

## School Management

*Establish a comprehensive management system through governance reform.*

### [Vision]

Appropriate governance (decision-making mechanisms) and high-quality management are imperative to achieving our visions for education and research.

In incorporated educational institutions where diverse values compete with each other, governance requires proper procedures, transparency of processes, long-term strategies, rationality that is optimal overall, prompt decision-making, the clarification of responsibilities, and other high-level functions. The governance of Kwansei Gakuin today has matured throughout its history, but with the rapid pace of environmental changes, continuous reforms must be pursued.

In its governance reforms of the 2013 academic year (nicknamed *tasukigake* or “crossover” reforms), Kwansei Gakuin achieved a management framework that integrated the areas of university administration and learning. These reforms, however, are no more than a means to an end. The ultimate objective is to make the institution’s management more advanced. The type of management to which we aspire is one that makes effective, efficient use of management resources to achieve its goals and to improve the quality of the PDCA (Plan-Do-Check-Act) cycle.

The quality of the PDCA cycle depends on the quality of the Plan itself. As a follow-up to the New Strategic Plan (2009-2018), Kwansei Gakuin will establish an Ultra Long-Term Vision (an ideal image of what we want to be, and what we should be) and long-term strategies that look towards 2039, the 150th anniversary of our founding. These will be based on future projections and analysis of external and internal environments, and after they have been established, we will establish a Medium-Term Comprehensive Management Plan. Through the coordination between the education and learning plans of Kwansei Gakuin University and its undergraduate and graduate schools, coordination between the teaching/learning plans of the university and the other schools, and coordination between the teaching/learning plans of the whole of Kwansei Gakuin and the infrastructure plans in areas such as finance, personnel, construction, and IT, the Medium-Term Comprehensive Management Plan will achieve “comprehensive management” that uses management resources to maximum effect. At the same time, steps such as shortening the teaching/learning plans to three years will be taken to develop flexible, dynamic management systems that can respond to the dramatic changes in society.

The whole of Kwansei Gakuin must work together to address the most difficult challenges of achieving a balance between proactive investment in teaching/learning plans and firm financial foundations, and the securing of funding for new programs to achieve that balance. We must develop mechanisms that will enable the continued growth of the institution.

In order to turn the PDCA cycle effectively, Kwansei Gakuin will also steadily address the configuration and development of the Vision’s top-level Key Performance Indicators (KPI)<sup>20</sup>, with a particular emphasis on establishing methodologies for verifying learning outcomes, strengthening evidence-based management supported by institutional research (IR), and maintaining the IT environment necessary to do so.

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<sup>20</sup> KPI, or Key Performance Indicators, refer to the most important indicators for the achievement of strategic plans.