

Fiscal 2017

Annual Operating Plans

March 31, 2017

Sophia School Corporation

Introduction

On the occasion of the 100th anniversary of Sophia University's founding in 2013, we adopted the mission of "Sophia – Bringing the World Together" and released the Grand Layout 2.0, a vision for the future of Sophia School Corporation taking into account factors such as the globalization of society, the rapid changes in industrial structure resulting from advancements in information and communications technology, and the sharp decline in the population of 18-year-olds in Japan. Implementation of this vision started in fiscal 2014, and a variety of plans have progressed, steadily yielding results over the past three years.

Grand Layout 2.0 is a plan for the ten-year period from 2014 through 2023. In fiscal 2017, the fourth year of this period, we enter the middle stage of the plan. In the area of campus infrastructure, the classrooms and faculty offices of Building No. 6 will come into use, and an exhibition corner will be opened to enable local residents and the wider public to learn about the past, present, and future of Sophia University.

As the pace of globalization accelerates in international society, Japan's institutions of higher education find themselves in a period of major reform. There is an expectation that these institutions will cultivate globally competent individuals equipped with abundant language proficiency, skills of communication, independence, pro-activeness, and cross-cultural understanding, and capable of making their mark in a variety of pursuits on the world stage.

In line with the educational spirit of "Men and Women for Others, with Others," we will endeavor to extend Sophia's traditions and track record into further successes by advancing these Operating Plans while remaining attuned to changes in the domestic and international environment and conducting comprehensive, agile, and ongoing review of our operations.

I. Annual Operating Plans

A. Plans concerning the management base of Sophia School Corporation

1. Overall plans

(1) Review decision-making processes in Sophia School Corporation as a whole, and strengthen and speed up the process of planning.

- Develop structures to support the President
- Clarify the authority of the President, Vice Presidents, Center Directors, and administrative organization
- Consolidate the decision-making processes in educational affairs, and enhance the strength and speed of planning proposals
- Establish a Committee for Secondary Education (tentative title) within the Expanded Long-range Planning Committee.

(2) Establish an effective Plan-Do-Check-Act cycle.

- Following the receipt of accreditation in accordance with the evaluation criteria of the Japan University Accreditation Association, consider possibilities for a university-wide organized review structure under the direction of the President

- Consider the establishment of academic audit structures
 - Deal appropriately with the certified evaluation and accreditation of the Law School by the National Institution for Academic Degrees and Quality Enhancement of Higher Education
 - Establish university-wide risk management structures to ascertain and evaluate risks, identify major risks, and plan and implement responses
- (3) Establish Institutional Research (IR) functions.
- Establish a Data Warehouse (DWH) system that integrates data on education/research and those on management/operations
 - Continue to conduct international student surveys
 - Enhance the dissemination of IR outcomes via the university website, as well as disseminating information through the publication of Fact Books (involving international students) in multiple languages
- (4) Strengthen ties with stakeholders.
- Develop an alumni database
 - Identify, cultivate, and collect contact details and other information on international students who have returned to their home countries
 - Revise the Parents' Association introductory DVD, and Parents' Association News
- (5) Establish a Jesuit Education Center.
- Collect, from around Japan and overseas, materials and literature on and related to the foundations of Jesuit education and the spirituality of St. Ignatius that underpins it, and make them available in a variety of media
 - Formulate training regulations and develop financial resources to support training systems
 - Establish a Jesuit Education Center website
- (6) Strengthen collaboration across higher education and secondary education divisions.
- Enable secondary education teachers to study at Sophia University and participate in staff exchanges; exchange information with the Japan Jesuit Highschool Alumni Federation and pursue faculty-staff collaboration; strengthen collaboration through joint training and the like

2. Organization and human resource plans

- (1) Restructure the faculty and administration organizations.
- Propose a plan for restructuring the Faculties/Departments and research institutes, including integrated groupings within the same academic field
- (2) Enhance the performance of faculty members.
(Addressed in (3))
- (3) Introduce a faculty evaluation system and faculty organization evaluation system.
- Plan and propose an outline for an academic organization evaluation system
 - Set organizational goals for Faculties/Departments and Graduate School programs
 - In the Committee for personnel plan, consider models for an academic organization evaluation system

- (4) Revise the faculty personnel and salary system.
 - Continue conducting individual faculty evaluations from the standpoints of reflection of Sophia's ideals, education, research, university management, and social contribution
 - Review outcomes of fiscal 2016 trial implementation and make improvements
- (5) Consider and implement initiatives to enhance administrative staff performance.
 - Continue to conduct level-specific training with the aims of overall optimization, leadership, planning/proposal/recommendation
 - Make appropriate administrative staff assignments to Faculty/Department administrative offices
 - Propose and implement initiatives to reduce overtime work and enable diverse working styles such as home-based work
 - Carry out project-based tasks across divisional boundaries and establish a university-wide collaboration structure
 - Promote innovation by further enhancing cooperative projects among faculty and administrative personnel; promote cooperative projects related to the 2020 Olympics and Paralympics; promote cooperative projects related to women's advancement
- (6) Reduce the personnel cost dependency ratio.
 - Assign faculty personnel appropriately
 - Assign administrative personnel appropriately
 - Promote outsourcing of work using service provider companies
- (7) Develop diverse human resources and invigorate organizations.
 - Continue to advance measures promoting joint participation by men and women based on awareness-raising, career development, work-life balance and next generation development, and advance measures regarding staff with disabilities, foreign nationals and older staff
 - Implement measures directed toward the numerical targets set in the SGU proposal
 - Implement measures directed toward the numerical targets set in the General Business Owner Action Plan under the Act on Promotion of Women's Participation and Advancement in the Workplace
 - Plan and implement measures in order to achieve the legal employment rate of persons with disabilities (2.0%) across the School Corporation as a whole
 - Continue to implement stress checks as part of periodical health examinations and ascertain the challenges faced as an organization

3. Financial plans

- (1) Implement measures to strengthen the financial base.
 - Reconsider approaches taken regarding non-profitable operations
 - Implement rationalization and efficiency improvements in School Corporation operations by promoting outsourcing to service provider companies.
 - Implement revision of plan for transfer to Capital Fund No.2, in line with the progress made in campus infrastructure development plans
 - Formulate budgetary allocations for personnel planning and education/research

planning

- Introduce a new financial management system, including in the secondary education division
- Utilize the new financial management system to furnish data for business decision-making
- Continuously review asset management policies
- Reduce PM (property management) costs and enhance operational capacity by outsourcing PM work to service provider companies
- Through business advancement of service provider companies, improve services to students and university personnel, while returning the profits to the School Corporation

(2) Stably obtain revenue sources.

- Secure stable asset management revenue based on high-level risk management
- Make appeals for donations, mainly through the Sophia Fund for the Future, to secure sources of funding for promoting education and research

(3) Realize effective spending.

- Increase budget for Special Grant for Academic Research
- Allocate budget in line with past performance of Financial Support for Graduate Students to Attend an Academic Conference and Priority Expenses for Vitalization of Education
- Establish and execute basic budget allocation model

4. Building and equipment plans

(1) Make effective use of each campus and draw up plans for improving buildings and equipment.

- Refurbish Building No. 3
- Plan for the reconfiguration of graduate school faculty offices, and research institutes/centers within the Central Library and Research Institutes building
- Implement improvements to the North Gate
- Formulate and implement a plan for wind countermeasures in the Main Street
- Design the Sanadabori Ground improvement plan
- Refurbish the Cafeteria in Building No. 9
- Formulate a maintenance and conservation plan for the junior and senior high school campuses

(2) Consider possibilities for new campus acquisition.

- Produce an implementation plan and commence construction work for the building planned on the former Kyoei Building site
- Design and commence construction work on the Shinanomachi International Student Dormitory (tentative translation)

5. Information and Communication Technology (ICT) plans

(1) Use ICT to create new value in education, research, and student support.

- Strengthen wireless LAN services

- Install wireless LAN access points in locations including the cafeterias in Building No. 9 and Building No. 2
 - Improve and expand teaching environments
 - Renew devices in the computer rooms on the Yotsuya Campus
 - Renew devices in the computer rooms on the Mejiro Seibo Campus
 - Adjust the Loyola system to accommodate a quarter-based academic calendar; overhaul other relevant enterprise systems
- (2) Make more effective use of ICT as a tool for management strategy development.
- Introduce Sophia Mail for administrative staff members
 - Begin development work toward the introduction of a portal site for all constituents of the Sophia School Corporation
 - Prepare for the renewal of enterprise systems and shift to cloud-based services
 - Loyola system
 - Admissions system
 - University website
 - Personnel salary and work management system
- (3) Remodel organizational and operational structures to develop an ICT environment and establish a system audit mechanism.
- Address system audits in accordance with the information security policy (formulate operational management standards for each computing system)
 - Implement security education periodically

B. Implementation Plans for Centers and Research Institutes Established by Sophia School Corporation

- (1) Carry out distinctive academic research and human resource development and disseminate research outputs within and beyond Sophia, in order to enrich Jesuit education at Sophia University in accordance with the educational principles of the Catholic Society of Jesus.
- (i) Jesuit Education Center (also noted above)
- Collect, from around Japan and overseas, materials and literature on and related to the foundations of Jesuit education and the spirituality of St. Ignatius that underpins it, and make them available in a variety of media
 - Formulate faculty/administrative staff training regulations and develop financial resources to support the training system
 - Establish a Jesuit Education Center website
- (ii) Research institutes established by Sophia (Kirishitan Bunko Library, Sophia Asia Center for Research and Human Development)
- Advance activities linked to the enrichment of the founding principles
 - Promote research activity and disseminate research outputs through the website
 - Assess research outputs through self-review

C. Implementation Plans for Sophia University

1. Academic planning

B-1. Education and learning plans

- (1) Formulate and clearly present basic approaches to academic reforms.
 - Review the three basic re-defined policies (Admissions Policy, Curriculum Policy, Diploma Policy) and the systematic configuration of the curriculum, and implement revisions to the curriculum linked with the policies
 - Reinvigorate faculty development activities
- (2) Guarantee the quality of Bachelor degree (undergraduate) education.
 - Increase the number of liberal arts education subjects for upper-year students
 - Assess the outcome of reductions in subject numbers and curricular consolidation
- (3) Enhance graduate school education and carry out the reconfiguration of the educational organization.
 - Prepare for the opening of a doctoral program in the Graduate School of Applied Religious Studies
 - Develop coursework and research work in graduate schools, and especially begin establishing coursework components for doctoral programs
- (4) Advance globalization.
 - Take measures to address the phased shift to a quarter-based academic calendar (formulate the curriculum, prepare for the revision of associated programs, redevelop systems)
 - Strengthen exchange with educational institutions overseas
 - Develop programs oriented to increasing international student intake
 - Enhance Japanese language programs and strengthen career support for international students
 - Advance globalization initiatives utilizing evaluations and recommendations by the Advisory Board (external evaluation committee)
- (5) Strengthen partnerships with educational institutions and supporters (organizations) within and beyond Japan.
 - Strengthen overseas networking centered on networks of Catholic and Jesuit universities such as IFCU and AJCU, and international forums with a membership of leading universities such as NAFSA, EAIE, APAIE, and AIEA*¹
 - Strengthen education and research activities and support structures through collaboration with the ASEAN Hub Center and other existing overseas locations
 - Advance global human resource development programs under the Human Resources Center for International Cooperation, advance collaboration with the United Nations and international cooperation agencies, and strengthen networks with senior high schools
- (6) Ensure the secure intake of high-quality students.

*¹ IFCU: International Federation of Catholic Universities
AJCU: Association of Jesuit Colleges & Universities
NAFSA: Association of International Educators
EAIE: European Association for International Education
APAIE: Asia Pacific Association for International Education
AIEA: Association of International Education Administrators

- Begin reviewing the admission quotas for each admissions method in order to conduct entrance examinations using the Test of English for Academic Purposes and other multi-faceted/integrated admission and selection procedures
- Build close trust relationships with senior high schools through the Advanced Admission Adviser (AAA) system

2. Research and academic exchange plans

(1) Promote priority research that is subject to international assessment.

- Enhance research capacity with a view to international evaluation of the university
- Make further use of the Sophia University Special Grant for Academic Research

(2) Encourage academic exchange.

- Promote joint research projects within and beyond the university, including those with overseas partner institutions
- Implement initiatives for security trade control

(3) Establish research systems and research support systems by reorganizing research institutes and centers.

- Promote joint research
- Undertake ongoing review of research systems through a Plan-Do-Check-Act cycle and deploy them to revitalize research in the research systems
- Consider models for affiliated research organizations and research institutes established by the university (Research Institutes Division)

(4) Stably procure research funding.

- Provide support funds for research aimed at securing more outside funding resources including Grants-in-Aid for Scientific Research
- Conduct research ethics education on an ongoing basis to prevent research misconduct and improper use of research funds
- Carry out an evaluation and review of internal research funding programs

(5) Encourage industry-government-academia partnership.

- Actively disclose research seeds and outputs to the industrial sector
- Strengthen coordination with the Sophia Science & Technology Liaison Office of the Science and Technology Promotion Council (Sophia Sci-Tech)
- Promote industry-government-academia partnership by deploying multiple coordinators and advisors

(6) Develop structures for the management and exploitation of intellectual property.

- Provide support for exploitation of published patents and promote university-based venture businesses

(7) Strengthen capacities for the international dissemination of research outputs and advance measures to share outputs with wider society.

- Pursue further dissemination of information on research outputs

3. Plans for student support for daily activities

(1) Promote study support.

- Arrange the basement cafeteria in Building No. 9 as a space for diverse extra-curricular activities and as a venue to support the global campus concept
- Produce a policy on reasonable accommodation of students with special needs or disabilities and develop student-led peer support systems through coordination
- Assess the extension of the Central Library opening hours and consider new services based on this assessment

(2) Provide support for students' daily lives.

- Pursue development of student advisory structures (enhancement of staff development, creation of a global campus)
- Endeavor to secure financial resources and expand scholarship programs as part of student support
- Implement various measures for career support and graduate employment support and for the enhancement of career education subjects
- Develop and enhance internship (extracurricular) programs
- Implement programs in collaboration with the alumni association
- Improve services for parents/guardians from outside of Tokyo and strengthen support for the employment of graduates in their home regions
- Provide graduate employment support for students undertaking studies abroad
- Ascertain the status of and provide support for the graduate employment of international students
- Further enhance mechanisms to promote self-directed activities by students
- In addition to enhancing the functions of dormitories as living spaces, plan and implement programs to raise their added value as educational spaces

D. Implementation Plans for Sophia University Junior College Division

1. Overall plans

(1) Formulate medium- to long-term plans for developing organizational and educational structures in the Junior College Division.

- Implement a new special admission procedures for applicants taking International Baccalaureate (IB) subjects
- Aim to finalize the future vision; once finalized, produce a list of task for implementation and coordinate realization of the vision

(2) Strengthen collaboration between the Junior College Division and Sophia University.

Addressed under (1) above

2. Education and learning plans

(1) Further advance education attuned to globalization and human education based on Sophia's founding principles.

- Strengthen human education based on the founding spirit, educational ideals, and Christian values
- Pursue partnership agreements with universities overseas for short-term studies abroad

- Increase the number of outbound students through short-term and study tour programs
- (2) Promote ensured and guaranteed educational quality by establishing a Plan-Do-Check-Act cycle utilizing the Japan Association for College Accreditation evaluation standards, and continuously pursuing the cycle in accordance with the Assessment Policy.
- Clarify out-of-class preparation and review time and carry out measures for credit substantiation
 - Review the principles for grade evaluation in the same subject
 - Boost the rate of annual improvement in TOEIC-IP test scores
 - Boost participation rates in FD events
 - Provide feedback on examinations in class
- (3) Further advance education to strengthen English language proficiency.
- Consider a new curriculum pursuant to the finalized medium- and long-term organizational and educational development plans

3. Student support

- (1) Convert the Service Learning Center into a Student Support Center, integrating learning support, student life support, and career advising.
- Strengthen the capacities to realize students' preferred career paths
 - Implement measures toward the reduction of number of students undecided about their career paths undecided and those withdrawing or taking leave of absence
 - Conduct career information sessions for international students
- (2) Endeavor to secure scholarship funds and enhance scholarship programs as a part of student support.
- Continue to provide support for students affected by the Kumamoto Earthquake and students admitted from the College of Micronesia
 - Make use of the changes made to Japan Student Services Organization scholarship programs

4. Community engagement

- (1) Further enhance volunteering in Japanese language/school curriculum support and English language education through our service learning programs, and strengthen contributions to and partnerships with the local community.
- Strengthen senior high school-university collaboration through a partnership and cooperation agreement between the Kanagawa Prefectural Board of Education and Sophia University Junior College Division

E. Implementation Plans for the Sophia School of Social Welfare

1. Overall plans

- (1) Advance proposals for the future vision of Sophia School of Social Welfare.
- Propose a future vision
 - Set criteria for faculty evaluation

2. Education and learning plans

(1) Strengthen initiatives for the stable intake of enrollees

- Develop internships for unqualified practitioners in Christian church-operated facilities, while also inviting instructors from facilities in order to establish opportunities for mutual exploration of Christian approaches to childcare and welfare
- Attract welfare-related events organized by local authorities (Tokyo Metropolitan Government) to the Yotsuya Campus
- Participate in further education guidance sessions held by private companies and endeavor to recruit students
- Conduct experiential information sessions designed for senior high school students
- Strengthen promotions targeting unqualified practitioners
- Consider possibilities for making the school more accessible for students requiring financial support
- Conduct special information sessions for working adults

3. Student support

(1) Enhance the school as a designated training institution for the acquisition of official qualifications.

- Strengthen support systems for preparing for national examinations and raise pass rates in comparison with the previous year, while also proposing measures directed toward the introduction of the mandatory national care worker licensing examination from fiscal 2017
- Further strengthen community partnerships in collaborative education programs (i. Ren-Con Project ("Ren-Con" means collaboration (*Renkei*) and companionship (*Koryu*) with community.); ii. Regional Childcare Support project) and develop a curriculum that advances practice-oriented learning
- Develop structures for recurrent education and international student admissions

F. Implementation Plans for Continuing Education

- Amend rules on instructors, tuition fees, etc. to enable the flexible provision of courses
- Gather information on diverse styles of learning
- Set different themes for each semester and offer distinctive courses
- Analyze student needs and carry out a review of the course lineup
- Offer courses in partnership with neighborhood groups, companies, etc. in addition to the Soshigaya International House

G. Implementation Plans for Secondary Education

Medium- and long-term planning:

- Establish a Committee for Secondary Education (tentative title) within the Expanded Long-range Planning Committee, and initiate discussions on medium- and long-term plans

Educational programs:

- Implementation of outbound and overseas exchange programs for faculty/staff and students

- Enhance the contents of Boston College Summer Leadership Program launched in fiscal 2016, while continuing to prioritize programs under the training division at the Jesuit Education Center established through the amalgamation of educational corporations (Eiko Gakuen)
 - Begin preparations in fiscal 2017 toward the fiscal 2018 implementation of an international training exchange program involving the invitation of students from Jesuit schools (senior high schools) in Southeast Asia and Oceania, to mainly the four Jesuit school corporations in Japan (Eiko Gakuen, Rokko Gakuin, Hiroshima Gakuin, Sophia Fukuoka) with the support of Sophia University (all four schools)
- Strengthening of educational programs
- Implement learning support tailored to student progress (Eiko Gakuen, Rokko Gakuin)
 - In order to provide learning support tailored to student progress, engage external coaches to undertake the club coaching currently handled by full-time teaching staff, therefore allowing teaching staff to concentrate on learning support; and provide educational assistance by introducing tablet devices (Eiko Gakuen)
 - Support students with developmental difficulties (Eiko Gakuen, Rokko Gakuin)
 - Increase the number of school counselors and enable the provision of constant attention (Eiko Gakuen)
 - Implement measures to extend self-study hours at school (Eiko Gakuen)
 - Consider the introduction of new staffing systems (such as shift systems) to enable the use of the self-study room and learning space in the new campus until 7:00 p.m.
 - Address the challenges of a declining birthrate by implementing new student recruitment strategies (Hiroshima Gakuin)
 - Adjust entrance examination dates with rival schools; strengthen promotional activities targeting tutoring and cram schools
 - Review scholarship programs and approaches to recruiting donations (Eiko Gakuen, Hiroshima Gakuin)
 - Conduct an integrated review of scholarship programs and donation recruitment to create programs appropriate for Jesuit schools; strengthen scholarship programs by making transfers to Capital Fund No.3
 - Prepare to host the second International Colloquium on Jesuit Secondary Education to be held in Hiroshima in late August 2019
 - Consider new curricular possibilities (Rokko Gakuin)
 - Engage external native English instructors to teach LC classes
 - Strengthen coordination with Sophia University
 - Prepare for the reintroduction of long-distance walking events
 - Improve the university advancement rack record
 - Conduct evaluations and reflections of classes
 - Address risk management issues (Rokko Gakuin)
 - Establish a preparatory committee for the introduction of a special university entrance-focused class (Sophia Fukuoka)
 - Perform a quantitative evaluation of the development of student abilities and attributes

using rubric programs, and enhance the quality of education through analysis of the effectiveness and challenges of educational activities (Sophia Fukuoka)

Management and administration:

- Formulate personnel plans centered on strengthening back-office operations (Eiko Gakuen)
- Formulate facility and infrastructure development plans and medium/long-term financial plans for implementation beyond completion of the new campus buildings (Eiko Gakuen)
- Initiate work on a multi-year project to consolidate personnel-related and administration-related regulations (bylaws) (Eiko Gakuen)
- Conduct a review of overtime work (Rokko Gakuin)
- Improve campus grounds (clarification of boundaries and consolidation of public pathways [development of alternative routes, negotiations with Hiroshima City]) (Hiroshima Gakuin)
- Develop a school management system enabling the administration of official trips and work arrival/departure times of faculty/staff (Hiroshima Gakuin)
- Promote goods procurement and contracting that draws on the advantage of scale achieved through amalgamation (all 4 schools)
- Develop campus facilities and environment
 - Implement re-development work on the former temporary school building site (Eiko Gakuen)
 - Implement full-scale repair and development work on the tennis courts on the west side (Eiko Gakuen)
 - Implement soil amendments in the baseball field (Eiko Gakuen)
 - Conduct repairs and enlargement of locker rooms and lavatories at Ground No. 3 (Rokko Gakuen)
 - Consider the refurbishment and utilization of the former Annex Building (Rokko Gakuin)
 - Conduct a survey on landslide-prone areas on campus (incl. camping grounds) and implement disaster prevention measure (Hiroshima Gakuin)
 - Improve main entrance area; resurface the asphalt in the forecourt; repair the sloped stone wall in the forecourt (Hiroshima Gakuin)

II. Basic Approach in Fiscal 2017 Budget

1. Proposing and properly implementing budgets in line with Annual Operating Plans
 - Draft appropriate budgets in line with operating plans and strengthen awareness of proper use of public funds
 - Ensure rigorous transactions in budget implementation from standpoints of compliance, economy, and effectiveness
2. Prioritizing the budget for important areas
 - Prioritize budget allocation to the focus areas in the Grand Layout 2.0 of Sophia School Corporation
3. Achieving budgetary balance
 - Achieve a balance between income and expenditure by thoroughly reviewing operations for efficiency
 - Consider specific measures regarding unprofitable operations based on an accurate accounting of income and expenditure.
 - Carry out revenue-increasing and cost-cutting measures regardless of the amounts involved
4. Deriving maximum effectiveness from cost-cutting and a minimum budget
 - Carry out cost-cutting in existing education and research operations with no special exceptions
 - Use limited funds effectively and cut recurring costs
5. Reducing personnel cost dependency ratio
 - Rationalize operations and pursue efficiency by making use of human resources
 - Reduce the personnel cost dependency ratio in the Sophia School Corporation operating income and expenditure statement
6. Setting tuition and meeting admission goals
 - Secure stable tuition revenue as the foundation of the School Corporation's finances
7. Making active efforts to obtain outside funding
 - Take the lead in obtaining the funding needed for activities including new initiatives
 - Continue strengthening the base needed for soliciting donations
 - Involve all university personnel in soliciting donations so as to enhance student support programs
8. Evaluating research funding program performance and reviewing research funding allocation methods
 - Evaluate the performance of the Special Grant for Academic Research and Incentive Allowance for Dissemination of Individual Research Results; optimize programs and budgets
 - Invigorate research activity through revision of internal research-related budget allocation methods; promote procurement of external research funding
9. Introducing managerial accounting methods and promoting selection and concentration
 - Allocate budget amounts per each business objective and reflect in medium- to long-term financial plans
 - Properly track income and expenditure per operation and per segment (faculty, etc.), and promote selection and concentration through evaluation and review

Statement of Revenue and Expenditure

		Item	Unit:1,000Yen	
Educational activities	Revenue	Tuition and other student fees	18,726,581	
		Entrance examination fees and other fees	1,185,123	
		Donations	416,360	
		Grants	3,537,425	
		Income from business activities	787,778	
		Miscellaneous	1,215,662	
		total	25,868,929	
		Expenditure	Personnel expenses	15,744,222
	Expenses for education and research		8,525,092	
	Expenses for institutional administration		2,225,509	
	total		26,494,823	
	Balance of educational activities			△ 625,894
	Except educational activities	Revenue	Item	
Interest and dividend			683,420	
Others			0	
total		683,420		
Expenditure		Interest on loans	167,387	
		Others	0	
		total	167,387	
Balance of except educational activities			516,033	
Ordinary balance			△ 109,861	
Extraordinary revenue and expenditure		Revenue	Item	
	Income from the sales of assets		4,000	
	Others		513,342	
	total	517,342		
	Expenditure	Net loss on disposition	103,701	
		Others	0	
		total	103,701	
	Extraordinary balance			413,641
Reserve fund			38,600	
Balance of current year before transfer to capital fund			265,180	
Transfer to capital fund			△ 2,556,615	
Balance of current year			△ 2,291,435	
Balance carried over from previous year			△ 18,432,807	
Balance carried forward to next year			△ 20,724,242	
(Reference)				
Total revenue			27,069,691	
Total expenditure			26,804,511	
Total balance			265,180	

To be replaced after finalization of income and expenditure budget at the end of May. Capital income and expenditure budget statement to be published at the same time.

Conclusion

The environment in which institutions of higher education operate remains challenging, but Sophia School Corporation will move forward with new initiatives under its Grand Layout 2.0. In this era of turbulent change, we will respond flexibly to transformations in the social structure such as low birthrates/ ageing and factors including the globalization of society and economy, without losing sight of our educational spirit of “Men and Women for Others, with Others.” In order to build on our traditions and achievements to date, we will remain attuned to changes in the domestic and international environment and strive to discharge Sophia’s mission through education, research, and contribution to wider society.