

Fiscal 2020

Annual Operating Plans

March 31, 2020

Sophia School Corporation

Introduction

On the occasion of the announcement of our business plan for FY2020, I would like to offer a few words of greeting. In response to the COVID-19 infection, Japan and the rest of the world continues to be in turmoil. We would like to express our deepest sympathy to all those affected by the spread of the disease. We would also like to convey our heartfelt gratitude to all those who are working tirelessly on the frontlines of disease control and treatment, including those in the medical and nursing fields.

Every Sophia School Corporation school postponed the start of classes, canceled graduation, entrance, and other ceremonies, and restricted extracurricular activities. Since there is no prospect at this time when the virus will be contained, we have taken into account the risk of infection of students, their families, faculty, and other school personnel, as well as the risk of transmission of the virus from the school to society and have decided to take all possible measures to counter the situation. We would appreciate your understanding on the matter. At the same time, based on the Jesuit educational spirit of "Cura Personalis (care for the entire person)," we will provide appropriate support to the students who are beginning their studies at the school under these exceptional circumstances, and we seek support from a diverse group of concerned persons and organizations in the initiative.

The year 2020 marked the second year of the "Grand Layout 2.1 (2019 - 2023)" (GL2.1), our mid- to long-term future development concept. As a single-year plan for advancing the GL2.1 Action Plan, we have now formulated our 2020 Operating Plan. The embodiment and revitalization of Jesuit Catholic education, which is a new and significant priority of GL2.1, is precisely the contribution that Sophia is anticipated to provide under this uncertain social environment. In the educational spirit of "Men and Women for Others, with Others," we will overcome difficulties together with Sophia (wisdom) and with consideration for others.

March 31, 2020

Fr. Tsutomu Sakuma, S.J., Chancellor
Sophia School Corporation

I. Annual Operating Plans

A. Future Plans of Sophia University

1. Academic Planning

GL2.1	Action Plan	Fiscal 2020 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.	<ul style="list-style-type: none"> • In an effort to improve the educational system, the working group along with others will review the proposed curriculum and coordinate with the undergraduate departments
	②Achieve high-level liberal arts education and practical education, as well as achievement of education that is focused on student initiative, experience and practice.	<ul style="list-style-type: none"> • Survey the status of active learning • Raise awareness and introduce active learning
	③Consider the establishment of an integrated educational and academic organization.	<ul style="list-style-type: none"> • Establish a teaching and learning management organization that corresponds to the revision of the education system
(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.	<ul style="list-style-type: none"> • Apply for the establishment of a Graduate School specializing in international cooperation that offers evening and weekend courses mainly for working people, and conduct student recruitment
	②Review the student capacity of Graduate Schools and Programs.	<ul style="list-style-type: none"> • Not established for fiscal 2020
	③Promote interdisciplinary research and education.	<ul style="list-style-type: none"> • Thoroughly investigate the status of cooperative courses • Conduct a survey on how cross-disciplinary programs are implemented at other universities
(Creating a global campus)		
(3) Promote global education and foster world-class human resources.	①Introduce a world-class educational system.	<ul style="list-style-type: none"> • Conduct research on international quality assurance standards through international networks • Introduce a new method of accrediting the transfer of study abroad credits • Continue analyzing various data related to international students and consider conducting surveys
	②Make environmental improvements to nurture global competency.	<ul style="list-style-type: none"> • Increase the number of courses taught in foreign languages. • Present a framework proposal for the establishment of the Writing Center • Establish a new course: "Introduction to Academic Japanese"

GL2.1	Action Plan	Fiscal 2020 Operating Plans
(3) Promote global education and foster world-class human resources.	③Improve student and program mobility.	<ul style="list-style-type: none"> • Develop online courses (COIL: Collaborative Online International Learning) with prominent overseas universities • Consider and develop new international education programs with academic outcomes, such as hybrid online/mobility programs that allow students to plan the timing and duration of their study abroad more flexibly, online joint courses with overseas universities (COIL classes), and joint international degree programs (DD, JD) • Effectively utilize international co-curricular programs in Japan • Cultivate new exchange partner institutions and revitalize exchanges with existing partner institutions • Promote educational partnerships with the business community and international organizations. • Revise the system for accepting and sending out international students after the resumption of their overseas travel
	④Establishment of SPSF (Sophia Program for Sustainable Futures) in AY2020	<ul style="list-style-type: none"> • Establish SPSF in four departments • Deploy web advertising on overseas ranking websites
	⑤Strengthening the role and function of Sophia's global network and overseas offices	<ul style="list-style-type: none"> • Strengthen relationships and promote collaboration with the Society of Jesus network and consortiums • Revitalize international network for research exchange • Develop overseas partner universities as bases for the promotion of globalization • Strengthen the functions of overseas-based offices and further improve their efficiency through appropriate allocation based on the activity strategy • Implement practical programs at the ASEAN Hub Center and online training programs
(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"> • Improve system for transition to the new entrance examination framework (organization, system update, and change of vendor in charge of web-based application procedure system)
	②Enhance student recruitment communications to secure students whose top choices of schools include Sophia.	<ul style="list-style-type: none"> • Focus on online PR activities as face-to-face PR opportunities such as open campus and consultation sessions have been ceased
	③Expand high school-university collaboration.	<ul style="list-style-type: none"> • Consider and implement special entrance examination restructuring (such as a special entrance examination system for Catholic and Jesuit high schools)

2. Plans for research and academic exchange

GL2.1	Action Plan	Fiscal 2020 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"> • Improve the research grant system of the Special Grant for Academic Research for the next academic year • Consider and establish an evaluation system for the continuation of a Research Branding Project • Consider specific institutional designs for the formation of 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 • Strengthen dissemination of research results from research organizations • Consider how to disseminate information to overseas markets • Promote input of research results into faculty education and research information DB • Strengthen the dissemination of information via online
	③Stably provide academic information.	<ul style="list-style-type: none"> • Enhance digital books • Upgrade information search interface (introduction of integrated search tools, etc.)
(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 • Promote joint research under the Special Grant for Academic Research • Expansion of opportunities to promote exchange of researchers
	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 • Strategic patent application with a view to utilizing intellectual property through collaboration with external personnel (URA, patent attorney advisors, industry-government-academia collaboration coordinators, etc.) • Improve system to promote collaborative activities with overseas institutions
	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 applications for large-scale external funds and strengthen support systems for obtaining 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"> • Improve and expand Research Support Programs for Graduate School Students • Consider a system to support PD research activities within the university
	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 (Term 2 Year 1) • Promote the appropriate operation of new compliance measures, including security trade control, etc.

3. Plans for student life support

GL2.1	Action Plan	Fiscal 2020 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"> • Strengthen the emergency response system and consider partnerships with external organizations
	②Reorganize the Bureau of Student Affairs and establish a Student Consultation Office (tentative name).	<ul style="list-style-type: none"> • Examine and prepare for the implementation of a new organization
(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"> • Thoroughly investigate and improve the "scholarship programs" in response to the start of the new system of higher education study support
(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"> • Continue to acquire and analyze data on students' use of the Career Center • Enhance student career path data acquisition • Set up a working group to examine career education • Improve the quality of individual counseling • Enhance information collection from companies
	②Rebuild the administrative framework and program of the Career Center.	<ul style="list-style-type: none"> • Organize guidance and seminar operations • Prepare for the start of full-scale outsourcing of guidance management operations
	③Explore new potential employers and enhance support to meet diverse student needs.	<ul style="list-style-type: none"> • Proactively develop companies that employ international students • Promote the use of the Career Center and provide effective support for students with disabilities
(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"> • Achieve a symbiotic society on the occasion of the Olympic and Paralympic Games and foster the human resources who will be responsible for it
	②Increase hands-on educational programs off campus.	<ul style="list-style-type: none"> • Strengthen efforts to address the SDGs based on regional academic collaborations
(Activating student life)		
(5) Support student exchange and activate student life.	①Plan and operate educational student housing.	<ul style="list-style-type: none"> • Implement educational programs to develop global leaders
	②Enhance the Amenity Space on campus and facilities for extracurricular activities.	<ul style="list-style-type: none"> • Promote the Sanadabori Grounds Improvement Plan
	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 2021 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"> • Secure students' enrollment through online admission publicity activities
(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"> • Upgrade education and research use PCs and AV equipment in each classroom • Upgrade desks and chairs in large classrooms in Building 4
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. • Expand the range of subject selection by offering Elective Liberal Arts courses once a week • Reduce the number of students in Compulsory Elective English courses • Continue to consider ways to improve students' communication and writing skills* • Implement online classes
	②Establish a system that will measure the effectiveness, assess and improve liberal arts education.	<ul style="list-style-type: none"> • Measure the effects of profound liberal arts knowledge in the Compulsory course "Philosophical Anthropology I"
	③Promote education that boosts English language proficiency.	<ul style="list-style-type: none"> • Continue the use of a new e-learning system linked to 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"> • Continue measures to foster the strength to achieve the career paths aspired by individual students • Continue 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 • Implement online guidance and interviews
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"> • Enhance service learning related courses and activities using online methods

*Recommendation of the Expert Committee on Student Life and Career Guidance based on the 2014 certified evaluation and accreditation

C. Future plans for Sophia Social Welfare School

※ At the May 2019 Board of Directors meeting, it was decided that the Social Welfare School will stop accepting students for the 2020 academic year. The faculty and staff will continue to provide education and student life support to current students throughout 2020.

1. School-wide planning

- Confirmation of various procedures (preparations for revocation of designation as a training school) related to school closure (end of AY2021)
- Initiate procedures for termination of the Mental Health Social Worker correspondence course
- Coordinate the transfer of operations related to the Sophia Social Welfare School graduates after the school closes

2. Academic planning

- Provide continuous practical training and employment support to Christian social welfare facilities

3. Student support

- Enhance the school as a designated training institution for qualification acquisition
 - a) Strengthen the support system for national examinations
- Enhance outreach education programs
 - a) Strengthen cooperation with the Sophia University Alumni Association of the Sophia Social Welfare School and external organizations
- Strengthen the support for international students' study and lifestyle
 - a) Identify the status of international students by conducting individual interviews
 - b) Implement support for national certification

4. Other

- Make improvements to the student support system amidst the COVID-19 pandemic

D. Future plans for continuing education

※ At the April 2019 Board of Directors meeting, it was decided that Sophia Community College, which is currently responsible for Sophia University's adult and continuing education, will terminate its course offerings as of AY2019. In the future, the Board of Directors will look into a new continuing education based on the Action Plan set forth in GL2.1.

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

GL2.1	Action Plan	Fiscal 2020 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).	【Eiko】 • Continued implementation of various hands-on learning programs and review of new plans
		【Rokko】 • Promote course evaluation and reflection, and confirm progress
		【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.	【Hiroshima】 • Develop training programs to deepen the understanding of Jesuit education, and to review potential partner universities
(2) Reorganize the curriculum, looking ahead to the 2020 university admissions reform.	①Improve the four English skills (especially Speaking).	【Rokko】 • Implement continuation and evaluation of courses by outsourced native instructors
		【Hiroshima】 • Continue online English conversation in the third year of junior high school and the first year of high school (to be carried out if the situation permits)
		【Sophia-Fukuoka】 • Continue English department training
	②Accommodate the next Guidelines for the Course of Study.	【Eiko】 • Finalize the educational curriculum based on the next Guidelines for the Course of Study
		【Rokko】 • Prepare for implementation of curriculum changes in AY2021
		【Hiroshima】 • Send faculty members to participate in various training programs (to be carried out if the situation permits)
【Sophia-Fukuoka】 • Continue 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		
(3) Promote high school-university collaboration.	①Consider and implement detailed plans for high school-university collaboration.	【Eiko】 • Consider and implement the Sophia University Jesuit High School special recommendation system
		【Rokko】 • Participate in projects in cooperation with high schools and universities, starting with the Global Issues Learning Program • Invite professors and lecturers from Sophia University give special classes • Consider and implement the Sophia University Jesuit High School special recommendation system
		【Hiroshima】 • Continued participation in the "Global Science" program in collaboration with Hiroshima University • University tours to Hiroshima University, University of Tokyo, etc. • Consider and implement the Sophia University Jesuit High School special recommendation system

GL2.1	Action Plan	Fiscal 2020 Operating Plans
(3) Promote high school-university collaboration.	②Strengthen collaboration with higher education division.	【Eiko】 • Consider and implement the Sophia University Jesuit High School special recommendation system
		【Rokko】 • Consider and implement the Sophia University Jesuit High School special recommendation system
		【Hiroshima】 • Conduct classes and lectures by inviting faculty members from Sophia University (to be carried out if the situation permits) • Consider and implement the Sophia University Jesuit High School special recommendation system
		【Sophia-Fukuoka】 • Continue educational partnership programs with Sophia University.
(4) Address globalization	①Enhance international exchange programs.	【Rokko】 • Strengthen the department in charge of international exchange (through staff increase)
		【Hiroshima】 • Start a new training program in Cambodia (to be carried out if the situation permits)
(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】 • Consider a change of starting time and other measures to secure students who commute to school from remote areas • Further enhance public relations activities including briefings and open campus
		【Hiroshima】 • Continue public relations activities at open campus, school information briefings, cram schools, etc. • Revise school pamphlets and website
		【Sophia-Fukuoka】 • Redesign the homepage for enhanced public relations activities • Improve the convenience and prompt collection of examination data through introduction of an online application system
2. Student support		
(6) Promote support for diverse students.	①Provide support for students with various backgrounds.	【Eiko】 • Create an educational consultation system centered on a new school counselor
		【Rokko】 • Create a learning environment for students who attend school in separate rooms
		【Hiroshima】 • Conduct in-house training sessions for deeper student understanding
		【Sophia-Fukuoka】 • Conduct training on developmental characteristics
	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】 • Involve outsourcing to implement efficient measures for students whose grades have not reached expected standards

GL2.1	Action Plan	Fiscal 2020 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
		【Sophia-Fukuoka】 <ul style="list-style-type: none"> Conduct supplementary lessons and after-school guidance
	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"> Consider implementation of evaluation and continued system operation after increase in the scholarship award limit
		【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 countermeasure plans for areas requiring maintenance and consider budgetary policies
		【Rokko】 <ul style="list-style-type: none"> Consider removing block walls that do not meet safety standards and gradually implement other earthquake-resistant measures
		【Hiroshima】 <ul style="list-style-type: none"> Begin to consider plans for construction of a new school building Implement waterproofing work on the high school building roof
		【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"> Loan out computers for teachers to use in classes and for various communication tasks
		【Rokko】 <ul style="list-style-type: none"> Develop a mid-term plan for the introduction of Wi-Fi environment and ICT education
		【Hiroshima】 <ul style="list-style-type: none"> Install LCD projectors in classrooms, and plan and set up Wi-Fi access environment Provide one tablet PC for each student for use in educational guidance
		【Sophia-Fukuoka】 <ul style="list-style-type: none"> Refurbish the computer classroom
(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
		【Sophia-Fukuoka】 <ul style="list-style-type: none"> Formulate a disaster prevention plan

GL2.1	Action Plan	Fiscal 2020 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"> Carry out research for landslide prevention Continue to follow up with the government to address hazardous areas
		【Rokko】 <ul style="list-style-type: none"> Evaluate the “safety-check system” and consider ways for implementation
		【Hiroshima】 <ul style="list-style-type: none"> Conduct construction work to address disaster-prone areas (slope collapse prevention work on the lower ground) (to be carried out if the situation permits)
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"> Train candidate personnel for the next school principal and review rules for the selection process
		【Hiroshima】 <ul style="list-style-type: none"> Continue to compile manuals to facilitate smooth transitions Revise the Principal Selection Committee Regulations, etc.
		【Sophia-Fukuoka】 <ul style="list-style-type: none"> Train school managerial staff

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 2020 Operating Plans
(1) Build a foundation for maintaining, passing down, constantly applying and renewing tradition.	①Enhance the Catholic Jesuit Center, especially approaching faculty and staff.	<ul style="list-style-type: none"> Implement the planned "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.
		<ul style="list-style-type: none"> Establish the “Sophia Archives,” a specialized organization Strengthen cooperation between the Sophia Archives, the Kirishitan Bunko Library, the Catholic Jesuit Center, etc.
		<ul style="list-style-type: none"> Draft policies for collection and compilation of historical materials under the Sophia Archives Steering Committee 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
②Develop an organization for enhancing the archives.	③Enhance the archives as a Sophia School Corporation as well as at each school.	

2. University-wide plans

GL2.1	Action Plan	Fiscal 2020 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"> Evaluate progress using KPIs and share them within the University Commence review of the medium- to long-term plan in light of the impact of the COVID-19 pandemic
	②Clarify the authority of executives and executive positions and formulate relevant rules and regulations.	<ul style="list-style-type: none"> Verify the role of the administrative organization 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"> Confirm status of the committee organization and the burden on officers and employees 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"> Present specific proposals for an internal quality assurance evaluation system
	②Build and operate a self-evaluation cycle and system in light of accommodating certified evaluation and accreditation.	<ul style="list-style-type: none"> Share the 2019 internal self-inspection and evaluation results within the University Begin preparations for receiving accreditation evaluation
	③Build an academic audit system.	<ul style="list-style-type: none"> Information gathering for the creation of an academic auditing 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"> Monitor the occurrence of new major risks and draft countermeasures Conduct and evaluate existing critical risk countermeasures Improve progress management of critical risk countermeasure implementation
(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"> Strengthen IR data communication and penetration among faculty and staff by sharing IR meeting materials
	②Utilize IR data in formulating and verifying the Annual Operating Plans.	<ul style="list-style-type: none"> Analyze and verify Annual Operating Plans by utilizing GL2.1 survey results

GL2.1	Action Plan	Fiscal 2020 Operating Plans
(4) Enhance IR (Institutional Research) activities that support decision-making.	③Enhance communications of IR outcomes within and outside the university.	<ul style="list-style-type: none"> Organize data items for Statistics, Annual Report, and Factbook and reduce workload Make more use of secondary available data (e.g., visualization of changes in study abroad data over time)
(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"> Enact information management and operation rules and look into ways to utilize university resources in conjunction with the start of the new alumni DB operation 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"> Develop new novelty items for supporters' associations and consider and introduce a menu of new membership benefits
	③Enhance contributions to local communities.	<ul style="list-style-type: none"> Give specific consideration and conduct projects in collaboration with neighborhood organizations and businesses

3. Organizational and personnel plans

GL2.1	Action Plan	Fiscal 2020 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"> Design a system for setting organizational goals that respects the autonomy of teaching and learning organizations (faculties, departments, graduate schools, and research institutes) 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"> Plan and determine reorganization of facilities, departments, graduate schools, and research institutes
(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"> Execute the effectiveness of staff development programs to encourage self-motivated and self-disciplined actions based on the purpose of the revised evaluation system Implement SD (staff development) 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 Trial introduction of 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 Implement flexible work styles to suit lifestyles in light of the impact of the COVID-19 pandemic (telework, flexible work hours, staggered work hours, etc.) and verify the effects

GL2.1	Action Plan	Fiscal 2020 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"> • Formulate and determine measures to reorganize undergraduate departments, graduate schools, and research institutes in light of the COVID-19 pandemic • 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"> • Consider the nature of personnel exchange between secondary and higher education departments amidst COVID-19 pandemic

4. Financial plans

GL2.1	Action Plan	Fiscal 2020 Operating Plans
(Strengthening the financial base)		
(1) Enhance self-financed resources.	①Secure stable revenue from tuition and student fees, etc.	• Not established for fiscal 2020
	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.	• Increase revenues by promoting operation outsourcing and supporting the launch of new businesses based on SCS' operational profitability verification
(Utilizing limited resources)		
(3) Appropriately allocate the budget	①Allocate the budget based on a medium- long-term financial plan and business evaluation	• Review and budget medium- to long-term financial plans
(4) Constantly engage in saving expenses	①Keep track of the revenue and expenditures for each school based on management-accounting and implement necessary measures	• Formulate a scheme to reflect the results of management accounting in the budgeting policy
	②Promote reductions of fixed expenses	• Select expenditures items and target amounts to reduce (reduction of waste, promotion of energy conservation, etc.)
(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 2020 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 • Formulate an implementation plan for the Yotsuya Campus exterior maintenance • Formulate an implementation plan to refurbish the Sanadabori Field • Formulate a construction implementation plan for a new school building on the former Kyoei Building site • Review of refurbishment plan for Building 2 and others
(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"> • Formulate a medium- to long-term maintenance plan for facilities and equipment, including preventive maintenance
	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"> • As part of our preparations for large-scale disasters, we are replacing emergency supplies and emergency food for faculty and staff

6. ICT Plan

GL2.1	Action Plan	Fiscal 2020 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"> • Renew and relocate Sophia Mail server • Enhance the wireless LAN • Network enhancement in Buildings 3, 4, 8, and 9 • Update equipment for teaching and research network
	②Improve and expand classrooms and studying environments.	<ul style="list-style-type: none"> • Construct a new computer classroom • CALL classroom system update
(2) Effectively utilize ICT as a tool for formulating managerial strategies.	①Update and enhance office infrastructure.	<ul style="list-style-type: none"> • Update administrative network equipment • Individual divisions to support administrative systems • Set up operational rules for administrative systems
	②Develop/update the electronic administration system and increase the use of cloud solutions.	<ul style="list-style-type: none"> • Refurbish Loyola (curriculum changes, etc.) • Additional refurbishments to the Loyola study-abroad-students management system • Additional refurbishment of the admissions system • Develop Loyola student health checkup system • Update the library system
(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"> • Expand information security-related rules and regulations
	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"> • Introduce e-learning for security education • Offer training against targeted attacks

II. Basic Approach of Fiscal 2020 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. Performance evaluation and optimization of internal research funding scheme

As a part of the PDCA cycle for research activities, we will review the research funding scheme and improve operations, considering the status of research outcome communication and utilization of the research funding scheme based on the evaluation results offered by the Research Evaluation Committee. Acknowledging the formulation and establishment of research hubs, as well as promoting research outcome communication and support for fostering young researchers as important agenda, we will pursue the further optimization of our research fund scheme.

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	FY2020	FY2019	Fluctuation
Tuition and other student fees	19,519,187	19,193,282	325,905
Entrance examination fees and other fees	1,071,795	1,175,482	△ 103,687
Donations	484,000	566,510	△ 82,510
Grants	4,180,619	3,933,714	246,905
Income from the sales of assets	3,313,240	15,208,016	△ 11,894,776
Income from business activities	1,245,166	1,428,369	△ 183,203
Interest and dividend	432,226	565,714	△ 133,488
Miscellaneous	1,090,404	1,034,810	55,594
Loans	500,000	1,500,000	△ 1,000,000
Prepaid tuition and other deferred credits	4,455,600	4,519,248	△ 63,648
Other Income	8,234,460	6,984,584	1,249,876
Income-flow adjustment	△ 5,061,560	△ 7,578,448	2,516,888
Cash and equivalents carried over from previous year	9,283,764	8,841,528	442,236
Total	48,748,901	57,372,809	△ 8,623,908

Expenses			
Item	FY2020	FY2019	Fluctuation
Personnel expenses	15,387,815	15,035,053	352,762
Expenses for education and research	7,441,168	7,363,457	77,711
Expenses for institutional administration	1,684,989	1,704,724	△ 19,735
Interest on loans	130,713	136,300	△ 5,587
Repayment of loans	1,206,572	2,522,140	△ 1,315,568
Payment for land, buildings, and other construction in progress	1,369,878	3,851,454	△ 2,481,576
Payment for equipment, libraries, and other	1,029,934	835,836	194,098
Payment for asset management	11,309,637	18,752,745	△ 7,443,108
Other Expenses	2,364,397	1,250,129	1,114,268
Reserve fund	233,600	233,600	0
Expenses-flow adjustment	△ 615,159	△ 1,005,390	390,231
Cash and equivalents carried over to next year	7,205,357	6,692,761	512,596
Total	48,748,901	57,372,809	△ 8,623,908

Statement of Revenue and Expenditure

		Item	Unit:1,000Yen	
		Educational activities	Revenue	Tuition and other student fees
Entrance examination fees and other fees	1,071,795			
Donations	431,560			
Grants	4,107,334			
Income from business activities	795,166			
Miscellaneous	1,090,404			
total	27,015,446			
Expenditure	Personnel expenses			15,192,397
	Expenses for education and research		10,177,689	
	Expenses for institutional administration		1,893,766	
	total		27,263,852	
Balance of educational activities			△ 248,406	
Except educational activities	Revenue		Interest and dividend	432,226
			Others	450,000
		total	882,226	
	Expenditure	Interest on loans	130,713	
		Others	0	
		total	130,713	
	Balance of except educational activities			751,513
Ordinary balance			503,107	
Extraordinary revenue and expenditure	Revenue	Income from the sales of assets	0	
		Others	184,327	
		total	184,327	
	Expenditure	Net loss on disposition	283,118	
		Others	0	
		total	283,118	
	Extraordinary balance			△ 98,791
Reserve fund			233,600	
Balance of current year before transfer to capital fund			170,716	
Transfer to capital fund			△ 2,774,481	
Balance of current year			△ 2,603,765	
Balance carried over from previous year			△ 10,115,940	
Balance carried forward to next year			△ 12,719,705	
(Reference)				
Total revenue			28,081,999	
Total expenditure			27,911,283	
Total balance			170,716	