

Fiscal 2019

Annual Operating Plans

March 31, 2019

Sophia School Corporation

Introduction

In 2013, on the occasion of the centennial anniversary of Sophia University’s founding, we set out the mission of “Sophia - Bringing the World Together” and formulated the “Grand Layout 2.0 (FY2014-2023)” (hereinafter, “GL2.0”), a medium- to long-term vision for the future of Sophia School Corporation. Based on GL2.0, we have endeavored to improve the research and education environment at Sophia. During the past five years, we have produced various accomplishments by promoting globalization and initiating university governance reform under GL2.0.

From Fiscal 2019, we will enter Phase 2. Identifying the progress made to date as well as the current status and challenges faced, we have reviewed GL2.0 and formulated “Grand Layout 2.1 (FY2019-2023)” (hereinafter, “GL2.1”). We have explicitly pointed to the issues that should be addressed in more earnest and formulated an action plan to implement GL2.1 and the Fiscal 2019 Annual Operating Plans to set out concrete plans for the coming year.

Based on the educational spirit of “Men and Women for Others, with Others,” Sophia School Corporation will offer an environment that is focused on developing human resources embracing this spirit and all schools established under Sophia School Corporation will deepen Jesuit education. By advancing these Operating Plans, we will also endeavor to expand on our traditions and performance to generate further successes while remaining attuned to changes in domestic and international environments.

I. Annual Operating Plans

A. Future Plans of Sophia University

1. Academic Planning

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Reconstructing undergraduate education with a view to next-generation society)		
(1) Centered on Jesuit human education based on our founding philosophy and educational spirit, formulate an educational system and organization that can accommodate next-generation society.	①Engage in organically collaborating specialized education and liberal arts education.	• Review the curriculum to seek organic collaboration among departments or between departmental courses and university-wide general courses
	②Achieve high-level liberal arts education and practical education, as well as achievement of education that is focused on student initiative, experience and practice.	• Prepare for the offering of active learning courses aiming to develop qualities including teamwork, coordination and leadership, to foster expressiveness, negotiation skills and problem discovery skills
	③Consider the establishment of an integrated educational and academic organization.	• Review the system for planning and offering university-wide general courses
(Restructuring graduate school education with a view to next-generation society)		
(2) Endeavor to enhance next-generation graduate school education based on the founding philosophy and educational spirit.	①Establish a degree program for adults.	• Prepare for the establishment of a graduate program embracing a program for adults, with an aim to activate and promote individualization of the Graduate Schools and Programs.
	②Review the student capacity of Graduate Schools and Programs.	• Review the student capacity of Graduate Schools and Programs in light of trends in the number of applicants, new enrollees and degrees conferred.
	③Promote interdisciplinary research and education.	• Consider collaborative curriculums transcending existing frameworks and cross-disciplinary programs.
(Creating a global campus)		
(3) Promote global education and foster world-class human resources.	①Introduce a world-class educational system.	• Establish a curriculum worthy of global evaluation based on surveys on international quality assurance network activities. • Establish an Enrollment Management System to nurture a sense of belonging among international students that will lead to contributions to the university.

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(3) Promote global education and foster world-class human resources.	②Make environmental improvements to nurture global competency.	<ul style="list-style-type: none"> ▪ Increase the number of courses taught in foreign languages. ▪ Consider the establishment of a Writing Center to foster writing skills. ▪ Consider further enhancement of Japanese courses.
	③Improve student mobility.	<ul style="list-style-type: none"> ▪ Consider offering online courses in collaboration with leading overseas universities (COIL : Collaborative Online International Learning). ▪ Increase partner institutions to offer international joint degrees with an aim to develop human resources that can lead international society. ▪ Take advantage of the quarter system to develop study abroad programs ▪ Promote educational partnerships with the business community and international organizations. ▪ Strategically determine target regions and program themes to increase inbound and outbound students. ▪ Simplify credit conversion procedures by introducing a new internationally recognized credit conversion method. ▪ Review the system for inbound and outbound students.
	④Establishment of SPSF (Sophia Program for Sustainable Futures) in AY2020	<ul style="list-style-type: none"> ▪ Improve internal structure ▪ Enhance public relation activities
	⑤Strengthening the role and function of Sophia's global network and overseas offices	<ul style="list-style-type: none"> ▪ Formulate strategies to join existing networks and consortiums, such as the Society of Jesus network. ▪ Explore new networks to join and develop online educational networks. ▪ Seek potential overseas partner institutions that will serve as a hub for promoting globalization enhance the functions of overseas offices and appropriately site them based on the action strategy
(Ensuring the quality and diversity of new enrollees)		
(4) Diversify and review the admissions program to secure a stable number of new enrollees.	①Design and implement a new admissions program in line with high school and university articulation reform.	<ul style="list-style-type: none"> ▪ Consider different ways to compile entrance exams are compiled, participation in public common entrance examinations, AO (admissions office) admissions and introducing document screening.
	②Enhance student recruitment communications to secure students whose top choices of schools include Sophia.	<ul style="list-style-type: none"> ▪ Promote public relations campaigns that appeal to high school teachers and parents. ▪ Host informative events targeting prospective applicants ▪ Hold meetings to discuss designated overseas school strategies
	③Expand high school-university collaboration.	<ul style="list-style-type: none"> ▪ Strengthen ties with Top Global High Schools (SGH) and Super Science High Schools ▪ Invite a wider audience of high school students to UN Weeks and other events hosted by Sophia

2. Plans for research and academic exchange

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Enhancing research capacities)		
(1) Enhance the research capacities of the entire university.	①Promote research on priority areas that are unique to Sophia and establish a research hub for such areas.	<ul style="list-style-type: none"> ▪ Provide focused support for interdisciplinary and organizational research and promote the establishment of research hubs using the Special Grant for Academic Research. ▪ Facilitate the implementation of the research branding program and visualize research outcomes. ▪ Appropriately operate the research evaluation committee and build a PDCA cycle for research activities. ▪ Further enhance existing research hubs.
	②Actively produce research outcomes and communicate outcomes to audiences within and outside the university.	<ul style="list-style-type: none"> ▪ Further encourage the hosting of international symposiums ▪ Appropriately recognize and actively communicate research outcomes of each research unit
	③Stably provide academic information.	<ul style="list-style-type: none"> ▪ Establish ways to stably provide academic information and strengthen the information provision system.
(Promoting collaboration)		
(2) Promote research exchange and collaboration with partners within and outside the university	①Develop intra-university networks for interdisciplinary research.	<ul style="list-style-type: none"> ▪ Identify research seeds across all research fields and effectively disclose and share them ▪ Encourage cross-disciplinary research organizations to host symposiums and formulate research plans
	②Promote industry-government-academia collaboration with government offices and private companies.	<ul style="list-style-type: none"> ▪ Strategically take part in events hosted under industry-government-academic collaboration to match industrial needs with research seeds in a timely way ▪ Under partnership with a corporate lawyer, strategically apply for patents with a view to utilization
	③Acquire external funds and contribute to industry through research activities.	<ul style="list-style-type: none"> ▪ Increase the number of applications and projects adopted under the Grants-in-Aid for Scientific Research (KAKENHI), as well as the number of contracts for commissioned research and joint research with parties outside the university ▪ Encourage application to large external funds and enhance the support system for securing funds
(Nurturing researchers)		
(3) Foster human resources who perform unique and fair research.	①Foster and support early-career researchers.	<ul style="list-style-type: none"> ▪ Verify the operational status of Research Support Programs for Graduate School Students and consider and implement measures to enhance support through program improvements
	②Enhance and ensure research compliance.	<ul style="list-style-type: none"> ▪ Secure a continued implementation framework for university-wide research ethics education and compliance education ▪ Promote the appropriate operation of new compliance measures, including security trade control, etc.

3. Plans for student life support

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Establishing a health management system for students)		
(1) Seek to enhance the health management system from both physical and mental health dimensions.	①Develop an environment that can accommodate consultations from various students and respond to urgent issues.	<ul style="list-style-type: none"> Identify issues associated with international exchange students and students with disabilities Formulate an emergency response strategy and consider partnerships with organizations for emergency response
	②Reorganize the Bureau of Student Affairs and establish a Student Consultation Office (tentative name).	<ul style="list-style-type: none"> Perform site visits and interviews on student consultation and health management systems at other universities Formulate a proposal for a new organizational structure
(Enhancing scholarship programs)		
(2) Develop and enhance scholarship programs as well as increase the scholarship fund.	①Design programs based on the basic principles for granting scholarships.	<ul style="list-style-type: none"> Plan scholarship programs in line with the basic principles for grants Improve the implementation rate of scholarships
(Establishing a career education and employment support program)		
(3) Review current student support to be able to offer enable career education and employment support with a view to future work styles as well as accommodate diverse students.	①Review the current career support program to accommodate changes in job hunting trends and working styles.	<ul style="list-style-type: none"> Acquire data on the Career Center's status of student use Organize guidance seminars and consider the lineup of career education courses Enhance information collection from companies
	②Rebuild the administrative framework and program of the Career Center.	(N.A. in 2019)
	③Explore new potential employers and enhance support to meet diverse student needs.	<ul style="list-style-type: none"> Analyze the employment status of international students and students with study abroad experience Find companies that are eager to employ diverse students
(Supporting social contribution activities)		
(4) Implement programs to achieve an inclusive society and support social contribution activities.	①Explore diverse possibilities of volunteer work and offer students practical opportunities.	<ul style="list-style-type: none"> Coordinate with concerned sections in the university regarding participation in volunteer activities Explore and select new destinations for volunteers Dispatch student volunteers
	②Increase hands-on educational programs off campus.	<ul style="list-style-type: none"> Enhance support for disaster relief volunteers Develop and expand on local collaboration programs (Yakumo Town, Iidate Village, etc.) and consider new programs
(Activating student life)		
(5) Support student exchange and activate student life.	①Plan and operate educational student housing.	<ul style="list-style-type: none"> Implement an educational program at the Sophia-Arrupe International Residence
	②Enhance the Amenity Space on campus and facilities for extracurricular activities.	<ul style="list-style-type: none"> Consider refurbishments for the Sanadabori Field.
	③Formulate frameworks for student support, including peer support programs.	<ul style="list-style-type: none"> Enhance events to encourage exchange among students at SSIC (Sophia Student Integration Commons) and the Active Common.

B. Future plans for Sophia University Junior College Division

GL2.1	Action Plan	Fiscal 2019 Operating Plans
1. Division-wide planning		
(1) Formulate a development plan for the medium- to long-term organizational and educational framework of the Junior College Division.	①Enhance organizational and educational framework based on fulfilled enrollment capacity.	<ul style="list-style-type: none"> Continue efforts to stably fill the enrollment capacity. Decide future visions.
(2) Strengthen collaboration between the Junior College Division and Sophia University.	①Share and standardize measures under Sophia School Corporation.	<ul style="list-style-type: none"> Deliver 100-minute classes and change the academic calendar.
2. Academic planning		
(3) Promote the internal quality assurance of education.	①Enhance the development of human resources who can contribute to society by acquiring the abilities required as indicated in the Degree Policy.	<ul style="list-style-type: none"> Improve the annual growth rate of the TOEIC-IP test.
	②Establish a system that will measure the effectiveness, assess and improve liberal arts education.	<ul style="list-style-type: none"> Consider ways to measure the effects of profound liberal arts knowledge in “Human Studies I.”
	③Promote education that boosts English language proficiency.	<ul style="list-style-type: none"> Introduce a new e-learning system linked with English courses
3. Student support		
(4) Promote support for diversified students.	①Offer appropriate career support for diversified students in designing their futures.	<ul style="list-style-type: none"> Implement measures to foster the strength to achieve the career paths aspired by individual students Implement measures to reduce the number of students who have yet to determine their career paths, as well as students who are on leave of absence or have withdrawn.
4. Liaison with local communities		
(5) Endeavor to further improve the quality of community contribution.	①Enhance community contribution through service learning.	<ul style="list-style-type: none"> Approve some service learning activities as credits

C. Future plans for Sophia Social Welfare School

GL2.1	Action Plan	Fiscal 2019 Operating Plans
1. School-wide planning		
(1) Formulate the future vision of the Social Welfare School, including integrating and abolishing curricula and reconsidering student capacity.	①Discuss future visions.	<ul style="list-style-type: none"> Formulate and verify the future vision plan
2. Academic planning		
(2) Establish a consortium of partnerships among social welfare facilities.	①Continue to enhance relationships with Christian establishments and Chiyoda-ku.	<ul style="list-style-type: none"> Deploy trainees to Christian facilities and invite facility leaders as lecturers for classes offered on campus. Deploy trainees to facilities and offices in Chiyoda-ku and facilitate employment within the ward based on the “Agreement on Comprehensive Support for Human Resource Development and Employment in Nursing and Welfare”.

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(3) Enhance efforts to secure a stable number of new enrollees.	①Enhance public relations.	<ul style="list-style-type: none"> Enhance the website contents to increase access Utilize Internet ads to increase inquiries for further information Find creative ways to deliver school briefings in order to increase the number of applicants Perform school visits to increase international students
	②Raise awareness among welfare workers.	<ul style="list-style-type: none"> Accept more welfare workers seeking to acquire licenses Promote continued education for alumni, linking such programs with educational outreach programs
(4) Formulate a plan for improving the organizational and educational framework of the Social Welfare School.	①Introduce a faculty assessment program.	<ul style="list-style-type: none"> Introduce a trial faculty assessment program
3. Student support		
(5) Enhance offerings as a designated training institution for acquiring national qualifications.	①Enhance learning support, such as offering courses for preparing for national qualification exams.	<ul style="list-style-type: none"> Offer mock examinations Enhance preparatory courses
(6) Enhance outreach programs.	①Enhance partnership with the Sophia Alumni Association and other external groups.	<ul style="list-style-type: none"> Provide support programs as a part of hands-on education for enrollees Host events that will engage alumni in continued education
(7) Support international students in acquiring national qualifications.	①Develop a learning support system for international students.	<ul style="list-style-type: none"> Prepare international students for individual national exams

D. Future plans for adult and continuing education

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(1) Promote reform to become an adult and continuing education institution, looking ahead to future social change.	①Implement institutional reform to meet new learning needs and the needs of the business community.	<ul style="list-style-type: none"> Prepare for transition to new organizations Prepare a framework for implementing new projects
	②Engage in active communications as a supporting organization of Sophia's adult and continuing education.	<ul style="list-style-type: none"> Communicate information through collaborative courses Strengthen partnership with the business community, administrative organizations and Sophia University's partner schools.
(2) Reorganize extension course offerings at the Sophia Community College	①Reexamine courses offered by the Sophia Community College.	<ul style="list-style-type: none"> Consider language courses Consider another section to oversee theology courses from the viewpoint of efficiency. Offer collaborative courses rooted in social contribution and local collaboration
	②Outsource administrative work pertaining to extension courses.	<ul style="list-style-type: none"> Clarify the roles of the university and the university project company SCS (Sophia Campus Support) after commissioning work Consider the revenue and expenditure for administrative work associated with liberal arts and practical courses, as well as human resources support for SCS Prepare relevant rules and regulations

E. Future plans for the four schools under the Secondary School Division

GL2.1	Action Plan	Fiscal 2019 Operating Plans
1.Enhancing the educational program		
(1) Formulate a program to promote understanding and permeation of Jesuit education.	①Enhance the ILP (Ignatian Leadership Program).	【Rokko】 ▪ Promote course evaluation and reflection
		【Hiroshima】 ▪ Enhance the ICP contents and train faculty and staff members by continuing the weekly ILP contact meeting.
	②Enhance partnerships with Jesuit universities and educational institutions.	【Eiko】 ▪ Continue to participate in the “Ever to Excel” program at Boston College (US) in fiscal 2019
		【Hiroshima】 ▪ Seek universities, etc. that would be willing to collaborate in developing training programs to deepen understanding of Jesuit education
(2) Reorganize the curriculum, looking ahead to the 2020 university admissions reform.	①Improve the four English skills (especially Speaking).	【Eiko】 ▪ Collaborate with Sophia University for enhanced English education
		【Rokko】 ▪ Increase small-sized LC classes taught by a commissioned native speaker lecturer (one year→ two years)
		【Hiroshima】 ▪ Continue the online English conversation class offered to junior high school third year students and high school first year students and ensure that students have an adequate amount of opportunities to speak out during class
	②Accommodate the next Guidelines for the Course of Study.	【Eiko】 ▪ Coordinate and compile a curriculum table based on the initial proposals from each department.
		【Rokko】 ▪ Offer a full range of classes that are in line with the new curriculum and improve classes
		【Hiroshima】 ▪ Invite lecturers from outside the school to teach in-house training sessions. ▪ Send faculty members to participate in various training programs.
【Sophia-Fukuoka】 ▪ Conduct research on teaching and hold faculty and staff training sessions with a view to the new Guidelines for the Course of Study and the new public common university entrance examinations ▪ Conduct research on utilizing ICT in teaching (test introduction of tablets, use of G Suite for Education)		
(3) Promote high school-university collaboration.	①Consider and implement detailed plans for high school-university collaboration.	【Eiko】 ▪ Join Sophia University in attending international programs that high school students can take part in under Sophia School Corporation’s name
		【Rokko】 ▪ Invite professors and lecturers from Sophia University give special classes
		【Hiroshima】 ▪ Invite faculty members of Sophia University to teach classes or training sessions, thus improving students’ academic skills as well as faculty and staff quality

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(3) Promote high school-university collaboration.	②Strengthen collaboration with higher education division.	【Hiroshima】 • Propose and implement in-house training sessions to be taught by invited faculty members from Sophia University
		【Sophia-Fukuoka】 • Continue educational partnership programs with Sophia University.
(4) Address globalization	①Enhance international exchange programs.	【Eiko】 • Continue the student exchange program with Ateneo de Cebu (Sacred Heart School)
		【Rokko】 • Facilitate exchange with overseas Jesuit schools
		【Hiroshima】 • Seek to enhance the existing study tour to the Philippines and consider possibilities of developing an international exchange program appropriate for a Jesuit School
		【Sophia-Fukuoka】 • Continue the Cambodia Study Tour and enhance the contents • Continue the language study tour (Australia) for third year junior high school students and enhance the contents
(5) Consider ways to secure new enrollees, looking ahead to a future with fewer children.	①Consider measures to secure examinees.	【Eiko】 • Consider more effective public relations strategies
		【Rokko】 • Review the number and contents of briefings and open campus events held and enhance public relations
		【Hiroshima】 • Continue to host open campus events and briefings, and to advertise to cram schools in order to secure a stable number of new students • Revise school pamphlets and website
		【Sophia-Fukuoka】 • Enhance public relations at the joint admissions briefing of private junior high schools in Fukuoka Prefecture, the Fukuoka Prefecture Private School Exhibition, and open campus. • Host in-house seminars (3 times annually) on class delivery in order to improve the quality of classes
2. Student support		
(6) Promote support for diverse students.	①Provide support for students with various backgrounds.	【Eiko】 • Increase the number of school counselors
		【Rokko】 • Accept more graduate school student interns majoring in psychology
		【Hiroshima】 • Conduct in-house training sessions for deeper student understanding
	②Provide learning support in accordance with individual proficiency levels.	【Eiko】 • Provide supplementary classes and tutoring for students whose grades have not reached expected standards
【Rokko】 • Implement measures to approach students in the first or second year of junior high school whose grades have not reached expected standards		

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(6) Promote support for diverse students.	②Provide learning support in accordance with individual proficiency levels.	【Hiroshima】 <ul style="list-style-type: none"> Place students in different classes according to their proficiency levels at the supplementary classes offered during long recesses. Prepare diversified homework for long school recesses in accordance with the varying levels of attainment of different students
	③Provide and enhance an environment for self-study.	【Hiroshima】 <ul style="list-style-type: none"> Consider securing spaces for self-study and improving the environment to accommodate such needs
	④Develop a financial support system.	【Eiko】 <ul style="list-style-type: none"> Continue the Eiko Society of Jesus Scholarship Program
		【Rokko】 <ul style="list-style-type: none"> Reconsider the upper limits of scholarships and support system.
【Hiroshima】 <ul style="list-style-type: none"> Enhance scholarship programs so that they meet the expectations of a Jesuit school. 		
3. Financial and property division		
(7) Maintain and manage learning environments (school building, school premises and facilities)	①Formulate and implement a plan for the improvement, maintenance and management of facilities.	【Eiko】 <ul style="list-style-type: none"> Formulate a plan to address required improvements and consider budgetary measures
		【Rokko】 <ul style="list-style-type: none"> Rehabilitate school facilities damaged in the heavy rains of summer 2018 and formulate a medium- to long-term plan to improve facilities and equipment
		【Hiroshima】 <ul style="list-style-type: none"> Conduct construction work for 11 refurbishment and improvement projects, including waterproofing the West Building and Science Building and installing a steel-framed staircase in the nature trail on campus known as the Country Course.
		【Sophia-Fukuoka】 <ul style="list-style-type: none"> Consider ways to effectively utilize the land formerly used as an educational garden, including the option of selling the land Formulate the refurbishment plan for the Special Building.
	②Develop an ICT (Information and Communication Technology) environment.	【Eiko】 <ul style="list-style-type: none"> Equip all regular classrooms with projectors. Renew the computers installed in the computer room
		【Rokko】 <ul style="list-style-type: none"> Increase electronic blackboards and consider medium-term plans for improving the ICT environment (install wireless LAN, deploy tablets, etc.)
【Hiroshima】 <ul style="list-style-type: none"> Formulate plans to improve the network user environment, including replacing PCs and updating the academic affairs system 		
(8) Improve the safety of school life.	①Formulate a disaster prevention plan.	【Hiroshima】 <ul style="list-style-type: none"> Continue to request the government to reinforce erosion-control dams Identify issues associated with conducting construction work for landslide prevention on the slope of the athletic field and formulate improvement plans

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(8) Improve the safety of school life.	②Identify disaster-prone areas and formulate and implement countermeasures.	【Eiko】 <ul style="list-style-type: none"> Conduct construction work for landslide prevention Confirm measures to address disaster-prone areas with the government
		【Rokko】 <ul style="list-style-type: none"> Consider the introduction of a “safety check system” (Sophia School Corporation)
		【Hiroshima】 <ul style="list-style-type: none"> Conduct construction work to address disaster-prone areas
4. Personnel division		
(9) Promote appropriate recruitment based on the personnel recruitment plan.	①Formulate a personnel recruitment plan reflecting the age structure.	【Eiko】 <ul style="list-style-type: none"> Formulate and implement a personnel plan in line with the timing of faculty and staff transfers
		【Hiroshima】 <ul style="list-style-type: none"> Formulate a personnel recruitment plan based on the age distribution of faculty and staff members
(10) Train school management (principals, vice principals school administration managers).	①Train school managerial staff and formulate rules and regulations for their selection.	【Rokko】 <ul style="list-style-type: none"> Establish Rules and Regulations Regarding the Position of the Principal and Rules and Regulations for Selecting Candidates for Principal.
		【Hiroshima】 <ul style="list-style-type: none"> Compile manuals to facilitate transitions

F. Plans to reinforce the foundations of Sophia School Corporation

1. Promote understanding and permeation of Jesuit and Catholic education

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(1) Build a foundation for maintaining, passing down, constantly applying and renewing tradition.	①Enhance the Jesuit Education Center, especially approaching faculty and staff.	<ul style="list-style-type: none"> Plan and propose the “Leadership Program” Compile and prepare materials and a website to promote deeper understanding of Jesuit education Hold training sessions targeting faculty and staff members to promote deeper understanding of Jesuit education Discuss the ideal organization or personnel promoting Jesuit education.
	②Develop an organization for enhancing the archives.	<ul style="list-style-type: none"> Propose and implement organizational change to enhance the functions of the archives Strengthen collaboration among the archives, the Kirishitan Bunko and the Jesuit Education Center
	③Enhance the archives as a Sophia School Corporation as well as at each school.	<ul style="list-style-type: none"> Propose a School Corporation-level policy for collecting and compiling historical material pertaining to Sophia School Corporation. Conduct investigations on the material in collaboration with the Society of Jesus Headquarters [University] Promote efforts to compile the university history [Secondary school] Establish a framework for collecting and managing historical material at each school

2. University-wide plans

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Promotion of governance reform)		
(1) Build and install an operational system that enables the planning functions and prompt decision-making.	①Build and implement a scheme for the verification, proposal and instructions related to GL2.1/Action Plan.	<ul style="list-style-type: none"> Assess the progress made in the GL2.1 Action Plan using KPI and develop a process for improvement
	②Clarify the authority of executives and executive positions and formulate relevant rules and regulations.	<ul style="list-style-type: none"> Verify the process of decision-making regarding academic functions and reflecting decisions on measures Thoroughly investigate the status of the Rules and Regulations for Decision-making Authority
	③ Reorganize and integrate conferences and committees based on their functions and strengthen their planning functions.	<ul style="list-style-type: none"> Verify the operational status of existing committees Improve the support system for the President
(Establishing a PDCA cycle for academic management)		
(2) Build and install an academic management system based on guaranteed quality.	①Establish a PDCA (Plan-Do-Check-Action) cycle to guarantee the quality of education and build a framework for its implementation.	<ul style="list-style-type: none"> Engage in discussions toward the establishment of an internal quality guarantee system
	②Build and operate a self-evaluation cycle and system in light of accommodating certified evaluation and accreditation.	<ul style="list-style-type: none"> Implement internal self-assessment Engage in discussions for the establishment of a self-assessment process closely linked with the internal quality guarantee system
	③Build an academic audit system.	<ul style="list-style-type: none"> Continue discussions on establishing an academic audit system
(Risk management)		
(3) Enhance risk management.	①Identify critical risks faced by the Sophia School Corporation, implement and manage measures, improve the precision of the verification scheme	<ul style="list-style-type: none"> Propose, implement and evaluate plans to address critical risk (As required,) Verify and improve methods for selecting critical risks and methods for managing the progress of implementing measures
(Further improving IR functions)		
(4) Enhance IR (Institutional Research) activities that support decision-making.	①Collect and manage information required for decision-making and establish reporting functions.	<ul style="list-style-type: none"> Proactively utilize the Tableau Server Provide support for analysis of both academic and administrative organizations

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(4) Enhance IR (Institutional Research) activities that support decision-making.	②Utilize IR data in formulating and verifying the operational plan.	<ul style="list-style-type: none"> Make plans and proposals in collaboration with associated sections and implement the verification process
	③Enhance communications of IR outcomes within and outside the university.	<ul style="list-style-type: none"> Enhance the Sophia Factbook and proactively communicate information based on analysis results
(Strengthening collaboration with stakeholders)		
(5) Enhance relations with stakeholders who support Sophia School Corporation.	①Earnestly collect information on alumni.	<ul style="list-style-type: none"> Continue to compile alumni data Obtain the contacts of returning study abroad students and build a network among them
	②Strengthen collaboration with the Sophia Parents' Association and guarantors.	<ul style="list-style-type: none"> Improve media with an aim to increase the ratio of membership in the Sophia Parents' Association
	③Enhance contributions to local communities.	<ul style="list-style-type: none"> Implement businesses and projects in collaboration with local and neighborhood organizations and private companies

3. Organizational and personnel plans

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Improving the performance of the faculty organization)		
(1) Improve the performance of faculty and academic organizations.	①Improve the educational and research environment to achieve improvement in faculty performance.	<ul style="list-style-type: none"> Set up organizational targets that respect the autonomy of academic organizations (faculties and departments, graduate schools and research institutions) and operate the PDCA cycle Implement measures to improve the evaluation of individual faculty members with an aim to improve faculty performance
	②Reorganize the academic organization to promote the realization of Sophia20-20-20.	<ul style="list-style-type: none"> Propose and decide reorganization plans regarding faculties and departments and research institutions
(Improving the abilities of administrative staff)		
(2) Improve the performance of staff and administrative organization.	①Establish a staff personnel system to achieve improved staff performance.	<ul style="list-style-type: none"> Implement staff development programs to encourage self-motivated and self-disciplined actions Implement SDs to achieve organizational targets Rate full-time employees in line with job level grades and implement appropriate staff allocation measures
	②Establish a structure to improve the productivity of increased sophisticated, complicated and specialized administrative work.	<ul style="list-style-type: none"> Propose measures associated with the workstyle of staff members with a view to the AI era Promote administrative reform utilizing RPA (Robotic Process Automation) Promote inter-sectional (transcending teams or administrative responsibilities) project-oriented operations and establish a framework for university-wide cooperation

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Improving personnel expenses dependency rate)		
(3) Achieve efficient organizational operations and structural reform of personnel expenditures.	①Review personnel expenditure structure.	<ul style="list-style-type: none"> ▪ Reduce the number of course offerings from the perspective of reviewing the number of hours taught by full-time faculty, courses taught by part-time lecturers and course offerings (courses with less than ten students enrolled, timing of offering) ▪ Review the appropriate faculty-related personnel expenditures from a curriculum perspective ▪ Improve staff-related personnel expenditures and implement staff labor productivity improvement measures ▪ Promote administrative reform utilizing RPA ▪ Promote further outsourcing of work by utilizing project companies
	②Reorganize the academic organization and administrative organization	<ul style="list-style-type: none"> ▪ Implement structural reform of faculties, departments and research institutions ▪ Propose and decide the appropriate allocation of staff members to faculty or department offices or research institutions
(Promoting diversity)		
(4) Create an activated organization based on faculty and staff diversity.	①Activate the organization by diversifying human resources.	<ul style="list-style-type: none"> ▪ Promote measures associated with foreign nationals, individuals with disabilities and the elderly ▪ Promote measures associated with LGBT
	②Improving the workplace environment to enhance a sense of belonging among faculty and staff.	<ul style="list-style-type: none"> ▪ Promote innovations through faculty-staff partnership projects (2020 Olympic and Paralympic Games, support for working women, etc.) ▪ Further enhance mental healthcare and implement improvement measures in the organization
(Collaboration among schools)		
(5) Increase collaboration among schools established under Sophia School Corporation.	①Address issues associated with personnel and labor management.	<ul style="list-style-type: none"> ▪ Identify personnel and labor issues of the Secondary Education Division, and formulate and implement solutions
	②Promote collaboration between the secondary school division and higher education division (including personnel exchange).	<ul style="list-style-type: none"> ▪ Implement personnel exchange between the Secondary Education Division and Higher Education Division

4. Financial plans

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Strengthening the financial base)		
(1) Enhance self-financed resources.	①Secure stable revenue from tuition and student fees, etc.	▪ Increase revenue by revising unit student fees
	②Secure stable revenue from asset management.	▪ Constantly verify the asset management policy and secure asset management revenue based on high risk management
	③Secure revenue sources by utilizing assets (fixed assets, intellectual property).	▪ Increase revenue from fees for using facilities and equipment
(2) Proactively secure external funds.	①Increase revenue from endowments by enhancing campaigns for donations.	▪ Review channels for recruiting new donations and increasing repeating donors.
	②Increase Grants-in-Aid for Scientific Research (KAKENHI) and other external research funds, including commissioned research funds.	▪ Enhance the research support system ▪ Increase programs that incentivize researchers
	③Increase revenue by promoting business operations of affiliated business firms and through increased endowments to Sophia School Corporation.	▪ Promote the commissioning of work and increase revenue based on the verification of SCS' profitability and service improvements
(Utilizing limited resources)		
(3) Appropriately allocate the budget	①Allocate the budget based on a medium- long-term financial plan and business evaluation	▪ Review the medium- to long-term financial plan ▪ Review the special budget system by incorporating business evaluation
(4) Constantly engage in saving expenses	①Keep track of the revenue and expenditures for each school based on management-accounting and implement necessary measures	▪ Verify sections that have run deficits and propose countermeasures
	②Promote reductions of fixed expenses	▪ Select expenditures items and target amounts to reduce
(Increasing special assets)		
(5) Enhance reserve assets to maintain and improve the research and educational environment.	①Increase Reserve Assets for Depreciation.	▪ Formulate a budget that balances revenue and expenditure (current fiscal year balance of revenue and expenditure = 0)
(6) Increase the scholarship fund.	①Increase the No.3 Capital Fund.	▪ Enhance recruitment of donations for the purpose of increasing funds. ▪ Incorporate the difference of revenue and expenditure into the fund based on a determined schedule

5. Plans for facilities and equipment

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Improving and maintaining an environment for research and education)		
(1) Improve environments for research and education.	① Formulate a medium- to long-term campus improvement plan.	<ul style="list-style-type: none"> ▪ Consider a medium- to long-term research and education environment improvement plan (Second Campus Improvement Plan).
	② Diversify educational methods, sophisticate research, globalize the campus, and address universalization.	<ul style="list-style-type: none"> ▪ Refurbish Buildings 3, 4, 8, 9 and re-allocate spaces to various facilities ▪ Move Ichigaya Campus functions to Yotsuya Campus ▪ Refurbish the Sanadabori Field ▪ Conduct barrier-free renovations and construction of signs.
(2) Maintain facilities and equipment.	① Formulate medium- and long-term maintenance plans, including preventive measures, for facilities and equipment.	<ul style="list-style-type: none"> ▪ Consider the medium- to long-term maintenance plan based on the Report on the Yotsuya Campus Building Maintenance Financial Plan
	② Level maintenance-related costs.	<ul style="list-style-type: none"> ▪ Perform maintenance of facilities and equipment based on the prioritization of measures ▪ Implement energy-saving measures
(Addressing risk associated with faculties and equipment)		
(3) Improve campus safety by preparing facilities and equipment for natural disasters.	① Refurbish and maintain faculties and equipment to accommodate various risks.	<ul style="list-style-type: none"> ▪ Conduct disaster-prevention construction work at secondary school campuses

6. ICT Plan

GL2.1	Action Plan	Fiscal 2019 Operating Plans
(Harnessing ICT)		
(1) Implement further upgrades to ICT-based research and education and student support.	①Make improvements to provide a more user-friendly network, including installing a wireless LAN service.	<ul style="list-style-type: none"> ▪ Effectively increase wireless LAN access points ▪ Build a network connecting Buildings 4 and 9 ▪ Reinforce the spam mail filter
	②Improve and expand classrooms and studying environments.	<ul style="list-style-type: none"> ▪ Update the OS in dual-use classrooms ▪ Update the server for the junior college student database.
(2) Effectively utilize ICT as a tool for formulating managerial strategies.	①Update and enhance office infrastructure.	<ul style="list-style-type: none"> ▪ Update the administrative infrastructure system ▪ Shift the staff email system ▪ Establish groupware for staff and faculty
	②Develop/update the electronic administration system and increase the use of cloud solutions.	<ul style="list-style-type: none"> ▪ Establish a management system for inbound and outbound students (dispatching international students) ▪ Develop a donation system ▪ Review the admissions system (to accommodate the new system) ▪ Prepare for library system updates ▪ Conduct a vulnerability diagnosis of the public server
(Improving the ICT environment)		
(3) Establish an operational/managerial framework to strengthen information security.	①Formulate a manual and guidelines based on the Information System Security Policy.	<ul style="list-style-type: none"> ▪ Formulate section-specific manuals on handling information ▪ Formulate rules and regulations on security education
	②Establish an information security audit system.	<ul style="list-style-type: none"> ▪ Formulate information security audit procedures
	③Continue offering information security education.	<ul style="list-style-type: none"> ▪ Conduct security seminars for faculty and staff members ▪ Offer training against targeted attacks

II. Basic Approach of Fiscal 2019 Budget

In order to promote the important agenda set out in the Sophia School Corporation Grand Layout 2.1, we must optimally allocate the limited financial resources that we have (budgetary allocation).

Faced with new financially impactful challenges, including developing new research and education based on the important agenda and improving the research and education environment based on the campus renovation plan (including the secondary school division), we need not only to judge whether or not a new program is appropriate but also to take this opportunity to strictly review existing projects and their budgets. Then, we must formulate and execute an appropriate, fair and minimum budget that is not regulated by vested interests, precedents and customary practices.

Furthermore, a school corporation's payments must be balanced. At Sophia School Corporation, we particularly consider it urgent and critical to make efforts to balance current year revenue and expenditure, and therefore pursue fiscal health. We are determined to establish across the Corporation the acknowledgement that we must consider how to effectively deal with the seemingly contradictory measures of addressing critical issues and allocating budget for the enhancement of research and education.

1. Proposing and properly implementing budgets in line with the Annual Operating Plan

All faculty and staff members must deepen their understanding of Sophia School Corporation's critical issues and fiscal situation, propose an appropriate budget in line with the Operating Plan and strengthen their awareness of the importance of properly using official funds.

When executing the budget, individual transactions should be rigorously carried out, regardless of the amounts executed, from the perspective of compliance, economic efficiency and effectiveness.

2. Prioritizing the budget for important agenda

We will prioritize budgetary allocation for measures including research and education activities and infrastructure improvement associated with the important agenda identified in the Sophia School Corporation Grand Layout 2.1.

3. Achieving budgetary balance through improved revenue and expenditure

We will continue to review and further streamline operations and endeavor to further balance revenue and expenditure.

We will also consider specific measures regarding unprofitable operations based on an accurate accounting of revenue and expenditure and carry out revenue-increasing and cost-cutting measures regardless of the amounts involved.

4. Deriving maximum effects from cost reduction and a minimum budget

In order to proactively promote new initiatives, we will consider cutting costs and implementing cuts in existing research and education operations with no exceptions.

We will also explore creative ways to achieve larger outcomes with a smaller budget by further endeavoring to use limited funds effectively and cut recurring costs.

5. Reducing the personnel cost dependency ratio

We will rationalize operations and pursue efficiency by utilizing human resources and reduce the personnel cost dependency ratio in the Sophia School Corporation Statement of Revenue and Expenditure.

6. Securing revenue from tuition and other student fees

Amid stricter admission capacity control by the Ministry of Education, Culture, Sports, Science and Technology and a downward trend expected in the number of students due to a declining 18 year-old population, we will secure stable tuition revenue, which constitutes the financial foundation of Sophia School Corporation.

7. Making active efforts to secure external funding

We will proactively secure external funding and in principle, procure the financial resources required for various activities, including new initiatives.

We will continue to enhance the foundations for soliciting donations as well as involve all university faculty and staff

in recruiting donations in order to enhance student support programs, including the funds and scholarships established as part of the centennial celebrations.

8. Evaluating research funding program performance and reviewing research funding allocation methods

We have newly established a Research Evaluation Committee to evaluate the performance of the Special Grant for Academic Research, build a PDCA cycle and seek ways to improve and enhance the program based on evaluation results. We will seek ways to rationalize operations pertaining to the Incentive Allowance for Dissemination of Individual Research by integrating different programs, and thus optimize research fund programs and budgets. Furthermore, we will endeavor to reinvigorate research activity and promote the procurement of external research funds by considering the introduction of a budgetary allocation method based on performance, including research outcomes, for various internal research-related budgets.

9. Introducing managerial accounting methods and promoting selection and concentration

In order to build a stable financial foundation and facilitate advancements in the critical issues set out in Sophia School Corporation Grand Layout 2.1., we will request budget amounts by business activity objective and reflect this in the medium- to long-term financial plan. We will also properly gain knowledge of the status of revenues and expenditure by segment, including by business activity or department and facilitate selection and concentration through constant evaluation and review.

Cashflow Statement

Unit: 1,000Yen

Income			
Item	FY2019	FY2018	Fluctuation
Tuition and other student fees	19,193,282	19,017,294	175,988
Entrance examination fees and other fees	1,175,482	1,167,481	8,001
Donations	566,510	527,380	39,130
Grants	3,933,714	4,116,841	△ 183,127
Income from the sales of assets	15,208,016	4,941,000	10,267,016
Income from business activities	1,428,369	1,118,320	310,049
Interest and dividend	565,714	600,789	△ 35,075
Miscellaneous	1,034,810	1,170,187	△ 135,377
Loans	1,500,000	5,150,000	3,650,000
Prepaid tuition and other deferred credits	4,519,248	7,409,667	2,890,419
Other Income	6,984,584	6,078,675	905,909
Income-flow adjustment	△ 7,578,448	△ 5,777,656	△ 1,800,792
Cash and equivalents carried over from previous year	8,841,528	7,244,446	1,597,082
Total	57,372,809	52,764,424	4,608,385

Expenses			
Item	FY2019	FY2018	Fluctuation
Personnel expenses	15,035,053	15,063,027	△ 27,974
Expenses for education and research	7,363,457	6,883,465	479,992
Expenses for institutional administration	1,704,724	1,574,388	130,336
Interest on loans	136,300	142,720	△ 6,420
Repayment of loans	2,522,140	1,114,990	1,407,150
Payment for land, buildings, and other construction in progress	3,851,454	10,399,182	△ 6,547,728
Payment for equipment, libraries, and other	835,836	1,195,999	△ 360,163
Payment for asset management	18,752,745	9,667,977	9,084,768
Other Expenses	1,250,129	1,405,798	△ 155,669
Reserve fund	233,600	210,600	23,000
Expenses-flow adjustment	△ 1,005,390	△ 1,325,608	320,218
Cash and equivalents carried over to next year	6,692,761	6,431,886	260,875
Total	57,372,809	52,764,424	4,608,385

Statement of Revenue and Expenditure

Unit: 1,000Yen

		Item	FY2019
		Educational activities	Revenue
Entrance examination fees and other fees	1,175,482		
Donations	518,910		
Grants	3,920,008		
Income from business activities	978,369		
Miscellaneous	1,034,810		
total	26,820,861		
Expenditure	Personnel expenses		
	Expenses for education and research		10,022,175
	Expenses for institutional administration		1,949,403
	total		27,063,189
Balance of educational activities			△ 242,328
Except educational activities	Revenue	Interest and dividend	565,714
		Others	450,000
		total	1,015,714
	Expenditure	Interest on loans	136,300
		Others	0
		total	136,300
	Balance of except educational activities		
Ordinary balance			637,086
Extraordinary revenue and expenditure	Revenue	Income from the sales of assets	12,193,784
		Others	128,634
		total	12,322,418
	Expenditure	Net loss on disposition	783,987
		Others	0
		total	783,987
	Extraordinary balance		
Reserve fund			233,600
Balance of current year before transfer to capital fund			11,941,917
Transfer to capital fund			△ 9,002,090
Balance of current year			2,939,827
Balance carried over from previous year			△ 14,464,487
Balance carried forward to next year			△ 11,524,660
(Reference)			
Total revenue			40,158,993
Total expenditure			28,217,076
Total balance			11,941,917