

Fiscal 2021

# Annual Operating Plans

March 31, 2021

Sophia School Corporation

## Introduction

On the occasion of the announcement of our business plan for FY2021, I would like to offer a few words of greeting.

More than a year has passed since the outbreak of the new coronavirus (COVID-19), and the world continues to be in turmoil over the response to the pandemic. 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.

During the last academic year, each school of Sophia School Corporation has had to operate under unprecedented measures such as postponing the start of classes, canceling various events, including graduation and entrance ceremonies, restricting access to the school, introducing online courses, and restricting extracurricular activities. In light of the risk of school staff being infected by the virus and the possibility of the virus spreading from our school staff to the rest of society, we have taken these unavoidable measures, and we would be grateful for your understanding. Fortunately, there were no cluster outbreaks or other serious situations at each school, and our graduates successfully completed their studies between February and March. We are proud of our students, faculty, and staff who continued to make great efforts to pursue learning under such difficult circumstances. At the same time, we would like to express our gratitude to everyone involved for their both material and moral support.

The year 2021 will be a milestone year for Sophia School Corporation as we begin a new phase in our history. At the university, President Yoshiaki Terumichi has been reappointed for a four-year term, and the structure of the vice presidents supporting the president will be updated. At Rokko Gakuin Junior and Senior High School, the next principal, Atsuo Takahashi, was appointed in accordance with the new principal appointment regulations that were established after the merger. Eiko Gakuen Junior and Senior High School, Rokko Gakuin, and Sophia Fukuoka Junior and Senior High School have also appointed new vice principals and assistant principals. The schools that will be welcoming the new leaders and all of our schools will further accelerate activities for the development of a sustainable human society and the protection of human dignity, including the SDG goals set by the United Nations and supported by the Pope. We will advance forward with all our wisdom and might to fulfill our unique mission. In order to safely welcome the new school year, we have unveiled a new style of behavior, which we have defined as the "Sophia New Normal," and we will work to ensure that all members engage in education, research, and extracurricular activities with this style in mind.

March 31, 2021

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

## I. Annual Operating Plans (Basic direction and stance)

To achieve the SDGs based on our founding principles, and in order to protect the sustainable development of human society and human dignity, we have established the following Operating Plans for the entire Sophia School Corporation for the year 2021.

- To establish an SDGs promotion framework in which faculty and students of Sophia School Corporation are all involved.
- To promote cooperation and collaboration with domestic and international organizations, including participation in inter-university coalitions and strengthening relationships with local governments through policy proposals.
- To provide regular and effective information on the initiatives and activities of each school, enhance communication to stakeholders of each school, and promote collaborative projects.

## II. Annual Operating Plans (Planning by field)

### A. Future Plans of Sophia University

#### 1. Academic Planning

GL2.1	Action Plan	Fiscal 2021 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.	• Prepare for the introduction of the new university-wide general education curriculum to be launched in 2022 (finalize curriculum and create related content)
	②Achieve high-level liberal arts education and practical education, as well as achievement of education that is focused on student initiative, experience and practice.	• Survey the status of active learning • Raise awareness for the introduction of active learning in simultaneous interactive courses (Zoom, etc.)
	③Consider the establishment of an integrated educational and academic organization.	• 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.	• Not established for fiscal 2021 (completed)
	②Review the student capacity of Graduate Schools and Programs.	• Not established for fiscal 2021
	③Promote interdisciplinary research and education.	• Consider the introduction of cross-disciplinary joint courses
(Creating a global campus)		
(3) Promote global education and foster world-class human resources.	①Introduce a world-class educational system.	• Gather information on the activities of the global quality assurance network, and check and review the compatibility with our system • Follow-up on the new method of approving the transfer of credits for study abroad • Continue to analyze a variety of data related to international students and consider/utilize questionnaire surveys (SPSF, etc.)
	②Make environmental improvements to nurture global competency.	• Increase the number of courses taught in foreign languages • Present a schedule for the opening of the Writing Center • Increase in the number of regular students enrolled in “Academic Japanese”.

GL2.1	Action Plan	Fiscal 2021 Operating Plans
<p>(3) Promote global education and foster world-class human resources.</p>	<p>③Improve student and program mobility.</p>	<ul style="list-style-type: none"> <li>• Develop online courses (COIL: Collaborative Online International Learning) with prominent overseas universities</li> <li>• 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)</li> <li>• Effectively utilize international co-curricular programs in Japan</li> <li>• Cultivate new exchange partner institutions and revitalize exchanges with existing partner institutions</li> <li>• Promote educational cooperation with industry and international organizations</li> <li>• Revise the system for accepting and sending out international students after the resumption of their overseas travel</li> </ul>
	<p>④Establishment of SPSF (Sophia Program for Sustainable Futures) in AY2020</p>	<ul style="list-style-type: none"> <li>• Establish SPSF in the Department of Journalism, and operate the existing SPSF courses in four departments</li> <li>• Deploy web advertising on the university's homepage and overseas ranking websites</li> </ul>
	<p>⑤Strengthening the role and function of Sophia's global network and overseas offices</p>	<ul style="list-style-type: none"> <li>• Strengthen relationships and promote collaboration with the Society of Jesus network and consortiums</li> <li>• Revitalize the international network for research exchange</li> <li>• Develop overseas partner universities as bases for the promotion of globalization</li> <li>• Strengthen the functions of overseas based offices and develop operations based on a strategy for activities including admissions public relations</li> <li>• Implement practical programs at the ASEAN Hub Center and online training programs (for Sophia students, adults, and high school students)</li> </ul>
<p>(Ensuring the quality and diversity of new enrollees)</p>		
<p>(4) Diversify and review the admissions program to secure a stable number of new enrollees.</p>	<p>①Design and implement a new admissions program in line with high school and university articulation reform.</p>	<ul style="list-style-type: none"> <li>• Adequately verify the first year of implementation</li> <li>• Formulate and verify the entrance examination system for 2025 in line with the transition to the new Guidelines for the Course of Study</li> </ul>
	<p>②Enhance student recruitment communications to secure students whose top choices of schools include Sophia.</p>	<ul style="list-style-type: none"> <li>• Revive previous face-to-face PR opportunities (open campus, consulting, and briefings) and enhance online PR activities and broadcasting</li> </ul>
	<p>③Expand high school-university collaboration.</p>	<ul style="list-style-type: none"> <li>• Enrich exchange activities with Society of Jesus high schools</li> </ul>

## 2. Plans for research and academic exchange

GL2.1	Action Plan	Fiscal 2021 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"> <li>• Assess succession and secure financial resources for the formation of a research base for the research branding project, which is in its final year</li> <li>• Implement the new schedule for the Special Coordination Funds for Academic Research and verify the effectiveness of the application status</li> <li>• Improve maintenance related to the transition of the Time-Designated Research Division, which is currently under consideration for permanent establishment</li> <li>• Review of the system design to promote the formation of research centers</li> </ul>
	②Actively produce research outcomes and communicate outcomes to audiences within and outside the university.	<ul style="list-style-type: none"> <li>• Further encourage the hosting of international symposiums (including online)</li> <li>• Strengthen the dissemination of information via online</li> <li>• Consider measures to strengthen the disclosure of various research results, including the publication of academic books</li> <li>• Update the faculty education and research information database (promote information dissemination using research map)</li> </ul>
	③Stably provide academic information.	<ul style="list-style-type: none"> <li>• Enhance digital books</li> <li>• Upgrade of the information search interface (home page, OPAC)</li> <li>• Increase in the number of repositories</li> </ul>
(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"> <li>• Expand research seeds (psychology, nursing, etc.)</li> <li>• Implement policies that integrate the humanities and sciences, taking advantage of the SDGs-related nature of the Special Grant for Academic Research</li> <li>• Consider the expansion of opportunities to promote exchange of researchers</li> </ul>
	②Promote industry-government-academia collaboration with government offices and private companies.	<ul style="list-style-type: none"> <li>• Utilize online matching events amidst the COVID-19 pandemic (promote non-regionally limited industry-government-academia collaboration)</li> <li>• Continuous activities and strengthening of relationships with partner institutions</li> <li>• Promote collaboration and exchange with overseas institutions through URA and improve the system (SACRU, MIRAI, etc.)</li> </ul>
	③Acquire external funds and contribute to industry through research activities.	<ul style="list-style-type: none"> <li>• 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</li> <li>• Identify and communicate examples of social contribution through the results of humanities and social sciences research</li> <li>• Promote activities connecting research results to intellectual property, such as invention consultation week and intellectual property seminars</li> </ul>
(Nurturing researchers)		
(3) Foster human resources who perform unique and fair research.	①Foster and support early-career researchers.	<ul style="list-style-type: none"> <li>• Improve and expand Research Support Programs for Graduate School Students</li> <li>• Consider a system to support PD research activities within the university</li> <li>• Review and implement a temporary response to prevention measures amidst COVID-19</li> </ul>
	②Enhance and ensure research compliance.	<ul style="list-style-type: none"> <li>• Secure a continued implementation framework for university-wide research ethics education and compliance education</li> <li>• Promote the appropriate operation of new compliance measures, including security trade control, etc.</li> </ul>

### 3. Plans for student life support

GL2.1	Action Plan	Fiscal 2021 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"> <li>• Strengthen the emergency response system and consider partnerships with external organizations</li> </ul>
	②Reorganize the Bureau of Student Affairs and establish a Student Consultation Office (tentative name).	<ul style="list-style-type: none"> <li>• Consider and prepare for the implementation of the new structure (Health &amp; Wellness Center establishment) (organization and division of responsibilities)</li> <li>• Flexibly respond to students, including interim measures related to COVID-19</li> </ul>
(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"> <li>• Examine and improve financial support for the COVID-19 infection and the internal scholarship system after the implementation of the government's higher education support system</li> </ul>
(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"> <li>• Continue to acquire and analyze data on students' use of the Career Center</li> <li>• Formulate recommendations for future career education</li> <li>• Improve the quality of individual counseling</li> <li>• Verify the effectiveness of student services</li> </ul>
	②Rebuild the administrative framework and program of the Career Center.	<ul style="list-style-type: none"> <li>• Fully outsource guidance and seminar operations</li> </ul>
	③Explore new potential employers and enhance support to meet diverse student needs.	<ul style="list-style-type: none"> <li>• Strengthen collaboration related to recruitment of international students</li> <li>• Promote the use of and provide effective support to international students and students with disabilities at the Career Center</li> </ul>
(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"> <li>• Achieve a symbiotic society on the occasion of the Olympic and Paralympic Games and foster the human resources who will be responsible for it</li> <li>• Develop an internal promotion system aimed at realizing a symbiotic society after the Olympic and Paralympic Games</li> <li>• Develop and improve the campus environment through student participation</li> <li>• Promote opportunities for students to grow through relationships with others with a view to the post-COVID-19 era</li> </ul>
	②Increase hands-on educational programs off campus.	<ul style="list-style-type: none"> <li>• Strengthen efforts to address the SDGs based on regional academic collaborations</li> </ul>
(Activating student life)		
(5) Support student exchange and activate student life.	①Plan and operate educational student housing.	<ul style="list-style-type: none"> <li>• Verify and further enhance the effectiveness of educational programs</li> </ul>

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(5) Support student exchange and activate student life.	②Enhance the Amenity Space on campus and facilities for extracurricular activities.	<ul style="list-style-type: none"> <li>• Establish a Center for Student Affairs website as a communication tool to disseminate information about students' activities</li> </ul>
	③Formulate frameworks for student support, including peer support programs.	<ul style="list-style-type: none"> <li>• Enhance student exchange programs at SSIC (Sophia Student Integration Commons) and Active Commons</li> <li>• Strengthen exchanges for students who are concerned about their relationship with the university and their friends amidst the COVID-19 pandemic</li> </ul>

## 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"> <li>• Continue efforts to stably fill the enrollment capacity</li> <li>• Increase the number of applicants by providing a more user-friendly online application system</li> <li>• Conduct face-to-face and online public relations activities for the entrance examination and secure students' enrollment</li> </ul>
(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"> <li>• Upgrade desks and chairs in classrooms on the second floor of Building 1</li> </ul>
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"> <li>• Receive accreditation evaluation based on a self-assessment report prepared in fiscal 2020</li> <li>• Maintain and improve the quality of education and infection prevention measures amidst the COVID-19 pandemic</li> <li>• Improve students' communication skills and ability to read and write in Japanese and English *</li> </ul>
	②Establish a system that will measure the effectiveness, assess and improve liberal arts education.	<ul style="list-style-type: none"> <li>• Continue to measure the effects of profound liberal arts knowledge in the Compulsory course "Philosophical Anthropology I"</li> </ul>
	③Promote education that boosts English language proficiency.	<ul style="list-style-type: none"> <li>• Improve the annual growth rate of the TOEIC-IP test</li> <li>• Further reduce the number of students in English Compulsory Elective courses</li> </ul>
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"> <li>• Continue measures to foster the strength to achieve the career paths aspired by individual students</li> <li>• 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</li> <li>• Implement face-to-face and online guidance and interviews</li> </ul>
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"> <li>• Enhance service learning related courses and activities using face-to-face and online methods</li> </ul>

\*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**

### **1. School-wide planning**

- Initiate procedures with the competent authorities for the cancellation of our designation as a training school related to the closing of the Sophia Social Welfare School at the end of FY2021
- Initiate internal procedures, such as changing school regulations, related to the closing of the school at the end of FY2021
- Coordinate the transfer of operations related to the Sophia Social Welfare School graduates after the school closes
- Organize and coordinate the transfer of important documents such as school registration and academic records
- Propose and implement events related to the closure of the school
- Initiate operations for the closure of related facilities and equipment (library, nursing care practice room, bathing practice room, home economics practice room, music practice room)

### **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

### **4. Other**

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

## **D. Future plans for continuing education**

### **1. Review the role of continuing education**

Continuing education at Sophia University will be newly reviewed under the Committee for Continuing Education, which will be reorganized in FY2021.

### **2. Creation of a forum for learning through industry-university collaboration that unites the world of business and universities**

The FY2021 business plan for "Professional Studies," which has been initiated as a new experiment in industry-university collaboration to create a forum for learning together with the business world, is as follows.

- Design and planning of new courses in collaboration with participating companies
- Strengthen communication of information to companies and economic organizations
- Expand the number of member companies

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

GL2.1	Action Plan	Fiscal 2021 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).	<b>【Eiko】</b> • Continued implementation of various hands-on learning programs and review of new plans ★
		<b>【Rokko】</b> • Course evaluation and reflection, and preparation of handbook
		<b>【Hiroshima】</b> • Enhance the ILP contents and train faculty and staff members by continuing the weekly ILP contact meeting
		<b>【Sophia-Fukuoka】</b> • Collaborate with Sophia University for SFO (Studies For Others) for high school first and second-year students
	②Enhance partnerships with Jesuit universities and educational institutions.	<b>【Eiko】</b> • Continue to participate in the “Ever to Excel” program at Boston College (US) in fiscal 2021 ★
		<b>【Rokko】</b> • Exchange with overseas Jesuit schools (including online exchange) ★
<b>【Hiroshima】</b> • 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).	<b>【Eiko】</b> • Collaborate with Sophia University for enhanced English education
		<b>【Rokko】</b> • Implement continuation and evaluation of courses by outsourced native instructors
		<b>【Hiroshima】</b> • Continue online English conversation in the third year of junior high school and the first year of high school
		<b>【Sophia-Fukuoka】</b> • Continue English department training
	②Accommodate the next Guidelines for the Course of Study.	<b>【Eiko】</b> • Implement new curriculum at the junior high school
		<b>【Rokko】</b> • Respond to changes in the high school curriculum starting in fiscal 2022
		<b>【Hiroshima】</b> • Send faculty members to participate in various external training programs★
		<b>【Sophia-Fukuoka】</b> • 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.	<b>【Eiko】</b> • Join Sophia University in attending international programs that high school students can take part in under the name of Sophia School Corporation★

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(3) Promote high school-university collaboration.	①Consider and implement detailed plans for high school-university collaboration.	<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Participate in projects in cooperation with high schools and universities, starting with the Global Issues Learning Program★</li> <li>Invite professors and lecturers from Sophia University to give special classes</li> <li>Applicants to enroll in open lectures at the University of Tokyo, Kyoto University, and Osaka University</li> </ul>
		<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Continued participation in the "Global Science" program in collaboration with Hiroshima University★</li> <li>University tours to Hiroshima University, University of Tokyo, etc. ★</li> </ul>
		<b>【Sophia-Fukuoka】</b> <ul style="list-style-type: none"> <li>Collaborate with Sophia University for SFO (Studies For Others) for third-year junior high school students</li> </ul>
	②Strengthen collaboration with higher education division.	<b>【Eiko】</b> <ul style="list-style-type: none"> <li>Promote and publicize the Sophia University Jesuit High School special recommendation program</li> </ul>
		<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Exchange with Sophia University alumni (including online exchange) ★</li> <li>Promote and publicize the Sophia University Jesuit High School special recommendation system</li> </ul>
		<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Conduct classes and lectures by inviting faculty members from Sophia University ★</li> <li>Promote and publicize the Sophia University Jesuit High School special recommendation system</li> </ul>
		<b>【Sophia-Fukuoka】</b> <ul style="list-style-type: none"> <li>Continue educational partnership programs with Sophia University</li> </ul>
	(4) Address globalization	①Enhance international exchange programs.
<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Consider plans for exchange programs amidst the COVID-19 pandemic</li> </ul>		
<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Enhance the current training program in the Philippines and start a new training program in Cambodia ★</li> </ul>		
<b>【Sophia-Fukuoka】</b> <ul style="list-style-type: none"> <li>Conduct the Micronesia Study Tour★</li> <li>Continue the Cambodia Study Tour and Australia Language Training for third-year junior high school students ★</li> <li>Exchange with overseas sister schools ( continued exchange with Xavier School in Nepal, proactive exchange with Aloysius High School in Taiwan and Ateneo de Dabao in the Philippines) ★</li> </ul>		
(5) Consider ways to secure new enrollees, looking ahead to a future with fewer children.	①Consider measures to secure examinees.	<b>【Eiko】</b> <ul style="list-style-type: none"> <li>Consider more effective PR activities amidst the COVID-19 pandemic</li> </ul>
		<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Further enhance public relations activities including briefings and open campus</li> </ul>

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(5) Consider ways to secure new enrollees, looking ahead to a future with fewer children.	①Consider measures to secure examinees.	<p><b>【Hiroshima】</b></p> <ul style="list-style-type: none"> <li>• Continue public relations activities at open campus, school information briefings, cram schools, etc.</li> <li>• Enhance school guides and school websites</li> </ul>
<b>2. Student support</b>		
(6) Promote support for diverse students.	①Provide support for students with various backgrounds.	<p><b>【Eiko】</b></p> <ul style="list-style-type: none"> <li>• Continue to promote collaboration with school counselors and psychiatrists</li> </ul>
		<p><b>【Rokko】</b></p> <ul style="list-style-type: none"> <li>• Response to students with special needs</li> </ul>
		<p><b>【Hiroshima】</b></p> <ul style="list-style-type: none"> <li>• Conduct in-house training sessions for deeper student understanding</li> </ul>
		<p><b>【Sophia-Fukuoka】</b></p> <ul style="list-style-type: none"> <li>• Conduct training on developmental characteristics</li> </ul>
	②Provide learning support in accordance with individual proficiency levels.	<p><b>【Eiko】</b></p> <ul style="list-style-type: none"> <li>• Provide supplementary classes and tutoring for students whose grades have not reached expected standards</li> </ul>
		<p><b>【Rokko】</b></p> <ul style="list-style-type: none"> <li>• Involve outsourcing to implement efficient measures for students whose grades have not reached expected standards</li> </ul>
		<p><b>【Hiroshima】</b></p> <ul style="list-style-type: none"> <li>• Place students in different classes according to their proficiency levels at the supplementary classes offered during long recesses</li> <li>• Prepare homework of varying levels for long school recesses</li> </ul>
		<p><b>【Sophia-Fukuoka】</b></p> <ul style="list-style-type: none"> <li>• Promote ICT education</li> <li>• Conduct supplementary lessons and after-school guidance</li> </ul>
		③Provide and enhance an environment for self-study.
	<p><b>【Sophia-Fukuoka】</b></p> <ul style="list-style-type: none"> <li>• Promote ICT education</li> </ul>	
	④Develop a financial support system.	<p><b>【Eiko】</b></p> <ul style="list-style-type: none"> <li>• Enhance financial support through a new donation system</li> </ul>
		<p><b>【Rokko】</b></p> <ul style="list-style-type: none"> <li>• Review of the establishment of a system for the early detection of families with sudden changes in household income</li> </ul>
		<p><b>【Hiroshima】</b></p> <ul style="list-style-type: none"> <li>• Strengthen a scholarship program appropriate for a Society of Jesus school</li> </ul>
<b>3. Financial and property division</b>		
(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.	<p><b>【Eiko】</b></p> <ul style="list-style-type: none"> <li>• Formulate countermeasure plans for areas requiring maintenance and consider budgetary policies</li> </ul>
		<p><b>【Rokko】</b></p> <ul style="list-style-type: none"> <li>• Review maintenance and management of the aging pool building</li> </ul>

GL2.1	Action Plan	Fiscal 2021 Operating Plans	
(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.	<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Plan construction for a new school building</li> <li>Implement procedures for the abolition of village roads</li> </ul>	
		<b>【Sophia-Fukuoka】</b> <ul style="list-style-type: none"> <li>Negotiate the sale of the former training farm</li> <li>Implement a long-term plan to renovate special buildings</li> </ul>	
	②Develop an ICT (Information and Communication Technology) environment.	<b>【Eiko】</b> <ul style="list-style-type: none"> <li>Review the promotion of students' use of computers based on the GIGA school concept</li> </ul>	
		<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Promote the placement of electronic blackboards, which was temporarily suspended due to COVID-19</li> </ul>	
		<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Review of new academic affairs system</li> </ul>	
		<b>【Sophia-Fukuoka】</b> <ul style="list-style-type: none"> <li>Improve internet connection in classes via Wi-Fi with one terminal per student</li> </ul>	
	(8) Improve the safety of school life.	①Formulate a disaster prevention plan.	<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Consider updating facilities in the area of antimicrobial hygiene</li> </ul>
			<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Continue to request the government to reinforce erosion-control dams</li> </ul>
②Identify disaster-prone areas and formulate and implement countermeasures.		<b>【Eiko】</b> <ul style="list-style-type: none"> <li>Identify the condition of steep slopes in the school site after the completion of protective works</li> </ul>	
		<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Introduce a safety-check system</li> </ul>	
		<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Conduct construction work to address disaster-prone areas (slope collapse prevention work on the lower ground) (to be carried out if the situation permits)</li> </ul>	
		<b>4. Personnel division</b>	
(9) Promote appropriate recruitment based on the personnel recruitment plan.	①Formulate a personnel recruitment plan reflecting the age structure.	<b>【Eiko】</b> <ul style="list-style-type: none"> <li>Formulate and implement a personnel plan in line with the timing of faculty and staff transfers</li> </ul>	
		<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Formulate a practical program for early-career training</li> </ul>	
		<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Formulate a personnel recruitment plan based on the age distribution of faculty and staff members</li> </ul>	
		<b>【Sophia-Fukuoka】</b> <ul style="list-style-type: none"> <li>Formulate a long-term recruitment plan to reinforce the workforce due to retirement</li> </ul>	
(10) Train school management (principals, vice principals school administration managers).	①Train school managerial staff and formulate rules and regulations for their selection.	<b>【Rokko】</b> <ul style="list-style-type: none"> <li>Consider whether or not to revise selection procedures, etc.</li> </ul>	
		<b>【Hiroshima】</b> <ul style="list-style-type: none"> <li>Continue to compile manuals to facilitate smooth transitions</li> <li>Organize the duties of the management staff after the corporate merger</li> </ul>	

★Various programs in Japan and overseas will be implemented when situations make it possible

## 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 2021 Operating Plans
(1) Build a foundation for maintaining, passing down, constantly applying and renewing tradition.	① Enhance the Catholic Jesuit Center, especially approaching faculty and staff.	<ul style="list-style-type: none"> <li>• Host the symposium "Creating Learning Opportunities for Children Connected to Overseas Countries"</li> <li>• Hold events to commemorate the "Ignatian year"</li> <li>• Collaboration with the "Studies in Christian Humanism"</li> <li>• Implement the planned "Leadership Program"</li> <li>• Creation and improvement of materials and websites to deepen understanding of Jesuit education</li> <li>• Implement training for faculty and staff to deepen their understanding of Jesuit education</li> </ul>
	② Develop an organization for enhancing the archives and establish an endowment as a foundation for the continuation of the archives' activities.	<ul style="list-style-type: none"> <li>• Strengthen cooperation with the Kirishitan Bunko Library, Catholic Jesuit Center, The Archives of the House of the Superior General (ARSI), Society of Jesus Japan Province Archives, S.J. House Archives, etc.</li> <li>• Prepare for the establishment of an endowment fund</li> </ul>
	③ Enhance the archives as a Sophia School Corporation as well as at each school.	<ul style="list-style-type: none"> <li>• Formulate policies for collecting and compiling historical materials</li> <li>• Compile regulations and enhance public relations to promote public access to and use of the materials in the collection</li> <li>• Create and publish a database of historical materials</li> <li>• Enhance planned exhibitions to inform the public about the school's philosophy and history</li> <li>• Conduct material research in cooperation with The Archives of the House of the Superior General (ARSI), the Society of Jesus Japan Province Archives, and the S.J. House Archives</li> <li>• (University) Promote efforts to compile the university's history</li> <li>• (Junior and senior high schools) Create a system for collecting and managing historical materials at the school level</li> </ul>

### 2. University-wide plans

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(Promotion of governance reform)		
(1) Build and install an operational system that enables the planning functions and prompt decision-making.	① Build and implement a scheme for the verification, proposal and instructions related to GL2.1/Action Plan.	<ul style="list-style-type: none"> <li>• Devise operations to make the medium- to long-term plan more effective</li> <li>• Start reviewing the next medium- to long-term plan</li> </ul>
	② Clarify the authority of executives and executive positions and formulate relevant rules and regulations.	<ul style="list-style-type: none"> <li>• Review the administrative organization and prepare concrete plans for organizing and clarifying "responsibility and authority"</li> <li>• Thoroughly investigate the status of the rules and regulations for decision-making authority</li> </ul>
	③ Reorganize and integrate conferences and committees based on their functions and strengthen their planning functions.	<ul style="list-style-type: none"> <li>• Develop a system for corporate and school management planning strategies</li> </ul>

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(Establishing a PDCA cycle for academic management)		
(2) Build and install an academic management system based on guaranteed quality.	① Establish 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"> <li>• Functional operation of the internal quality assurance system</li> <li>• Design an external evaluation system</li> </ul>
	② Build and operate a self-evaluation cycle and system in light of accommodating certified evaluation and accreditation.	<ul style="list-style-type: none"> <li>• Start of preparations for the third accreditation audit</li> <li>• Establish an operation system for self-assessment</li> </ul>
	③ Build an academic audit system.	<ul style="list-style-type: none"> <li>• Begin the review of an academic audit system in collaboration with the Audit Office</li> </ul>
(Risk management)		
(3) Enhance risk management.	① Identify 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"> <li>• Actualization of risk management for the entire academy</li> <li>• Select, implement, and evaluate key risks</li> <li>• Promote countermeasures for key risks of sluggish progress</li> </ul>
(Further improving IR functions)		
(4) Enhance IR (Institutional Research) activities that support decision-making.	① Collect and manage information required for decision-making and establish reporting functions.	<ul style="list-style-type: none"> <li>• Strengthen IR data communication and penetration among faculty and staff by sharing IR meeting materials</li> <li>• Close cooperation with the university administration</li> </ul>
	② Utilize IR data in formulating and verifying the Annual Operating plans.	<ul style="list-style-type: none"> <li>• Analyze and verify Annual Operating plans by utilizing GL2.1 survey results</li> <li>• Collaborate with FD in various student surveys and questionnaires, and utilization in inspection and evaluation activities</li> </ul>
	③ Enhance communications of IR outcomes within and outside the university.	<ul style="list-style-type: none"> <li>• Organize data items for Statistics, Annual Report, and Factbook and reduce workload</li> <li>• Proactive disclosure and communication of information through the IR Promotion Office website</li> </ul>
(Strengthening collaboration with stakeholders)		
(5) Enhance relations with stakeholders who support Sophia School Corporation.	① Earnestly collect information on alumni.	<ul style="list-style-type: none"> <li>• Establish various coordination, information management, and operation rules with the Sophia University Alumni Association in conjunction with the start of shared use of the integrated DB, and concretely study the utilization of university resources</li> <li>• Obtain the contacts of returning study abroad students and build a network among them</li> </ul>
	② Strengthen collaboration with the Sophia Parents' Association and guarantors.	<ul style="list-style-type: none"> <li>• Develop new novelty items for supporters' associations and consider and introduce a menu of new membership benefits</li> <li>• Simplify the membership process and effectively implement various events</li> </ul>
	③ Enhance contributions to local communities.	<ul style="list-style-type: none"> <li>• Specify and implement projects in cooperation with local neighborhood organizations and businesses</li> </ul>

### 3. Organizational and personnel plans

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(Improving the performance of the faculty organization)		
(1) Improve the performance of faculty and academic organizations.	① Improve the educational and research environment to achieve improvement in faculty performance.	<ul style="list-style-type: none"> <li>• Design a system for setting organizational goals that respects the autonomy of teaching and learning organizations (faculties, departments, graduate schools, and research institutes)</li> <li>• Implement measures to improve individual evaluation of faculty members to enhance their performance</li> </ul>
	② Reorganize the academic organization to promote the realization of university reform	<ul style="list-style-type: none"> <li>• Plan and decide on the restructuring of undergraduate departments, graduate schools, and research institutes for the sustainable development of Sophia University</li> </ul>
(Improving the abilities of administrative staff)		
(2) Improve the performance of staff and administrative organization.	① Establish a staff personnel system to achieve improved staff performance.	<ul style="list-style-type: none"> <li>• Execute and verify the effectiveness of staff development programs to encourage self-motivated and self-disciplined actions based on the purpose of the revised evaluation system</li> <li>• Implement SD (staff development) to achieve organizational targets</li> <li>• Rate full-time employees in line with job level grades and implement appropriate staff allocation measures</li> </ul>
	② Establish a structure to improve the productivity of increased sophisticated, complicated and specialized administrative work.	<ul style="list-style-type: none"> <li>• Propose measures associated with the workstyle of staff members with a view to the AI era</li> <li>• Trial introduction of administrative reform utilizing RPA (Robotic Process Automation)</li> <li>• Promote inter-sectional (transcending teams or administrative responsibilities) project-oriented operations and establish a framework for university-wide cooperation</li> <li>• 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</li> </ul>
(Improving personnel expenses dependency rate)		
(3) Achieve efficient organizational operations and structural reform of personnel expenditures.	① Review personnel expenditure structure.	<ul style="list-style-type: none"> <li>• Implement a plan for appropriate faculty-related personnel expenditures</li> <li>• Reduce the number of full-time faculty hours</li> <li>• Abolish courses (with less than 10 students)</li> <li>• Reduce the number of courses taught by part-time faculty</li> <li>• Make recommendations for streamlining the curriculum</li> <li>• Improve staff-related personnel expenditures and implement staff labor productivity improvement measures</li> <li>• Promote administrative reform utilizing RPA</li> <li>• Promote further outsourcing of work by utilizing operating companies</li> </ul>
	② Reorganize the academic organization and administrative organization	<ul style="list-style-type: none"> <li>• Plan and decide on measures to reorganize undergraduate departments, graduate schools, and research institutes for the sustainable development of Sophia University</li> <li>• Propose and decide the appropriate allocation of staff members to faculty and department offices or research institutions</li> </ul>

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(Promoting diversity)		
(4) Create an activated organization based on faculty and staff diversity.	① Activate the organization by diversifying human resources.	<ul style="list-style-type: none"> <li>Promote measures associated with foreign nationals, individuals with disabilities, and the elderly in anticipation of the mandatory retirement age of 70</li> <li>Promote measures associated with LGBT</li> </ul>
	② Improving the workplace environment to enhance a sense of belonging among faculty and staff.	<ul style="list-style-type: none"> <li>Promote innovations through faculty-staff partnership projects</li> <li>Further enhance mental healthcare and implement improvement measures in the organization</li> </ul>
(Collaboration among schools)		
(5) Increase collaboration among schools established under Sophia School Corporation.	① Address issues associated with personnel and labor management.	<ul style="list-style-type: none"> <li>Identify personnel and labor issues of the secondary education division, and formulate and implement solutions</li> </ul>
	② Promote collaboration between the secondary school division and higher education division (including personnel exchange).	<ul style="list-style-type: none"> <li>Consider the nature of personnel exchange between secondary and higher education departments amidst COVID-19 pandemic</li> </ul>

#### 4. Financial plans

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(Strengthening the financial base)		
(1) Enhance self-financed resources.	① Secure stable revenue from tuition and student fees, etc.	<ul style="list-style-type: none"> <li>Not established for fiscal 2021</li> </ul>
	② Secure stable revenue from asset management.	<ul style="list-style-type: none"> <li>Constantly verify the asset management policy and secure asset management revenue based on high-level risk management</li> </ul>
	③ Secure revenue sources by utilizing assets (fixed assets, intellectual property).	<ul style="list-style-type: none"> <li>Consider securing a source of income by utilizing real estate</li> </ul>
(2) Proactively secure external funds.	① Increase revenue from endowments by enhancing campaigns for donations.	<ul style="list-style-type: none"> <li>Review media channels (brochures, websites, etc.) for recruiting new donations and increasing repeating donors</li> </ul>
	② Increase Grants-in-Aid for Scientific Research (KAKENHI) and other external research funds, including commissioned research funds.	<ul style="list-style-type: none"> <li>Enhance the research support system</li> <li>Increase programs that incentivize researchers</li> </ul>
	③ Increase revenue by promoting business operations of affiliated business firms and through increased endowments to Sophia School Corporation.	<ul style="list-style-type: none"> <li>Increase revenue by promoting the commissioning of work to SCS and through support for the launch of new businesses and deepening of existing businesses</li> </ul>

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(Utilizing limited resources)		
(3) Appropriately allocate the budget	①Allocate the budget based on a medium- long-term financial plan and business evaluation	• Formulate a medium- to long-term financial plan looking ahead to fiscal 2030 and incorporate it in the fiscal 2022 budgeting policy
(4) Constantly engage in saving expenses	①Keep track of the revenue and expenditures for each school by section and purpose and implement necessary measures	• Use of management accounting data in the formulation of the above medium- to long-term financial plan
	②Promote reductions of fixed expenses	• Selection of target expenses for reduction and setting of reduction targets (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 plans for expansion of various specified assets in preparation for the post-COVID-19 era and incorporate them in medium- to long-term financial plans
(6) Increase the scholarship fund.	①Increase the No.3 Capital Fund.	• (Fundraising) Consider measures to increase donations • (Endowment) Formulate a plan for the inclusion of No. 3 basic fund and incorporate it in the medium- to long-term financial plan

## 5. Plans for facilities and equipment

GL2.1	Action Plan	Fiscal 2021 Operating Plans
(Improving and maintaining an environment for research and education)		
(1)Improve environments for research and education.	①Formulate a medium- to long-term campus improvement plan.	• Consider a medium- to long-term research and education environment improvement plan (Second Campus Improvement Plan).
	②Diversify educational methods, sophisticate research, globalize the campus, and address universalization.	• Yotsuya Campus exterior maintenance (preparatory work and Main Street east-west axis) • Refurbish Sanadabori Field (basic design, implementation design, and administrative consultation) • Construction of Building No. 15 (new school building on the site of the former Kyoei Building) • Review of refurbishment plan for Building 2 and others • Review of refurbishment plan for Building 7
(2)Maintain facilities and equipment.	①Formulate medium- and long-term maintenance plans, including preventive measures, for facilities and equipment.	• Formulate a medium- to long-term maintenance plan for facilities and equipment, including preventive maintenance
	②Level maintenance-related costs.	• 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.	①Refurbish and maintain faculties and equipment to accommodate various risks.	• Conduct measures to improve campus safety

## 6. ICT Plan

GL2.1	Action Plan	Fiscal 2021 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"> <li>• Enhance the wireless LAN</li> <li>• Update the floor switches</li> <li>• Install network in Building 15</li> </ul>
	②Improve and expand classrooms and studying environments.	<ul style="list-style-type: none"> <li>• Improve the ICT environment for Hy-flex classes</li> <li>• Update the CALL classrooms</li> <li>• Update the teaching and research servers at junior college</li> <li>• Update the computing server</li> </ul>
(2) Effectively utilize ICT as a tool for formulating managerial strategies.	①Update and enhance office infrastructure.	<ul style="list-style-type: none"> <li>• Update the administrative infrastructure system (2021)</li> <li>• Update administrative network equipment</li> </ul>
	②Develop/update the electronic administration system and increase the use of cloud solutions.	<ul style="list-style-type: none"> <li>• Develop the management system for Loyola study abroad students (acceptance operation)</li> <li>• Update answer sheet reading equipment for general entrance examinations</li> <li>• Refurbish the Loyola health management system</li> <li>• Refurbish the test allowance system</li> <li>• Update education and research database</li> <li>• Review the admissions system (to accommodate system changes)</li> <li>• Update the library system</li> </ul>
(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"> <li>• Expand information security-related rules and regulations (Guidelines for purchasing ICT equipment in administrative departments)</li> <li>(Rules and regulations on information security education), etc.</li> </ul>
	②Establish an information security audit system.	<ul style="list-style-type: none"> <li>• Formulate information security audit procedures</li> </ul>
	③Continue offering information security education.	<ul style="list-style-type: none"> <li>• Continue targeted attack e-mail training</li> <li>• Introduce e-learning for security education</li> </ul>

### III. Basic Approach of Fiscal 2021 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.

If, due to impacts of the spread of novel coronavirus infections, the Operating Plan or important agenda is revised or new student support measures are determined necessary, flexible measures will be taken based on the abovementioned policy.

#### 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. Optimizing personnel expenditures

We will promote the "selection" and "concentration" of projects, and by rationalizing, streamlining and outsourcing operations, seek to optimize personnel expenditures.

#### 6. Securing revenue from tuition and other student fees

We will address as an important agendum, how to stably secure revenue from tuition and other student fees, which constitute our financial foundation, amid the critical circumstances we are challenged with, including tightened management of the number of new enrollees by the Ministry of Education, Culture, Sports, Science and Technology, a decreasing 18-year-old population, and aggravated economic circumstances due to the spread of the novel coronavirus infections.

7. Making active efforts to secure external funding

We will proactively seek to acquire external funds and principally secure funds for various activities, including new undertakings, on our own.

Furthermore, we will promote a larger campaign for donations in a more proactive manner compared to the average year in order to secure funds for the student support and ICT upgrades required as a result of the novel coronavirus outbreak.

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. Promoting selection and concentration through section-specific and purpose-specific budget management

In order to build a stable financial foundation and facilitate the promotion of the important agenda indicated in the Sophia School Corporation Grand Layout 2.1, it is essential for us to promote selection and concentration by accurately grasping the section-specific and purpose-specific budget status and constantly performing evaluation and revision. Therefore, we will continue section-specific and purpose-specific budget requests, but in order to gain a more accurate picture of the status quo, budget requests shall be made in smaller segments, such as departments and programs, from Fiscal 2021.

## Cashflow Statement

Unit:1,000Yen

Income			
Item	FY2021	FY2020	Fluctuation
Tuition and other student fees	18,975,620	19,519,187	△ 543,567
Entrance examination fees and other fees	994,131	1,071,795	△ 77,664
Donations	548,982	484,000	64,982
Grants	4,198,405	4,180,619	17,786
Income from the sales of assets	3,250,000	3,313,240	△ 63,240
Income from business activities	1,359,835	1,245,166	114,669
Interest and dividend	590,965	432,226	158,739
Miscellaneous	1,049,692	1,090,404	△ 40,712
Loans	0	500,000	△ 500,000
Prepaid tuition and other deferred credits	3,998,840	4,455,600	△ 456,760
Other Income	9,005,486	8,234,460	771,026
Income-flow adjustment	△ 4,518,983	△ 5,061,560	542,577
Cash and equivalents carried over from previous year	9,468,563	9,283,764	184,799
<b>Total</b>	<b>48,921,536</b>	<b>48,748,901</b>	<b>172,635</b>

Expenses			
Item	FY2021	FY2020	Fluctuation
Personnel expenses	15,361,135	15,387,815	△ 26,680
Expenses for education and research	7,198,469	7,441,168	△ 242,699
Expenses for institutional administration	1,495,599	1,684,989	△ 189,390
Interest on loans	114,798	130,713	△ 15,915
Repayment of loans	1,314,962	1,206,572	108,390
Payment for land, buildings, and other construction in progress	933,188	1,369,878	△ 436,690
Payment for equipment, libraries, and other	794,858	1,029,934	△ 235,076
Payment for asset management	12,768,079	11,309,637	1,458,442
Other Expenses	835,936	2,364,397	△ 1,528,461
Reserve fund	225,600	233,600	△ 8,000
Expenses-flow adjustment	△ 527,982	△ 615,159	87,177
Cash and equivalents carried over to next year	8,406,894	7,205,357	1,201,537
<b>Total</b>	<b>48,921,536</b>	<b>48,748,901</b>	<b>172,635</b>

## Statement of Revenue and Expenditure

		Item	Unit:1,000Yen	
		Educational activities	Revenue	Tuition and other student fees
Entrance examination fees and other fees	994,131			
Donations	491,810			
Grants	4,150,300			
Income from business activities	909,835			
Miscellaneous	1,049,692			
total	26,571,388			
Expenditure	Personnel expenses		15,134,548	
	Expenses for education and research		10,143,713	
	Expenses for institutional administration		1,722,660	
	total		27,000,921	
Balance of educational activities			△ 429,533	
Except educational activities	Revenue		Interest and dividend	590,965
			Others	450,000
		total	1,040,965	
	Expenditure	Interest on loans	114,798	
		Others	0	
		total	114,798	
	Balance of except educational activities			926,167
Ordinary balance			496,634	
Extraordinary revenue and expenditure	Revenue	Income from the sales of assets	0	
		Others	170,019	
		total	170,019	
	Expenditure	Net loss on disposition	284,186	
		Others	0	
		total	284,186	
	Extraordinary balance			△ 114,167
Reserve fund			225,600	
Balance of current year before transfer to capital fund			156,867	
Transfer to capital fund			△ 1,961,654	
Balance of current year			△ 1,804,787	
Balance carried over from previous year			△ 8,571,676	
Balance carried forward to next year			△ 10,376,463	
(Reference)				
Total revenue			27,782,372	
Total expenditure			27,625,505	
Total balance			156,867	