & Inclusion Promotion Committee
- Respond appropriately to university evaluations

2025 Annual Plan

- Governance reforms:
In AY2025, we will begin implementing the proposed reforms and institutional changes considered during the 2024 academic year. As part of this process, we will provide detailed explanations to all constituent members to realize a smooth transition with an appropriate sense of speed.
- Staff organization reforms:
After sorting out the issues that emerged in AY2024, we will propose and implement solutions in the first half of AY2025. In addition, based on the operational efficiency improvement initiatives implemented in the Academic Office in AY2024, we will expand the operational efficiency improvement techniques to other offices in AY2025. Furthermore, we will actively promote staff organizational culture reforms and strengthen our efforts to establish an organizational structure that promotes innovation.
- Promotion of D&I:
In order to address the accessibility issues identified from the initiatives undertaken in AY2024, we will focus on two areas in AY2025 based in particular on the results of the dialogues (SD and workshops) with experts and concerned parties conducted in the second half of AY2024: D&I-driven campus infrastructure improvements and D&I-driven student service improvements. In addition, we will leverage the knowledge and findings obtained through these efforts to promote the transfer of know-how to the local community. Specifically, we will search for companies and organizations that will collaborate with APU on demonstration tests and real-world applications, and by utilizing the APU campus as a testing ground, we will test technologies and services and contribute to improving accessibility in the local community. The goal is to develop more effective measures by encouraging co-creation with society through the proactive involvement of students and faculty members in these initiatives.

2.Strengthening the financial base

Policy objectives (AY2021 - 2025)

- Promote initiatives for comprehensive circular development with the aim of strengthening our medium- to long-term financial base

- Enhance our presence both inside and outside the university by improving the quality of education and research on a university-wide basis and promoting public relations and branding based on the APU2030 Challenge Design
- Provide comprehensive support to students by way of support for student activities and careers and further improve the learning environment
- Actively utilize external resources and introduce various revenue-generating measures to secure diverse funding sources that do not rely solely on tuition revenue and strategically allocate the budget backed by these revenue streams
- Approach the optimization of the gap between forecasted and actual budgets, formulate the APU Policy Budget, and review and consider the scholarship budget
- Formulate a proactive financial plan (for AY2024-AY2026) aimed at realizing the tentatively named Yoneyama Vision based on medium-term financial simulations and use this to support the R2030 APU Challenge Design from the dual perspectives of financial and human resources



Action Items

- Consider a policy for long-term fiscal restructuring
- Donation policy

2025 Annual Plan

- Optimization of budget management:
University financial management requires proper budget control on a single-year basis. The Office of Institutional Planning will verify the status of budget execution in each division and office and ask those divisions and offices that have difficulty with systematic execution to revise their budget execution plans, thereby ensuring thorough management of budget forecasts and actual results.
- Ensuring stable tuition revenue and appropriately managing scholarships:
Securing stable tuition revenue, maintaining appropriate enrollee numbers, and properly allocating and managing scholarship funds are important issues for the sustainable financial management of the university, so information sharing and collaboration across divisions and offices will be indispensable for the smooth execution of these activities. Therefore, we established the Scholarship Budget Management Working Group in the second half of AY2024 which has been considering these issues in cooperation with each division and office. In AY2025, we will further expand upon our initiatives to date and establish a committee to discuss APU's overall financial strategy and implement specific measures.

● Expansion of revenue from subsidies:

Increasing revenue from subsidies is essential for strengthening APU's financial base. In AY2024, under the supervision of the Director-General, we formed a specialized task force team consisting of staff from related divisions and offices to promote initiatives to secure subsidies. In AY2025, we will continue to promote initiatives and institutional reforms that meet the requirements for subsidies in cooperation with related divisions and offices with the aim of securing more subsidies.

● Promotion of donation solicitation efforts:

In AY2025, APU will reach the milestone of its 25th anniversary. Taking advantage of this occasion, we will reflect on APU's history and actively disseminate information on our educational and research activities as well as student learning and activities in order to promote the solicitation of donations from local governments, corporations, and individuals (alumni and others). This will further strengthen the financial base and allow us to realize sustainable university management.

3 Integrated Primary and Secondary Education and the Affiliated Schools

Policy Category 1

From affiliated schools to integrated education schools:
Integrated education where the primary school, junior high schools, high schools, universities, and graduate schools work together to cultivate students

1. Developing integrated primary school-junior high school-high school-university-graduate school education

Policy objectives (AY2021 - 2025)

- Realize a system of 18-year integrated primary-secondary-upper secondary-tertiary-post-graduate education with an eye on becoming a next-generation research university
- Enhance and accelerate vertical learning connections between and among the primary school, junior high schools, high school schools, the university, and the graduate schools centered on inquiry-based learning

Action Items

- Enhance and accelerate vertical learning connections between and among the primary school, junior high schools, high school schools, the university, and the graduate schools centered on inquiry-based learning (e.g., early enrollment)
- Use online tools to promote partnership education for students and their guardians
- Develop an individually optimized education model aimed to instill students with basic academic ability
- Consider an information sharing mechanism and framework to promote high school-university-graduate school partnerships
- Work out the details of a system that allows students to take university courses online
- Work out the details of a system to encourage affiliated school students to advance to graduate school
- Study learning management systems (LMS) with an eye on visualizing learning records

2025 Annual Plan

- We will develop the LMS to visualize the accumulation and progress of student learning. We will also establish a system to connect study records to the university via the RDP.
- The Division of Academic Affairs and the Division of Research will work to develop the Ritsumeikan Model for Inquiry-based Learning with inquiry-based learning positioned as the core of integrated primary school-junior high school-high school-university-graduate school education.

2. Developing 12-year integrated primary, secondary, and upper secondary education

Policy objectives (AY2021 - 2025)

- Consider the development of 12-year integrated primary-secondary-upper secondary education for a new era
- Elaborate upon an elementary-junior high school partnership education framework in cooperation with Tanaka Gakuen Ritsumeikan Keisho Elementary School

Action Items

- Consider the development of 12-year integrated primary-secondary-upper secondary education for a new era
- Elaborate upon an elementary-junior high school partnership education framework in cooperation with Tanaka Gakuen Ritsumeikan Keisho Elementary School

2025 Annual Plan

- AY2025 will mark the first year of intake of students from Tanaka Gakuen Ritsumeikan Keisho Elementary School to Ritsumeikan Keisho Junior High School, and we will promote the development of proficiency-based classes, especially for English classes.
- Ritsumeikan Primary School will commence deliberations on its future vision and start to consider how to further promote integrated 12-year primary- junior high-high school education.

Policy Category 2

Designing various learning venues: Striving to produce leaders for a multicultural society

1. Guaranteeing diverse learning opportunities and developing new forms of learning both inside and outside Japan

Policy objectives (AY2021 - 2025)

- Realize diverse learning opportunities by developing online learning.
- Enhance the reputation of Ritsumeikan's integrated education.

Action Items

- Directly accept outstanding international students from the primary and secondary levels
- Elaborate upon a plan for learning at overseas hubs including foreign partner schools
- Create hubs for integrated education in the Tokyo metropolitan area and other areas as part of our regional strategy

- Consider the establishment of EdTech-driven online courses both inside and outside Japan

2025 Annual Plan

- We will discuss curricula and inquiry-based learning programs with a view to establishing the Online High School.
- We will begin developing a learning platform.

Policy Category 3

Learning for student development: Developing the Ritsumeikan version of the Future Classroom

1. Developing hybrid education that realizes the Future Classroom

Policy objectives (AY2021 - 2025)

- Realize the "Classroom of the Future" concept and cultivate self-esteem in our students by developing online learning that transcends the boundaries of the school and allows students to freely choose their own learning path
- Promote the shared use of educational resources among the affiliated schools while emphasizing the unique character of each school

Action Items

- Develop individually optimized and collaborative education models
- Develop online learning programs in cooperation with companies and foreign partner schools
- Consider online learning offered collaboratively by the affiliated schools
- Consider the establishment of EdTech-driven online courses both inside and outside Japan
- Consider using online tools to offer hybrid styles of academic, cultural, and athletic activities

2025 Annual Plan

- We will elaborate upon the Online High School concept.
- We will begin development of curricula and inquiry projects in preparation for the opening of the Online High School that embodies the "Classroom of the Future" concept. We will also work on developing a learning platform to support student learning.
- At the same time, we will consider the horizontal deployment of various educational content to be developed for the Online High School to the existing affiliated schools.

2. Growth through extracurricular and self-directed activities

Policy objectives (AY2021 - 2025)

Expand opportunities for student growth in all activities both curricular and extracurricular

Action Items

- Create venues for curricular and extracurricular growth through primary-secondary-upper secondary-tertiary-post-graduate collaboration
- Create hubs for culture and sports in cooperation with the local community
- Reform club activities to create time for affiliated school teachers to focus on educational development

2025 Annual Plan

- We will examine the nature of club activities for AY2026 and beyond (review activity hours, activity content, number of clubs, etc.).
- We will hold discussions with an eye on securing financial resources to enable the outsourcing of club activities (e.g., beneficiary burden, tuition revisions, regional cooperation, teacher quota).

3. Improving the educational infrastructure and developing teachers' capabilities

Policy objectives (AY2021 - 2025)

Work with the university to cultivate inquisitiveness, expertise, facilitation skills, and management skills in our teachers who will handle education in the "era of the Classroom of the Future"

Action Items

- Formulate a new Affiliated School Teacher Training Program; assist teachers with obtaining degrees
- Cultivate future school managers and administrators
- Promote work style reforms for teacher

2025 Annual Plan

- We will establish guidelines for cooperation with the university on "Topic-based Research" in relation to inquiry classes, and we will build a system that allows the affiliated schools and undergraduate colleges to both develop more fruitful inquiry-based learning.
- We will revise the content of training programs offered by the Affiliated School Education and Research Training Center and implement programs to cultivate our teachers' competencies.

3-1 Ritsumeikan Primary School

Policy Category1

Major policies for Ritsumeikan Primary School in the first half of the R2030 Challenge Design period

1. Establishment of a Ritsumeikan Primary School mode for inquiry-based learning: The cross-curricular inquiry project [Supervising Trustee: Trustee Kuno]

Policy objectives (AY2021 - 2025)

- Develop active learning guided by a spirit of inquiry from the primary school level to realize the creation of value for coexistence with society through integrated primary-junior high school-high school-university-graduate school education
- Roll out inquiry-based projects and classes for the first through sixth grades based on the level of students' development and establish the Ritsumeikan Primary School Model for Inquiry-based Learning while also creating linkages to the inquiry-based learning at Ritsumeikan Junior and Senior High School

Action Items

- Develop the Ritsumeikan Primary School Model for Inquiry-based Learning with an eye on cultivating researchers for a next-generation research university by way of integrated primary-secondary-upper secondary-tertiary-post-graduate education
- Elaborate upon a plan to establish a teachers' lounge to serve as a base for the development of the model

2025 Annual Plan

We will give concrete form to the three frameworks of organization and group building, subject-based learning, and "Community Time."

- In terms of organization and group building, we will introduce the Peaceful School Program from the lower grades to enhance qualities and skills related to dialogue and collaboration.
- With regard to subject-based learning, we aim to establish a framework to foster a proactive attitude toward learning through individually optimized learning, regular learning, and reflection, and we will consider establishing the tentatively named "Rits Time" as a concrete initiative to realize this.

- As for "Community Time," we will classify and organize cross-curricular inquiry-based learning into three types—subject-derived core learning, learning centered on school events, and abstract concept-based learning—in order to systematize learning over the six years of primary school.

2. New developments in global education and school internationalization: Normalizing the International Class concept and collaborative learning with the world

Policy objectives (AY2021 - 2025)

- Promote more advanced, comprehensive school-wide internationalization that reflects the post-COVID-19 social landscape and new educational issues and transform the school into one where students are constantly exposed to a diverse array of nationalities and cultures, where they can overcome the language barrier to meet a diverse array of people, and where they search for ways to coexist and collaborate
- Expand opportunities for collaborative learning with primary school students from around the world in both the real and virtual spheres
- Consider new systems and intake programs to welcome foreign and returnee students whose mother tongue is not Japanese as valuable embodiments of the world's diversity

Action Items

- Develop and implement EdTech-driven international exchange programs
- Conduct research with an eye on developing the International Class (tentative name) concept

2025 Annual Plan

- In AY2024, we accepted students from Yotsuba Gakuin (Seattle) as a new overseas partner, and by encouraging person-to-person exchanges between their students and ours, we created a venue for communication and learning with people of various backgrounds. We will continue to expand our overseas partnerships, encourage participation in daily educational activities with our students, and provide opportunities for Japanese language education as we consider how to handle expenses.
- We will further deepen our relationships with overseas schools with which we have already had exchanges through both visitation programs and online exchange sessions (international cooperative learning).
- We will consider developing exchange partners in new regions (e.g., Asia, Africa, the Middle East, Europe, and Latin America).

<For all students>

- "I Grew up in Kyoto" (Kyoto Studies): Visualize and systematize learning about the authenticity of Kyoto culture
- Develop structures and teaching materials for conceptual learning to enhance DE&I-oriented cross-cultural sensitivity
- Consider student intake on Reverse Gap Term Study Abroad Programs
- Interact and collaborate with international students at RU and APU

<For top-up program students>

- Diversify term-based study abroad (resume TAS) programs and destinations, establish a scholarship
- Build networks with foreign partner schools
- Hold cooperative events with the College of Letters
- Hold cooperative events (e.g., Global Gateway Program) with the College of Global Liberal Arts

3. Developing EdTech-driven free learning styles

Policy objectives (AY2021 - 2025)

- Based on our achievements in the progressive deployment of ICT education, aim to enable our students to more freely utilize ICT by creating an environment where our students can learn from anywhere, at any time, with anyone.
- Enrich EdTech-driven cooperation with the university and companies and international collaborative learning as part of inquiry-based learning
- Boost educational effectiveness and improve operations through the use of simultaneous online class delivery and on-demand classes and the use of online independent study materials

Action Items

- Implement adaptive learning through the advanced use of ICT and AI materials in multiple subjects
- Develop and implement programs that utilize EdTech to create connections with and allow students to experience authenticity in the real world and new career education programs
- Build 12-year digital portfolios

2025 Annual Plan

We will develop ICT infrastructure from the following four perspectives.



- We will reorganize and restructure systems and data frameworks related to student information to coincide with the switchover to the new school work support system, and we will clarify workflows and usage rules.
- We will cooperate with the RDP, the Office of Information Infrastructure, and the Division of Integrated Primary and Secondary Education to organize systems such as enabling the use of multiple services and apps with a single account, or providing a hub system like a learning e-portal from which all other services can be accessed.
- We will realize the development of a new classroom ICT environment by replacing electronic teacher's desks, projectors, and other equipment.
- We will reconsider student devices as tools to support the new curriculum.

4. Education ventures: Providing a place for learning produced by Ritsumeikan Primary School

Policy objectives (AY2021 - 2025)

- Expand the existing extracurricular after school program for our students into initiatives such as early childhood education for pre-school-aged children and recurrent education for senior citizens, thereby developing the EARTH program—a project to organize the Ritsumeikan family in Kyoto
- Provide lifelong education that runs the gamut from pre-school-aged children to adult learners with an eye on attracting potential students to Ritsumeikan Primary School

Action Items

- Implement after-school, pre-school, primary school, and recurrent education programs as part of our in-house educational venture (EARTH).
- Consider expanding to multiple locations while gradually increasing the size of programs

2025 Annual Plan
<ul style="list-style-type: none">● We will outsource part of the existing after school program for current students.● We will continue working on the EARTH program as a project to organize the Ritsumeikan family in Kyoto by way of early childhood education for pre-school-aged children and recurrent education for senior citizens, etc. In particular, with regard to recurrent education, we aim to increase the number of participants by making what used to be one-off events into an ongoing series.● In terms new developments for the EARTH program, we will also consider collaboration with the Osaka Ibaraki Campus and ROOT.

- By having students in the upper grades regularly visit the Nagaokakyo Campus of Ritsumeikan Junior and Senior High School, we encourage exchange between primary school students and junior and senior high school students. Going forward, we will expand the target group to include the students in the other grades and their parents, and we will pursue active exchange not only with Ritsumeikan Junior and Senior High School, but also with other the affiliated schools, Ritsumeikan University, Biwako Kusatsu Campus, and Osaka Ibaraki Campus to strengthen cooperation and pursue the integration of the primary school, junior high schools, senior high schools, and the university, all while considering the future direction of affiliated schools.

5.New style of 12-year integrated education (Common issue for the primary school, junior high schools, and high schools)

Policy objectives (AY2021 - 2025)
Raise the level of cooperation between Ritsumeikan Primary School and Ritsumeikan Junior and Senior High School and implement truly valuable 12-year integrated education in order to develop children with a wide range of educational and practical skills that will enable them to realize their aspirations and who are fully able to promote their own growth and continue learning



Action Items
<ul style="list-style-type: none">● Conduct data-driven empirical research (e.g., measure non-cognitive skills) on the strengths of our 12-year integrated education.● Build 12-year digital portfolios● Conduct empirical research on 12-year primary-secondary-upper secondary integrated education and consider initiatives for a new era, consider how to create linkages with the English-basis courses at Ritsumeikan Uji Junior and Senior High School and the other affiliated schools, and hold discussions to determine guidance methods in line with the establishment of multiple destinations for our students

2025 Annual Plan
<ul style="list-style-type: none">● Aiming to create a digital portfolio using the new school work support system, we will visualize the 12-year growth process of our affiliated school students.

3-2 Ritsumeikan Junior and Senior High School

Policy Category 1

Major policies for Ritsumeikan Junior and Senior High School in the first half of the R2030 Challenge Design period

1. Education for self-reliance: Encouraging a diverse range of personalities and fostering an ability for personal growth that contributes to a sustainable society

Policy objectives (AY2021 - 2025)

- Further expand upon education for independence and self-reliance unique to Ritsumeikan Junior and Senior High School with an eye on cultivating human resources who can support our goal of becoming a next-generation research academy
- Advance education that raises awareness of the importance of social issues through a diverse array of endeavors and collaboration and allows students to discover their potential
- Pursue initiatives that aim to develop education for independence and self-reliance centered on the cultivation of self-directed learners and the development of creative classes



Action Items

- Reflect a respect for diversity and the maturation of our democratic school culture in our school goals
- Work out details for the introduction of the new curriculum
- Elaborate upon the Ritsumeikan Challenge Week concept

2025 Annual Plan

- In order to cultivate human resources who can support our goal of becoming a next-generation research academy, we will partially revise the curriculum and establish new elective courses such as Introduction to STEAM and Data Science for students entering the high school in AY2025. Based on our results of our efforts in AY2024, we will also work to systematize and enhance the six years of Topic-based Research with the aim of strengthening the cultivation of inquisitiveness. Specifically, we will aim to cultivate a spirit of independence and self-reliance and foster inquisitiveness through a range of activities such as reciprocally linking classes in each subject with an emphasis on inquiry-based learning, enhancing various presentation opportunities, expanding research in interdisciplinary fields that bridge the sciences and humanities, and developing cooperative ties with career education.
- In addition, we aim to operate individually optimized learning initiatives more effectively based on the practices and a comprehensive review of the past three years.

- We will begin to implement the Overseas Challenge Program (AA Training) in AY2025 as we work to rebuild and deepen the network we have developed up through AY2024. In November 2025, we will hold the 30th National Conference of Private University-Affiliated Junior and Senior High Schools ("Affiliated School Summit") as one of the projects to commemorate the 120th anniversary of the school, and we will use this to disseminate our educational practices nationwide.

2. Toward the permanent establishment of a multicultural environment through the development of hybrid-style global education

Policy objectives (AY2021 - 2025)

Promote new forms of globalization and develop a DX-driven hybrid online and offline learning experience with the aim of instilling in students the attitude and multicultural collaboration skills needed to create a society that allows people to express their individuality in the midst of diversity with an eye on developing human resources who can support us in achieving our goal to become a next-generation research academy



Action Items

- Consistently implement hybrid exchange sessions with foreign schools and offer online collaborative classes with foreign partner schools
- Work out the details of the International Topic-based Research Center, which will develop a model for international human resources development in the sciences as the torch-bearer of the SSH outcomes

2025 Annual Plan

- This year will mark the 24th year of earning the SSH designation from MEXT and the second year of being named a Science and Technology Human Resources Development Core School. The 23rd Japan Super Science Fair (JSSF) and the 12th Rits Super Global Forum (RSGF), which are organized by Ritsumeikan Junior and Senior High School and which invite students from numerous countries and regions and from schools throughout Japan, will serve as the pillars of these initiatives. Backed by many years of practice, we will further expand and strengthen our networks and relationships of mutual trust developed with numerous foreign partner schools, and we will promote the development of collaborative educational programs with these partner schools.
- We will strengthen our educational foundation for understanding diversity and acquiring multicultural collaboration skills, and we will further promote the development of DX-driven hybrid learning.

- We will secure the participation of many students and schools in international joint research with foreign schools, share our know-how with other affiliated and partner schools, and promote the adoption of these initiatives by other schools in Japan. We will promote the systematic development and publicity of global science education spanning the junior high school, high school, and university, and, as a front-runner of both science education and global education in Japan, we will further enhance the Ritsumeikan Academy brand while also aiming to increase the number of students studying abroad after entering university.

3.Raising the level of STEAM (Science, Technology, Engineering, Art & Mathematics) education

Policy objectives (AY2021 - 2025)

Implement STEAM (Science, Technology, Engineering, Art, & Mathematics) education and raise the level of our inquiry-based learning and topic-based research, thereby instilling in our students the motivation to learn independently, a robust set of academic skills, and a desire to solve social issues, with an eye on developing human resources who can support us in achieving our goal to become a next-generation research academy

Action Items

- Realize an environment in which students have their own devices and utilize them for learning and school activities
- Work out the details of the tentatively named STEAM Center

2025 Annual Plan

- Based on the discussions up through AY2024 and the plan to establish the tentatively named Next Generation Multipurpose Lab, we aim to build, complete, and start operating the Next Generation Multipurpose Lab in AY2025.
- We will further emphasize collaboration with the College of Science and Engineering at Ritsumeikan University as we aim to become a cutting-edge monozukuri-oriented educational facility that contributes to advanced design for inquiry-based learning, topic-based research, high school-university partnerships, and the integration of the humanities and the sciences as a center of Science, Technology, Engineering, Art, & Mathematics (STEAM) education. In addition, we will also function as a center for entrepreneurship education and collaborate with outside experts to provide opportunities for seminars and other activities that will contribute not only to the school but also to the local community.
- The tentatively named Next Generation Multipurpose Lab is the first facility of its kind in a Japanese junior and senior high school to function as a center for STEAM education. It will cultivate a can-do spirit in many of our students while also serving as a vehicle for disseminating new entrepreneurship education. By horizontally deploying its achievements, it will enhance Ritsumeikan's progressive status as a comprehensive academy. In addition, the Lab will emphasize corporate partnerships (with Murata Manufacturing Co., Ltd. And others) for STEAM education to cultivate multifaceted problem-solving skills.

4.A new style of 12-year integrated education (Common issue for the primary school, junior high schools, and high schools)

Policy objectives (AY2021 - 2025)

Realize appealing integrated primary-junior high school-high school-university-graduate school education that allows students to develop their individuality and expand their potential with an eye on developing human resources who can support us in achieving our goal to become a next-generation research Academy

Action Items

- Conduct data-driven empirical research on the strengths of our 12-year integrated education.
- Measures the effective of the Second Stage and conduct a survey to track the post-graduation career paths of our alumni.
- Conduct empirical research on 12-year primary-junior high school-high school integrated education and consider initiatives for a new era, consider how to create linkages with the English-basis courses at Ritsumeikan Uji Junior and Senior High School and the other affiliated schools, and hold discussions to determine guidance methods in line with the establishment of multiple destinations for our students

2025 Annual Plan

- In order to produce talent that will support our goal of becoming a next-generation research academy in the process of providing integrated primary-junior high school-high school-university-graduate school education, we will promote educational practices that enhance individuality and potential from two perspectives—discovering outstanding talent and the need for daily individualized learning support for students with learning difficulties—and we will deploy the results of these efforts to the other affiliated schools including the primary school.
- To provide students with a positive outlook on the future and heighten their sense of self-worth, in addition to junior high school-university partnerships and high school-university partnerships, we will place emphasis on career education and further strengthen our collaboration with the Ritsumeikan Seiwakai Alumni Association, an organization composed of school graduates boasting a network of approximately 35,000 people.
- The 120th anniversary commemorative events in AY2025 will serve as symbolic efforts for communicating the appeal of the Ritsumeikan Academy's integrated education, and we will implement them in such a way that they will be a driving force for future developments in both the school and the entire Academy.
- In collaboration with the Division of Integrated Primary and Secondary Education, we will move forward with efforts to smoothly accumulate and utilize portfolios and learning data by unifying the 12-year primary-junior high-high school platform.

3-3 Ritsumeikan Uji Junior and Senior High School

Policy Category 1

Major policies for Ritsumeikan Uji Junior and Senior High School in the first half of the R2030 Challenge Design period

1. Creating an energetic school that students and parents are proud of: Invigorating a variety of activities

Policy objectives (AY2021 - 2025)

- Create a sense of school unity by encouraging students to proactively participate in activities
- Put an infrastructure in place that enables students to engage in a wide range of activities, including sports, cultural activities, and academics, on their own accord, and systematize out-of-class learning in cooperation with various groups and international organizations including networks formed under the Project for the Creation of Worldwide Learning (WWL) Consortia, the alumni association, the parents' association, and the supporters' association

Action Items

- Create venues for inquiry-based learning, formulate a new sports policy, and formulate a policy to strengthen cultural and academic activities.
- Diversify and expand Student Council activities and enhance events organized by the Student Council.
- Make progress on strengthening ties with related organizations
- Expand and enhance networks formed under the WWL project to raise the level of learning
- Expand cooperation with internationally-minded elementary schools, foreign institutions, and student exchange organizations to boost the number of international students

2025 Annual Plan

- In AY2025, we will hold an SAP/SA 20th anniversary event as part of the anniversary project. Since this year also marks the 155th anniversary of the founding of Ritsumeikan and the 125th anniversary of the founding of the Academy, we will solicit cooperation from various sectors in conjunction with the Academy-level anniversary projects. In particular, we will use the anniversary as an opportunity to give something back to our stakeholders by obtaining sponsorship from the supporters' association, the parents' association, and partner companies.
- We are working to strengthen our alumni network, starting with an alumni business exchange held event in November 2024 by the Hououkai Alumni Association, and we will also seek the help of alumni who are active around the world to cooperate with the school's international inquiry-based education.

2. Becoming a school where students learn independently: Education that only the affiliated schools can provide and integrated education up through the graduate level

Policy objectives (AY2021 - 2025)

- Implement world-class inquiry-based learning and utilize ICT
- Consider the development of a learning commons for effective learning support that actively utilizes ICT
- Develop educational partnerships with university and graduate school students to realize education that spreads learning from IB education throughout the Academy by enhancing core subjects, inquiry-based subjects, inquiry-based learning, and topic-based research

Action Items

- Enhance the usage of ICT in education; hold discussions on the development of a learning commons
- Raise the level of inquiry-based learning; evolve and enhance Core Inquiry, SDGs, and Cultural Inquiry courses
- Involve university students, including international students, and graduate school students in school education
- Enhance the environment for individually optimized learning; improve the tutorial system and self-directed study spaces

2025 Annual Plan

- In AY2024, given our designation by MEXT as a DX High School, we plan to implement teacher training, visit progressive schools, and offer optional programming courses for students, and we will undertake a range of system enhancements including the introduction of the Mado telepresence system and the deployment of monitors throughout the school that the students can use freely. In AY2025, we will utilize this practical knowledge and these systems to implement measures to further deepen students' inquiry-based learning.
- We are proud to say that we have received many visits from outside the school regarding our inquiry-based learning practices and have gained a certain level of recognition for our efforts. In order to further improve upon these practices, we will enhance the training system, including the search for educational competencies appropriate for a next-generation academy rooted in inquisitiveness.

3. Education that paves the way for Society 5.0: Aiming to be the best in Japan

Policy objectives (AY2021 - 2025)

- Implement the best educational practices in Japan by further promoting internationalization
- Take advantage of the expansion of integrated education into the IB Course with the establishment of the IP Course in the junior high school to internationalize and enhance the entire school and move forward with a discussion on the functions of various programs and centers with the aim of becoming a top-level learning hub



Action Items

- Work out plans for the establishment of various education centers including the WWL-AL Network Center, the Online Education Center, the Center for Inquiry-based Learning Center, the Center for Entrepreneurship Education, Foreign Language Education Center, and the Center for Japanese Culture Education.
- Establish a dormitory based on the new concept of the dormitory as a center for learning equipped with a Seminar House and Learning Commons and elaborate upon a plan for the intake of international student athletes.
- Consider a framework to attract Japanese students residing overseas to the Boarding School Course (using part of the existing capacity).
- Consider methods to ensure the mutually effective usage of resource among the high school IB, IM, and IG Courses.

2025 Annual Plan

- In 2025, the number of students enrolled in the IB Course will increase as we enter the final year of the switchover to a two- class system in the high school IB Course. To date, our students have performed well on the IBDP final examination, and we will enhance six-year IB education starting from the junior high school IP Course in order to maintain this level of performance.
- We are making progress toward transferring projects after reviewing the center establishment plan, and we will continue to develop sustained and progressive initiatives in the Division of Career Education and the International Center.
- With regard to the new dormitory plan, construction began in January 2025 and completion is scheduled for March 2026.



4. Developing a rewarding workplace that understands the organization

Policy objectives (AY2021 - 2025)

- Realize a workplace where diversity and inclusion can be achieved
- Consider the school administration system, mutual evaluations, and other means of recognition for those who work hard
- Create a new educational program that will motivate teachers by undertaking curriculum reforms and reviewing course offerings
- Pursue efforts to become a school where all teachers and staff are bilingual



Action Items

- Establish an office to prepare for new developments by reorganizing staff and the division of duties
- Hold regular meetings on the division of duties; visualize duties throughout the school
- Establish a training system for teachers to become bilingual in Japanese and English.

2025 Annual Plan

With regard to the minor curriculum changes to be implemented in 2026, we will move forward with a discussion of reforms that combine teacher work-style reforms and the enhancement of the learning environment for students.

3-4 Ritsumeikan Keisho Junior and Senior High School

Policy Category 1

Major policies for Ritsumeikan Keisho Junior and Senior High School in the first half of the R2030 Challenge Design period

1.The GL concept: New developments in global education

Policy objectives (AY2021 - 2025)

Prepare for the enhancement of global education that will resonate with applicants in the year 2030

Action Items

- Elaborate upon educational content, curricula, and infrastructure improvements to realize the GL and SP plans in the first half.
- Deepen ties with Ritsumeikan University (RU) and Ritsumeikan Asia Pacific University (APU), train teachers who can achieve the school's plans, undertake recruitment, and improve the ICT environment
- Discuss the educational content, the curriculum, social outreach, teacher recruitment, dormitory policy, and tuition policy for the GL plan.
- Reform the SP Concept to achieve our target of 50 students advancing to the University of Tokyo, Kyoto University, and medical schools, promote the advancement of outstanding students to RU and APU, and optimize the learning environment using ICT
- Develop relationships with government agencies, companies, and research institutions

2025 Annual Plan

- In the first half of 2025, we will finalize a concrete plan for the SP Concept and present it at the Ritsumeikan Keisho 30th anniversary and Keisho Alumni Association 90th anniversary celebrations scheduled for September.
- The concrete plan will be released and explained to all stakeholders starting in the second half of AY2025.
- In April 2027, we will begin bringing online soft infrastructure that reflects the GL Concept. We will also gradually put hard infrastructure (i.e., facilities and equipment) in place.

2.The SP concept: Cultivating leaders who will create new value and bring about change in society

Policy objectives (AY2021 - 2025)

Strengthen individualized and/or small-group learning as part of our preparatory school-like services for junior high school applicants in the greater Sapporo region

Action Items

- Elaborate upon educational content, curricula, and infrastructure improvements to realize the GL and SP plans in the first half.
- Deepen ties with Ritsumeikan University (RU) and Ritsumeikan Asia Pacific University (APU), train teachers who can achieve the school's plans, undertake recruitment, and improve the ICT environment
- Discuss the educational content, the curriculum, social outreach, teacher recruitment, dormitory policy, and tuition policy for the GL plan.
- For the SP plan, undertake reforms to achieve our target of 50 students advancing to the University of Tokyo, Kyoto University, or medical schools, promote the achievement of outstanding students to RU and APU, and optimize the learning environment using ICT.
- Develop relationships with government agencies, companies, and research institutions

2025 Annual Plan

- Regarding the cultivation of high-level science talent, which forms a core pillar of the SP Concept, we will further build on past achievements and produce outstanding talent through the following: (1) expanding opportunities to teach topic-based research by adopting Math and Science Inquiry in the SP Course as part of the SSH project, (2) promote international joint research as part of the SSH project, and (3) establish an incubation facility to foster highly motivated students who engage in activities such as the Science Olympiad and conference presentations.
- Continuing from AY2024, we will use this year to study and come up with answers for methods to share know-how and experience related to advancement guidance, the training of young teachers who can help students pass the entrance examinations for the University of Tokyo, Kyoto University, and medical schools, and the outsourcing of administrative work for guidance counseling.

- We will gradually pilot the initiatives envisioned in the SP Concept, which assumes a double-campus model, to promote distinctive activities by students and faculty/staff.

3.Offering integrated primary school-junior high school-high school-university-graduate school education in collaboration with our partner primary schools

Policy objectives (AY2021 - 2025)

- Utilize elementary-junior high school partnership program to promote a partnership education inducement policy.
- Assist Tanaka Gakuen Ritsumeikan Keisho Elementary School with school operations.



Action Items

- Cooperate with the opening of Tanaka Gakuen Ritsumeikan Keisho Elementary School
- Elaborate upon a cooperative elementary-junior high school curriculum in preparation for the intake of elementary school graduates in AY2025

2025 Annual Plan

- We will strengthen efforts to make students enrolled at Tanaka Gakuen and their guardians aware of Ritsumeikan Keisho by creating opportunities for them to visit the school.
- We will continue offering “Keisho Japanese” and “Keisho Math” classes delivered by teachers dispatched from Keisho Junior High School.
- We will constructively dissolve the Division of Elementary School-Junior High School Cooperation in a forward-looking manner and establish a framework to implement these initiatives.

3-5 Ritsumeikan Moriyama Junior and Senior High School

Policy Category 1

Major policies for Ritsumeikan Moriyama Junior and Senior High School in the first half of the R2030 Challenge Design period

1. Curriculum reforms

Policy objectives (AY2021 - 2025)

- Create a two-pronged curriculum based on Core Courses and Inquiry-based Courses.
- Develop a matrix of the educational objectives (the 4 Cs) that form the basis of skills-based learning.
The 4 Cs : Critical thinking, Communication, Collaboration, Creative thinking
- Promote the adoption of individually optimized learning.
- Eliminate final examinations.
- Study credit systems and the quarter system

Action Items

- Out of the four learning styles (individualized, collaborative, project-based, and applied), utilize AI learning materials to provide individually optimized and collaborative learning.
- Review regular tests toward the adoption of 360-degree evaluation and develop a matrix of the educational objectives (the 4 Cs) that form the basis of skills-based learning
- Study credit systems and the quarter system.

2025 Annual Plan

- We will reach a decision on the high school credit system and semester system and start fleshing out the details.
- We will formulate a policy direction for the utilization of individually optimized learning based on the concept of effectively combining the real and digital campuses.
- With an eye on ensuring self-sustaining work-style reforms, we will finalize a plan to enhance the after-school program and secure financial resources to coincide with our 20th anniversary in AY2026.
- We will effectively combine the Ritsumeikan Competency Framework and Moriyama's 4Cs as a means to redesign our original evaluation system and internal recommendation system.

2. Reorganizing departments and courses

Policy objectives (AY2021 - 2025)

- Revise the timetable.
- Explore changing the name of the junior high school Frontier Course and further developing its content.
- Elaborate a plan for the adoption of a four-term (quarter) system.
- Undertake research in preparation for the adoption of a high school credit system.

Action Items

- Revise the timetable and elaborate a plan for the adoption of a four-term (quarter) system.
- Undertake research in preparation for the adoption of a high school credit system.
- Explore changing the name of the junior high school Frontier Course and further developing its content.

2025 Annual Plan

- Elaborate upon the semester system
- Undertake research in preparation for the adoption of a high school credit system

3. Student government and extracurricular activities

Policy objectives (AY2021 - 2025)

- Positioning the school as "the real world with a safety net," treat students as independent individuals and guarantee they have both the "freedom to make their own choices" and "the freedom to make mistakes"
- Develop systems to enhance student self-government, independence, and leadership through the Student Council, clubs, and extracurricular activities
- Provide various opportunities such as offering lectures by working adults active in various fields, presenting role models through interactions with university students, and cultivating a sense of ownership by establishing a School Discussion Meeting composed of the members of the Student Council Executive Committee and the Principal

Action Items

- Consider mechanisms to encourage self-government and independence in the Student Council and other groups

2025 Annual Plan

- Next academic year, we will constructively dissolve the regular meeting between the school executives and the members of the Student Council Executive Committee and establish the tentatively named Regular Discussion Meeting which includes guardians. We expect that this will function as a venue where all stakeholders can be proactively involved in solving issues related to all school development efforts.

4. Restructuring the faculty organization and redefining the roles of teachers

Policy objectives (AY2021 - 2025)

- Hold teacher training sessions led by the Inquiry-based Learning Advisor, hold in-house training sessions to develop the next generation of teachers, and conduct research on PBL and social projects.
- Upgrade the team teaching system; consider eliminating the homeroom teacher system and adopting a mentor system.
- Consider outsourcing club advisor duties: Review the role of club activities and consider how to reform the clubs.
- Provide training on basic skills for handling bullying as well as diversity and inclusion.
- Enhance the specialization of the student support framework: Establish the Comprehensive Support Counter; Nurse's Office staff, SC, SSW, etc.
- Provide training on basic skills for handling bullying as well as diversity and inclusion.
- Increase school support staff: Promote the specialization of teachers' roles

Action Items

- Hold teacher training sessions led by the Inquiry-based Learning Advisor, hold in-house training sessions to develop the next generation of teachers, conduct research on PBL, social projects, and guidance methods.
- Upgrade the team-teaching system; consider eliminating the homeroom teacher system and adopting a mentor system; review the role of club activities and consider how to reform the club advisor system
- Provide training on basic skills for handling bullying as well as diversity and inclusion.

2025 Annual Plan

- After the second Educational System Working Group has discussed and finalized the new system and new curriculum, we will maintain the concept of the Adult Quota and continue to promote specialization, sophistication, and diversification.

- We will decide on a financially self-sustaining approach for the after-school program and outsource some club activities, community activities, and learning activities.
- We will continue to assign specialized personnel to directly support students in the Nurse's Office and Library as well as in IT and science education.
- We will assign administrative staff to support the work of teachers, focusing on administration, academic affairs, general affairs, and international affairs.
- While further promoting DX, we will allocate time for staff training and other forms of intensive face-to-face communication.

5. Rebuilding learning spaces

Policy objectives (AY2021 - 2025)

- Replace desks and chairs in the regular classrooms.
- Employ open design in the regular classrooms in Building 1.
- Upgrade all classrooms (i.e., install microphones and cameras) to enable hybrid online and face-to-face classes.
- Start making step-by-step improvements to spaces in the first half, including improvements to the learning commons for the implementation of individually optimized and collaborative learning.
- Research learning management systems (LMS)
- Upgrade the junior high and high school teacher's rooms by shifting to an open office layout

Action Items

- Start making step-by-step improvements to spaces in the first half, including improvements to the learning commons for the implementation of individually optimized and collaborative learning.
- Research learning management systems (LMS)

2025 Annual Plan

- Renovate Building 2 and convert it into the STEM Building
- Renovate the cafeteria and convert it into a learning commons (LC)
- Renovate Building 3 to enhance spaces for arts education (for fine arts and music)
- Relocate and renovate the junior high school staff office and enact the School Concierge Plan

4 The Ritsumeikan Trust

Policy Category 1

Improving organizational management and frameworks

1. Deliberating and elaborating upon organizational and governance reforms

Policy objectives (AY2021 - 2025)

- Foster an organizational culture where each member of the Trust can fully demonstrate their individuality and their abilities and strive to improve the education, research, and work environment
- Enhance diversity throughout the Academy to improve the quality of education and research
- Comply with the Private University Governance Code
- Consider and elaborate upon approach to governance in response to the revisions to the Private School Act



Action Items

- Raise awareness to ensure a thorough understanding of D&I (implement seminars and other awareness-raising activities)
- Raise the female faculty ratio.
- Raise the female manager ratio.
- Raise the percentage of male employees taking days off or leave for childcare
- Explain and ensure compliance with the basic principles of the Private University Governance Code.
- Operate the Trust with a governance framework established in response to the revisions to the Private School Act

2025 Annual Plan

As outlined below, we will strive to undertake initiatives in the final year of the goal period for the female faculty and staff ratio, employment promotion for persons with disabilities, and the elaborations of the staff policy.

- Female faculty and staff ratio: Numerical targets have increased awareness at the time of hiring/appointment. For university faculty members, forming a base pool of appropriately specialized candidates—namely, developing female researchers—will be a long-term undertaking. Meanwhile, we will need to improve wage design for affiliated school teachers, and create managerial positions that are not affected by life events for staff members.

- Employment promotion for persons with disabilities: We created the first jobs for persons with disabilities in the university when the new purchasing system in the Division of Financial Affairs was put into full operation. By putting the necessary support systems in place and, under the theme of working together with persons with disabilities through the lens of D&I, we aim to meet the required employment rate for persons with disabilities across the entire Academy, even as the method for calculating the rate becomes more stringent.

- As for the staff policy, we will begin a trial evaluation cycle in AY2025. As an indicator for the enhancement of the staff organization, we will implement work-style reform measures—starting with those that are feasible—that promote the acquisition of master's degrees and lead to greater job satisfaction.

- With regard to "operating the Trust with a governance framework established in response to the revisions to the Private School Act," the Board of Trustees finalized the Basic Policy for the Internal Control System, and we will undertake operations based on this Basic Policy. At the same time, we will establish an Internal Control Committee under the Board of Trustees that will monitor the operation of the internal control system and report its findings to the Board of Trustees and the regular meeting of the Trust Council next academic year.

2. Deliberate and elaborate upon a staff policy

Policy objectives (AY2021 - 2025)

- Deliberate and elaborate upon the following matters primarily in the Staff Policy Review Committee and realize the enhancement of staff and a staff organization that can contribute to the promotion of the R2030 Challenge Design: (1) enhancement of staff responsibilities and capabilities, (2) a staff organization for the DX era, (3) enhancement of staff specialization and adoption of a multiple-track personnel system, (4) evaluation and compensation based on the new staff personnel system, and (5) the staff quota policy and mandatory retirement system

- Connect organizational and individual purposes as we strive to enhance both the diversity of the organization and the capabilities of individual staff members, and in turn, enhance organizational capacity



Action Items

- Deliberate and elaborate upon a policy for staff who can support R2030 initiatives with the Staff Policy Development Committee taking the lead
- Encourage new appointments of female staff to management positions
- Elaborate a policy to encourage staff to obtain a master's degree or higher
- Proactively hire staff with disabilities throughout the university

2025 Annual Plan

As outlined below, we will strive to undertake initiatives in the final year of the goal period for the female faculty and staff ratio, employment promotion for persons with disabilities, and the elaborations of the staff policy.

- Female faculty and staff ratio: Numerical targets have increased awareness at the time of hiring/appointment. For university faculty members, forming a base pool of appropriately specialized candidates—namely, developing female researchers—will be a long-term undertaking. Meanwhile, we will need to improve wage design for affiliated school teachers, and create managerial positions that are not affected by life events for staff members.
- Employment promotion for persons with disabilities: We created the first jobs for persons with disabilities in the university when the new purchasing system in the Division of Financial Affairs was put into full operation. By putting the necessary support systems in place and, under the theme of working together with persons with disabilities through the lens of D&I, we aim to meet the required employment rate for persons with disabilities across the entire Academy, even as the method for calculating the rate becomes more stringent.
- As for the staff policy, we will begin a trial evaluation cycle in AY2025. As an indicator for the enhancement of the staff organization, we will implement work-style reform measures—starting with those that are feasible—that promote the acquisition of master's degrees and lead to greater job satisfaction.

Policy Category 2

Financial operations in accordance with the Basic Policy on Financial Operations

1.Realizing a budget design with an eye on securing a positive net

Policy objectives (AY2021 - 2025)

- Realize a budget design based that ensures a positive net income/loss from educational activities in the first half of the R2030 period (up through AY2025) based on the General Basic Budget
- Secure resources to fund new projects by optimizing projects and budgets based on a review of their effectiveness (scrap and build)



Action Items

- Discuss student numbers and tuition policies with each school before formulating tuition policies.
- Refine the non-personnel expenditures budget
- Set goals for increasing revenue and budget optimization

2025 Annual Plan

- We will curb expenditures by optimizing projects based on the PDCA cycle, reviewing existing projects and budgets based on a review of their effectiveness, and improving operational efficiency through the use of DX and other means.
- We will continue promoting the diversification of our revenue streams.

2.Maintaining, strengthening, and diversifying the revenue base

Policy objectives (AY2021 - 2025)

- Maintain and strengthen the revenue base through the implementation of tuition policies and steady student intake at all levels
- Secure resources to fund new projects by diversifying and enhancing revenue streams



Action Items

- Discuss student numbers and tuition policies with each school before formulating tuition policies
- Develop and manage a diversified portfolio of financial assets
- Set goals for increasing revenue and budget optimization

2025 Annual Plan

- We will finalize a medium-term portfolio for asset management for AY2026 and beyond (current: AY2021-AY2025).
- In terms of the donation policy, we will communicate a message in conjunction with the anniversary projects and the academic developments in each school and college, and we will expand Trust-level and individual-level support, thereby generating donations significantly exceeding those of a typical year.
- We will formulate a tuition policy for Ritsumeikan University (including the graduate schools) for AY2027 onwards.

3.Using DX to promote operational streamlining and cost-cutting

Policy objectives (AY2021 - 2025)

Promote DX and digitalization to undertake operational streamlining and cost-cutting and reduce the General Basic Budget

Action Items

- Secure resources for new projects through operational improvements
- Reduce procurement costs and indirect costs

2025 Annual Plan

- We will verify the effectiveness of the new purchasing system and reflect the findings in the budget and other areas.
- We will implement operational streamlining and task reorganization using DX and other means in parallel with the organizational restructuring and functional enhancement being carried out in each unit (e.g., Division of Human Resources and Ritsumeikan Asia Pacific University), and we will reflect this in the budget and other areas.
- We will continue running demonstration tests of initiatives using generative AI with the aim of ultimately automating operations in the future.

4.Building assets through advanced asset management

Policy objectives (AY2021 - 2025)

- Improve the efficiency of facility and equipment asset management by reviewing inactive assets and their maintenance and management, while creating a safe and comfortable environment for learning, education, research, and other activities

- Enhance asset management while diversifying financial risks according to fund characteristics

Action Items

- Develop methods to conduct facility performance evaluations and monitor facility usage rates
- Develop and manage a diversified portfolio of financial assets

2025 Annual Plan

- With regard to the development of methods to conduct facility performance evaluations and monitor facility usage rates, we will create a format (Facility Evaluation Sheet) for all Ritsumeikan University buildings that comprehensively lists the performance, etc. of each building, and we will extract data on classrooms occupancy rates from the TriR facility reservation system and incorporate it into the Facility Evaluation Sheet.
- We will finalize a medium-term portfolio for asset management for AY2026 and beyond (current: AY2021-AY2025).

5.Gaining the understanding of our members by visualizing the budgeting and accounts settlement processes

Policy objectives (AY2021 - 2025)

Promote consensus-building regarding the Academy's finances

Action Items

- Develop a method to monitor the level of understanding of financial disclosures

2025 Annual Plan

- We will collect site traffic data for each page (budget/financial statements, basic approach to financial management, asset management, etc.) of the website related to the Academy's finances.
- We will continue discussions and consultations with the Student Union and other groups on how information should be disclosed (e.g., content and methods) in order to make further improvements.

Policy Categories		No.	KGI	Current Situation (AY2023)	Target Standard (AY2025)
1 Ritsumeikan University					
(1)	Policies that should be undertaken to achieve our goal of becoming a next-generation research university that are directly linked to the improvement of research capacity and aim for a world university ranking in the 200s as one of the main indicators	1	Overall rank in the QS World University Rankings	631-640	301-400
		2	Overall rank in the THE Impact Ranking	201-300	101-200
		3	Top 10% in number of international joint publications (per year)	38 articles	160 articles
		4	Number of grant-in-aid / large grants awarded (Type A or higher)(per year)	4	10
		5	Amount of external funding secured (per year)	JPY 7.26 billion	JPY 5 billion
		6	Indicators for DX promotion (set by METI)	Level 2	Level 5
(2)	Policies that should be undertaken to connect the improvement of research capacity to the advancement of education and to address the development of emergent human resources	7	Establishment of degree programs (Undergraduate)	40% progress	At least one program
		8	Establishment of degree programs (Graduate)	30% progress	At least one program
		9	Satisfaction with job placement / advancement (Undergraduate)	95.4%	90%+ (maintained)
		10	Satisfaction with job placement / advancement (Graduate)	96.7%	90%+ (maintained)
		11	Job placement rate*1	96.5%	95%+ (maintained)
		12	Advancement rate*2	89.6%	85%+ (maintained)
		13	Known advancement rate	98.6%	98%+ (maintained)
		14	Number of current graduate students	3,867	5,000
		15	Graduate school advancement rate (Science and engineering)	51.1%	70%
		16	Graduate school advancement rate (Humanities)	6.2%	10%
		17	Number of international students in the graduate schools	1,335	1,300
		18	Number of doctoral degrees granted	129	150
		19	Number of people experiencing learning at RU (excluding undergraduate and graduate students)	approx. 58,157	500,000
		20	Number people involved in startups	approx. 4,966	4,000
		21	Total value / valuation of companies involved in startup support	JPY 40.4 billion	JPY 30 billion+
		22	Number of companies started via diversified commercialization efforts	135 companies	150 companies
		23	Students choosing distinctive career paths	10%	12%
(3)	Policies that should upgrade and accelerate the continuation and expansion of policies in the second half of R2020 with an eye on creating value for coexistence with society	24	Number of international students in the undergraduate colleges	2,197	2,300
		25	Number of students passing difficult examinations (Bar examination: Pass rate for examinees in the first year after completing Law School)	36.96%	40%
		26	Number of students passing difficult examinations (Number passing the Certified Public Accountant essay examination)	39	55
		27	Number of students passing difficult examinations (Number passing the career-track examination for national public servants)	80	60
		28	Number of students passing difficult examinations (Number of unofficial job offers for career-track national public servant positions)	17	10
		29	CO2 emissions*3	1.6%	-18%
		30	Achievement of educational objectives*4	75.5%	86%
		31	Internal advancement	76%	77%
		32	Percentage of affiliated school graduates who are satisfied with having chosen RU/APU	86.7%	90%

*1: Ratio of students reporting job placement decisions to the number of job-seeking students

*2: Ratio of students reporting job placement decisions and graduate school advancement to the number of graduates

*3: CO2 emission coefficients: AY 2019: 0.352 t-CO2/1,000 kWh; AY2023:0.360t-CO2/1,000kWh

*4: Ratio of positive responses to questions on the achievement of educational goals in the student survey (Learning and Growth Survey)

Policy Categories		No.	KGI	Current Situation (AY2023)	Target Standard (AY2025)
2 Ritsumeikan Asia Pacific University					
(1)	From diversity/a multicultural environment to diversity and inclusion: Pursuing new growth and creating APU education that is creative and internationally competitive	33	Withdrawal rate (Undergraduate)	1.4%	Under 1%
		34	International student ratio	47.9%	50%
		35	Number of countries and regions represented by current students	106	100
		36	Sense of student growth (at graduation)	75.4%	95%
		37	Percentage of students studying for at least two hours	43.6%	70%
(2)	Promote internationally applicable research that contributes to society and the community	38	QS World University Rankings: Institution Classification/Research Intensity	Low	High
		39	Amount of external funding received	JPY 241 million	JPY 125 million
(3)	Contribute to the growth of local communities around the world (create a new regional development model for civil society, government, and academia with the university at its core)	40	Overall rank in the THE Impact Ranking	1000+	201-300
		41	Number of external partner institutions	68	80
		42	Number of academic programs offered with external partners (Curricular)	10	20
(4)	Enhance diverse lifespan careers in which graduates can take an active role in the world and contribute to society	43	Level of satisfaction with career path the time of graduation (Students with a decided career path)	89.8%	93%
		44	Percentage of students advancing to employment or higher education by unconventional means	6.8%	10%
(5)	Improve the network of graduates and organizations of graduates possessing the power to change the world as global leaders	45	Number of alumni who maintain ties to APU after graduation (Cumulative annual total)	1,000	2,500
(6)	Build a foundation for, and organization to, support a Global Learning Community	46	Percentage of non-Japanese permanent staff members	6.5%	8%
		47	Number of nationalities of permanent faculty staff (excluding Japan)	5	4-6
		48	Percentage of permanent staff with degrees (master's or higher)	14%	20%
		49	Ratio of tuition to total expenses	78.3%	75%
3 Integrated Primary and Secondary Education and the Affiliated Schools					
(1)	From affiliated schools to integrated education schools: Integrated education where the primary school, junior high schools, high schools, universities, and graduate schools work together to cultivate students	50	Internal advancement	76%	77%
(2)	Designing various learning venues: Striving to produce leaders for a multicultural society	51	Percentage of current students with diverse backgrounds	100%	10%
		52	Percentage of students involved in inquiry-based learning	90%	80%
(3)	Learning for student development: Developing the Ritsumeikan version of the Future Classroom	53	Level of satisfaction with sense of student growth	94%	95%
		54	Level of satisfaction with learning that accommodate individual interests (Individually optimized learning)	77%	90%
3-1 Ritsumeikan Primary School					
(1)	Major policies for Ritsumeikan Primary School in the first half of the R2030 Challenge Design period	55	Level of student satisfaction / Level of guardian satisfaction	96%	98%
		56	Number of foreign exchange partner schools	9 schools	12 schools
3-2 Ritsumeikan Junior and Senior High School					
(1)	Major policies for Ritsumeikan Junior and Senior High School in the first half of the R2030 Challenge Design period	57	Level of student satisfaction / Level of guardian satisfaction	93%	95%
		58	Internal advancement rate	78%	80%
		59	Level of satisfaction with inquiry-based learning	87%	90%
		60	Faculty organization reforms: Female faculty ratio; permanent	38%	45%
		61	Faculty organization reforms: Female faculty ratio; management	33%	37.5%

Policy Categories		No.	KGI	Current Situation (AY2023)	Target Standard (AY2025)
3-3 Ritsumeikan Uji Junior and Senior High School					
(1)	Major policies for Ritsumeikan Uji Junior and Senior High School in the first half of the R2030 Challenge Design period	62	Level of student satisfaction / Level of guardian satisfaction	95%	97%
		63	Internal advancement rate	88%	88%
		64	Number of students advancing to foreign universities	11	25
		65	Students with international backgrounds	329	400
		66	Percentage of students surpassing 430 on TOEFL in 3rd year of IG Course	51%	70%
3-4 Ritsumeikan Keisho Junior and Senior High School					
(1)	Major policies for Ritsumeikan Keisho Junior and Senior High School in the first half of the R2030 Challenge Design period	67	Level of student satisfaction / Level of guardian satisfaction	92.8%	95%
		68	Internal advancement rate	47%	50%
		69	Number of students accepted to University of Tokyo / Kyoto University / medical schools	52	50
		70	Number of students accepted to University of Tokyo / Kyoto University / medical schools (while still enrolled)	42	30
		71	Number of students accepted to foreign universities	13	7
3-5 Ritsumeikan Moriyama Junior and Senior High School					
(1)	Major policies for Ritsumeikan Moriyama Junior and Senior High School in the first half of the R2030 Challenge Design period	72	Level of student satisfaction (high school study support)*5	6.64	7.0
		73	Level of guardian satisfaction	76.8%	80%
		74	Internal advancement rate	85.6%	90%
		75	Faculty organization reforms: Female faculty ratio; permanent	26.6%	45%
		76	Faculty organization reforms: Female faculty ratio; management	0%	30%
		77	Spaces created to accommodate new learning styles	516 seats	720 seats
		78	Spaces created to accommodate new learning styles (LC %)	36%	50%
		79	Game changer indicator (Number of social projects implemented)	6	14
		80	Game changer indicator (Number of projects attempted)	450	1,440
		81	Enhancing and diversifying on-site extracurricular activities: Number of premier clubs advancing to national competitions)	3 clubs	All clubs
		82	Enhancing and diversifying on-site extracurricular activities: Number of activity groups	50	100
4 The Ritsumeikan Trust					
(1)	Improving organizational management and frameworks	83	Female faculty ratio (including non-tenured)	RU APU 25% 35.8%	26.7%+ 35%+
		84	Female manager ratio (Assistant Manager and above)	22.1%	30%+
		85	Ratio of employees with disorders (entire Ritsumeikan group)	2.69%	2.86%
		86	Staff sense of fulfillment with work	80.5%	90%+
		87	Percentage of employees with master's degree or higher (Staff)	15.8%	15%+
(2)	Financial operations in accordance with the Basic Policy on Financial Operations	88	Ordinary net income/loss ratio	2.7%	0%+
		89	Ratio of tuition to total expenses	71.3%	75% or lower
		90	Educational activities balance ratio*6	-1.1%	0%+
		91	Percentage of Specified Assets I held	100%	100%
		92	Percentage of Specified Assets II held	67.4%	50 - 100%
		93	Liquidity ratio	103%	100%+
		94	Net asset ratio	86.4%	85%+

*5: Score out of 10 points

*6: Based on the General Basic Budget, which is classified as a recurring budget category; figures differ from those in the official budget document.

Regarding the disclosure of information on our homepage

To fulfill our social responsibility with regard to administration, education and research, realize fair and highly transparent management, and contribute to improving the quality of administration and other activities at the Ritsumeikan Trust, we formulated the Ritsumeikan Trust Personal Information Protection Regulations and strive to proactively disclose information.

<https://en.ritsumeikan-trust.jp/>

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