

Fiscal 2022

Annual Operating Plans

March 31, 2022

Sophia School Corporation

Introduction

In 2013, when Sophia University celebrated its 100th anniversary, Sophia School Corporation set forth its vision for the future, the “Grand Layout 2.0 (2014 - 2023)” (GL2.0) and has been striving since then to improve its educational and research environment. Since 2019, we have been moving forward with various plans under the new “Grand Layout 2.1 (2019 - 2023)” (GL2.1) goal, which was formulated upon reviewing the GL2.0 achievements to date and the current status and challenges of the Sophia School Corporation.

Based on GL2.1 and the Action Plan, we hereby announce the following 2022 Annual Operating Plan, as a single-year plan for the fourth year of GL2.1.

Online classes expanded at an accelerated pace in response to the outbreak of the COVID-19 infection, and each school achieved a certain level of success. However, it is the obligation of each higher and secondary education institution to utilize the knowledge and experience gained to date and respond to changes in social conditions which are only expected to intensify and accelerate in the future. In recognition of this issue, we will at the same time prepare for the next mid- to long-term post-GL2.1 plan in 2022.

I. Annual Operating Plans (Basic direction and stance)

To protect the sustainable development of human society and human dignity, all members of the Sophia School Corporation are aware that we aim to promote sustainability based on our founding principles, and we will adhere to this policy and stance in our business plans for each of the areas defined below.

We will also regularly and effectively disseminate information on each school’s initiatives and activities to strengthen communication with stakeholders of each school and to promote collaborative projects.

II. Annual Operating Plans (Planning by field)

A. Future Plans of Sophia University

1. Academic Planning

GL2.1	Action Plan	Fiscal 2022 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"> • Coordinate with faculties, departments, and centers concerned for specific studies related to future issues based on the operational status of the new curriculum starting in 2022 (production of relevant content) • Construct a framework and support system associated with the establishment of the Data Science Service (tentative name), and consider its expansion in phases
	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"> • Look into a curriculum that includes active learning courses to cultivate qualities such as teamwork, harmony, and leadership to foster the ability to express oneself, negotiate, and identify issues • Develop a curriculum and prepare teaching materials, brochures, etc., for the enhancement of courses for upper grades
	③Consider the establishment of an integrated educational and academic organization.	<ul style="list-style-type: none"> • Not established for fiscal 2022 (Completed by the establishment of the Center for Fundamental Education)

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(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.	① Establish a degree program for adults.	• Not established for fiscal 2022 (completed)
	② Review the student capacity of Graduate Schools and Programs.	• Not established for fiscal 2022 (completed)
	③ Promote interdisciplinary research and education.	• Graduate cross-disciplinary joint course "Cross-Disciplinary Research Methods: Principles and Skills" will newly start in the Autumn Semester of 2022
(Creating a global campus)		
(3) Promote global education and foster world-class human resources.	① Introduce a world-class educational system.	<ul style="list-style-type: none"> • Continue to gather information on international quality assurance network activities • Reexamine the method of recognizing credit transfer for study abroad (for example, by separating the recognition for language and non-language courses) • Continue to analyze a variety of data related to international students and consider/utilize questionnaire surveys (SPSF, etc.)
	② Make environmental improvements to nurture global competency.	<ul style="list-style-type: none"> • Increase and maintain the number of classes taught in foreign languages • Review development and phased expansion of a system and support associated with the establishment of the Writing Lab (tentative name) • Increase in the number of regular students enrolled in "Academic Japanese".
	③ Improve 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 cooperation with industry and international organizations • Review the system for accepting and dispatching international students following the resumption of student travel when the effects of the COVID-19 pandemic still remains
	④ Establishment of SPSF (Sophia Program for Sustainable Futures) in AY2020	<ul style="list-style-type: none"> • Establish SPSF in the Department of Business Administration and operate SPSF in five existing departments • Run web advertising on the University's homepage and overseas ranking websites

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(3) Promote global education and foster world-class human resources.	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 • Hold the 5th Japan-Mexico President's Conference to enhance the reputation of the University, and strengthen the international education and research network • Develop overseas partner universities as bases for the promotion of globalization • Strengthen the functions of overseas-based offices in light of digitalization, and promote appropriate allocation based on the activity strategy to further improve their efficiency • Reorganize and implement practical programs centered around ASEAN Hub Center's local activities, and introduce online internship 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"> • In the general selection system, outsource the processing of answer sheets and transit to digital scoring for essay-type answers • Introduce a three-subject entrance examination using the Common Entrance Test for University Admissions • Design an Admissions Office entrance examination system
	②Enhance student recruitment communications to secure students whose top choices of schools include Sophia.	<ul style="list-style-type: none"> • Implement hybrid face-to-face/online open campuses (in summer and spring)
	③Expand high school-university collaboration.	<ul style="list-style-type: none"> • Aggressively develop college briefings • Aggressively develop high school visits

2. Plans for research and academic exchange

GL2.1	Action Plan	Fiscal 2022 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"> • Conduct and verify the effectiveness of the Research Branding Project's grant successor projects • Stabilize operation of the newly established Institute of Islamic Area Studies • Implement a new schedule for the Special Grant for Academic Research and verify the effectiveness in terms of application • Review of the system design to promote the formation of research centers
	②Actively produce research outcomes and communicate outcomes to audiences within and outside the university.	<ul style="list-style-type: none"> • Further encourage hosting of international symposiums (reduce the risk of cancellation by encouraging online hosting) • Strengthen the dissemination of information via online • Implement publication grants to encourage dissemination of individual research results • Establish operation of researchmap as an information dissemination platform

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(1) Enhance the research capacities of the entire university.	③Stably provide academic information.	<ul style="list-style-type: none"> • Enhance electronic resources • Enhance usage education • Increase in the number of repositories
(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"> • Renew the research seeds collection • Consider the 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"> • Leverage matching events in line with the times • Strengthen and succeed the coordinator personnel role • Promote collaboration and exchange with overseas institutions through URA and improve the system (SACRU, MIRAI, etc.) • Support diversity survey and analysis project management
	③Acquire external funds and contribute to industry through research activities.	<ul style="list-style-type: none"> • Restore the number of applications for and acceptance of Grants-in-Aid for Scientific Research (KAKENHI) • Restore the number of contracts for funded research and off-campus joint research • Simplify internal procedures for patent applications, etc. • Consider measures to apply for patents based on research results
(Nurturing researchers)		
(3) Foster human resources who perform unique and fair research.	①Foster and support early-career researchers.	<ul style="list-style-type: none"> • Verify the results of improvements and expansion of the graduate student research activity support system • Introduce a special research grant system for doctoral students • Consider a system to support PD research activities within the university • Review and implement a temporary response to prevention measures amidst COVID-19
	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 • Respond to institutional reforms related to research ethics and research fairness • Reconstruct the University's internal security trade control system in accordance with the introduction of deemed exports (revision of the Foreign Exchange and Foreign Trade Act)

3. Plans for student life support

GL2.1	Action Plan	Fiscal 2022 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"> • Establish a primary support contact point for international students • Establish a general help desk • Strengthen harassment counseling • Strengthen collaboration with internal and external student support organizations and departments through the establishment of the Health and Wellbeing Center
	②Reorganize the Bureau of Student Affairs and establish a Student Consultation Office (tentative name).	<ul style="list-style-type: none"> • Establish and verify the Health and Wellbeing Center • Consider securing more space

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(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"> • Continue financial assistance in response to the COVID-19 outbreak • Enhance scholarship for master's degree programs
(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"> • Develop and implement a support system based on Career Center student usage data and changes in the recruiting environment • Strengthen the individual counseling system • Verify the effectiveness of student services
	②Rebuild the administrative framework and program of the Career Center.	<ul style="list-style-type: none"> • Organize and restructure guidance and seminars in light of the with-COVID-19 and post-COVID-19 eras
	③Explore new potential employers and enhance support to meet diverse student needs.	<ul style="list-style-type: none"> • Strengthen support for international students' job placement • Strengthen the counseling system for international students • Consider employment support programs for diverse students
(Supporting social contribution activities)		
(4) Implement programs to achieve an inclusive society and support social contribution activities.	①Explore diverse possibilities of volunteer work and offer students practical opportunities.	<ul style="list-style-type: none"> • Enhance student-led social contribution activity programs in collaboration with off-campus partner institutions
	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. (5) Support student exchange and activate student life.	①Plan and operate educational student housing.	<ul style="list-style-type: none"> • Verify and further enhance the effectiveness of educational programs
	②Enhance the Amenity Space on campus and facilities for extracurricular activities.	<ul style="list-style-type: none"> • Listen to student opinions and collaborate to improve campus facilities and equipment • Improve the campus media "FIND SOPHIA" and increase students' awareness of it
	③Formulate frameworks for student support, including peer support programs.	<ul style="list-style-type: none"> • Enhance student exchange programs at SSIC (Sophia Student Integration Commons) and Active Commons • Enhance support measures utilizing peer support for students who are concerned about their relationships with the University and their friends as a result of the COVID-19 pandemic

B. Future plans for Sophia University Junior College Division

GL2.1	Action Plan	Fiscal 2022 Operating Plans
1. Division-wide planning		
(1) Formulate a development plan for the medium- to long-term organizational and educational framework of the Junior College Division.	①Enhance organizational and educational framework based on fulfilled enrollment capacity.	<ul style="list-style-type: none"> • Continue efforts to stably fill the enrollment capacity • Strengthen public relations activities for entrance examinations by increasing face-to-face and online events for prospective students with the aim to secure new student enrollment

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(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 desks and chairs in the first and third-floor classrooms of Building 1 • Work on elevator renovations at Junior College Building 1 • Refurbish network at Hadano Campus • Implement Universal Manner Examinations
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"> • Maintain and improve the quality of education and infection prevention measures amidst the COVID-19 pandemic • Improve students' communication skills and ability to read and write in Japanese and English
	②Establish a system that will measure the effectiveness, assess and improve liberal arts education.	<ul style="list-style-type: none"> • Continue to 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"> • Improve the annual growth rate of the TOEIC-IP test
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 face-to-face and 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 face-to-face and online methods

C. Future plans for continuing education

1. Review the role of continuing education

Continuing education at Sophia University will be reviewed under the Committee for Continuing Education, and necessary measures will be developed and implemented.

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

The “Professional Studies” program, which started as a new industry-academia collaboration attempts to create a place of learning together with the business world, shall comply with the following AY2022 Operating Plan.

- Expand the number of participating companies and strengthen industry-academia collaboration
- Enhance course management based on industry needs and the realization of new projects
- Develop a forum where working people can continue to learn and support the formation of a participants’ network

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

GL2.1	Action Plan	Fiscal 2022 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】 • Conduct review utilizing Rokko Gakuin's original handbook
		【Hiroshima】 • Enhance the ILP contents and train faculty and staff members by continuing the weekly ILP contact meeting
	②Enhance partnerships with Jesuit universities and educational institutions.	【Eiko】 • Continue to participate in the “Ever to Excel” program at Boston College (US) in fiscal 2022
		【Rokko】 • Exchange with Jesuit schools in Japan (including online exchange) ★
		【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】 • Examine the need for online English conversation for third-year junior high school students and first-year high school students
		【Sophia-Fukuoka】 • Continue English department training
	②Accommodate the next Guidelines for the Course of Study.	【Eiko】 • Implement the new curriculum in the first year of high school
		【Rokko】 • Implement and evaluate new Guidelines for the Course of Study
		【Hiroshima】 • Examine a new curriculum
(3) Promote high school-university collaboration.	①Consider and implement detailed plans for high school-university collaboration.	【Eiko】 • Join Sophia University in attending international programs that high school students can take part in under the name of Sophia School Corporation
		【Rokko】 • Participation and presentation of students who applied for Osaka University’s research program for high school students • Participation of students who applied for online public lectures at the University of Tokyo and Kyoto University
		【Hiroshima】 • Continued participation in the "Global Science" program in collaboration with Hiroshima University • University tours to Hiroshima University, University of Tokyo, etc.
		【Sophia-Fukuoka】 • Collaborate with Sophia University for SFO (Studies For Others) for third-year junior high school students

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(3) Promote high school-university collaboration.	②Strengthen collaboration with higher education division.	【Eiko】 • Continue to implement the Sophia University Jesuit High School special recommendation system
		【Rokko】 • Leverage the Sophia University Jesuit High School special recommendation system
		【Hiroshima】 • Conduct classes and lectures by inviting faculty members from Sophia University ★ • Promote and publicize 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.	【Eiko】 • Continue the student exchange program with Ateneo de Cebu (Sacred Heart School)
		【Rokko】 • Participate in online leadership programs with overseas sister schools
		【Hiroshima】 • Enhance the current training program in the Philippines and start a new training program in Cambodia ★ • Consider a U.S. based training program including exchange with local Jesuit schools★
		【Sophia-Fukuoka】 • Continue the Cambodia Study Tour and Australia Language Training for third-year junior high school students • Online exchange with overseas sister schools
(5) Consider ways to secure new enrollees, looking ahead to a future with fewer children.	①Consider measures to secure examinees.	【Eiko】 • Consider and promote more effective public relations activities amidst the COVID-19 pandemic
		【Rokko】 • Organize briefings and open schools in the first semester
		【Hiroshima】 • Continue public relations activities at open campus, school information briefings, cram schools, etc. • Enhance school guides and official websites
2. Student support		
(6) Promote support for diverse students.	①Provide support for students with various backgrounds.	【Eiko】 • Continue to promote collaboration among school counselors, psychiatrists, educational counselors in charge at school, and school nurse
		【Rokko】 • Hold training sessions for teachers
		【Hiroshima】 • Conduct in-house training sessions for deeper student understanding
		【Sophia-Fukuoka】 • Conduct training on developmental characteristics (training on LGBT)

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(6) Promote support for diverse students.	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
		【Hiroshima】 • Place students in different classes according to their proficiency levels at the supplementary classes offered during long recesses • Prepare homework of varying levels for long school recesses
		【Sophia-Fukuoka】 • Promote ICT education • Conduct supplementary lessons and after-school guidance
	③Provide and enhance an environment for self-study.	【Hiroshima】 • Provide a space for students to study in-house and make improvements
		【Sophia-Fukuoka】 • Promote ICT education
	④Develop a financial support system.	【Eiko】 • Enhance financial support through a new donation system
		【Rokko】 • Consider appropriate and effective scholarship payment system and follow-up
		【Hiroshima】 • Strengthen a scholarship program appropriate for a Society of Jesus 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.	【Rokko】 • The curing of landslide warning area locations
		【Hiroshima】 • Plan construction for a new school building • Implement procedures for the abolition of village roads
		【Sophia-Fukuoka】 • Negotiate the sale of the former training farm • Implement a long-term plan to renovate special buildings
	②Develop an ICT (Information and Communication Technology) environment.	【Eiko】 • Teachers to explore how to use tablets in the classroom and provide training
		【Rokko】 • Promote introduction of appropriate devices for each application
		【Hiroshima】 • Determine a new teaching system
(8) Improve the safety of school life.	①Formulate a disaster prevention plan.	【Hiroshima】 • Continue to request the government to reinforce erosion-control dams
	②Identify disaster-prone areas and formulate and implement countermeasures.	【Rokko】 • Look into reorganizing the school's existing crisis management system (safety-check system will not be implemented)
		【Hiroshima】 • Conduct construction work to address disaster-prone areas (slope collapse prevention work on the lower ground) (to be carried out if the situation permits)

GL2.1	Action Plan	Fiscal 2022 Operating Plans
4. Personnel division		
(9) Promote appropriate recruitment based on the personnel recruitment plan.	①Formulate a personnel recruitment plan reflecting the age structure.	【Eiko】 • Formulate and implement a personnel plan in line with the timing of faculty and staff Transfers
		【Rokko】 • Formulate a practical program for early-career training
		【Hiroshima】 • Formulate a personnel recruitment plan based on the age distribution of faculty and staff members
		【Sophia-Fukuoka】 • Formulate a long-term recruitment plan to reinforce the workforce due to retirement
(10) Train school management (principals, vice principals school administration managers).	①Train school managerial staff and formulate rules and regulations for their selection.	【Hiroshima】 • Smooth transition of management personnel

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

E. Plans to reinforce the foundations of Sophia School Corporation

1. Promote understanding and permeation of Jesuit and Catholic education

GL2.1	Action Plan	Fiscal 2022 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"> • Host the symposium "Creating Learning Opportunities for Children Connected to Overseas Countries" • Continue to hold events to commemorate the "Ignatian year" • Cooperate with the Liberal Education and Learning "Studies in Christian Humanism" • Implement the planned "Leadership Program" • Create documents to deepen understanding of Jesuit education and renew the official website • Conduct training for Sophia School Corporation faculty and staff to deepen their understanding of Jesuit education
	②Develop 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"> • 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. • Prepare for the establishment of an endowment fund
	③Enhance the archives as a Sophia School Corporation as well as at each school.	<ul style="list-style-type: none"> • Formulate policies for collecting and compiling historical materials • Launch operation of the historical materials database • Collaborate classes and hold events to foster awareness of the need to preserve historical materials among students, faculty, and staff • 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 • (University) Promote efforts to compile the university's history • (Junior and senior high schools) Create a system for collecting and managing historical materials at the school level

2. Sustainability Promotion Plan

The following is the operation plan of the Office of Sophia Sustainability Promotion, a Sophia School Corporation cross-sectional organization in which faculty, staff, students, and pupils jointly participate.

- To identify and address issues in an educational environment and aim for the “realization of a symbiotic society”
- To promote initiatives related to the promotion of diversity
- To conduct projects and training sessions to raise awareness among members (students, faculty, and staff)
- To promote partnerships and collaboration with domestic and international organizations through participation in the Coalition, strengthening relationships with local governments through policy proposals, and co-sponsoring projects with companies.

3. University-wide plans

GL2.1	Action Plan	Fiscal 2022 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.	• Formulate and publish the next medium- to long-term plan
	②Clarify the authority of executives and executive positions and formulate relevant rules and regulations.	• Thoroughly inspect the corporate management system based on the Governance Code
	③Reorganize and integrate conferences and committees based on their functions and strengthen their planning functions.	• Develop a system for corporate and school management planning strategies
(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.	• Promote initiatives for visualization of learning outcomes • Promote response to Quality Assurance Steering Committee proposals
	②Build and operate a self-evaluation cycle and system in light of accommodating certified evaluation and accreditation.	• Conduct university-wide self-assessment • Begin business system operation related to self-assessment • Creation of a system to receive the third accreditation audit
	③Build an academic audit system.	• Formulate a plan for conducting academic audits in cooperation with the Audit Office
(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	• Actualization of risk management for the entire academy • Select, implement, and evaluate key risks • Promote countermeasures for key risks of sluggish progress
(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.	• Disseminate IR analysis results within the University at faculty and staff information meetings, etc. • Formulate measures to improve the University’s reputation by utilizing data analysis tools

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(4) Enhance IR (Institutional Research) activities that support decision-making.	②Utilize IR data in formulating and verifying the Annual Operating Plans.	<ul style="list-style-type: none"> • Increase collaboration with FD activities in various student surveys, questionnaires, etc. • Utilize various survey results for inspection and evaluation activities at the Quality Assurance Steering Committee
	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 • Proactively disseminate survey results on the Factbook website
(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"> • Establish information management and operation rules with the Sophia University Alumni Association in accordance with the commencement of shared usage of the integrated DB, and make effective use of it as a university resource • 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 look into introducing a new menu of membership benefits • Simplify admission and payment through online procedures • Effectively conduct various events
	③Enhance contributions to local communities.	<ul style="list-style-type: none"> • Specify and conduct projects in collaboration with neighborhood organizations and businesses, both in-person and online

3. Organizational and personnel plans

GL2.1	Action Plan	Fiscal 2022 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 evaluation of individual faculty members to enhance their performance (teaching and research abilities)
	②Reorganize the academic organization to promote the realization of university reform	<ul style="list-style-type: none"> • Plan and decide on the restructuring of undergraduate departments, graduate schools, and research institutes for the sustainable development of Sophia University
(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 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 • Implement SD to achieve organizational goals based on key organizational development policies • Rate full-time employees in line with job level grades and implement appropriate staff allocation measures

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(2) Improve the performance of staff and administrative organization.	②Establish a structure to improve the productivity of increased sophisticated, complicated and specialized administrative work.	<ul style="list-style-type: none"> • Undergo revamp of the organizational role and employee’s work style after promoting digital transformation (DX) • Review and streamline operations based on the results of the study by the “Sophia School Corporation Operations System Task Force” • Consider transformation to planning and problem-solving work and reorganization of the administrative organization • Promote project-based work that transcends departmental organizations (team or responsibility barriers) and continue to implement a university-wide collaborative structure • Verify the effectiveness of a flexible work style in post-COVID-19 era that is results-oriented and adapts to lifestyle
(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"> • Implement a plan for appropriate faculty-related personnel expenditures • Reduce the number of full-time faculty hours • Abolish courses (with less than 10 students) • Reduce the number of courses taught by part-time faculty • Make recommendations for streamlining the curriculum • Improve staff-related personnel expenditures and implement staff labor productivity improvement measures (Operation reform through duty analysis by the “Sophia School Corporation Operations System Task Force”) • Promote further outsourcing of work by utilizing operating companies • Implement further operational reform by promoting DX
	②Reorganize the academic organization and administrative organization	<ul style="list-style-type: none"> • Plan and decide on measures to reorganize undergraduate departments, graduate schools, and research institutes for the sustainable development of Sophia University • Propose and decide the appropriate allocation of staff members to faculty and 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"> • Secure diverse human resources in consideration of the SDGs • Host educational activities related to diversity and inclusion
	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 • Create opportunities for young faculty and staff to participate in organization management • 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"> • Strengthen the functions of the secondary education office (dual staffing by area of expertise) • Consider the role of personnel exchange between the secondary and higher education schools

4. Financial plans

GL2.1	Action Plan	Fiscal 2022 Operating Plans
(Strengthening the financial base)		
(1) Enhance self-financed resources.	①Secure stable revenue from tuition and student fees, etc.	• Consider revising the unit price of tuition
	②Secure stable revenue from asset management.	• Constantly verify the asset management policy and secure asset management revenue based on high-level risk management
	③Secure revenue sources by utilizing assets (fixed assets, intellectual property).	• Consider increasing revenues from facility and equipment usage fees and securing sources of income through the use of real estate
(2) Proactively secure external funds.	①Increase revenue from endowments by enhancing campaigns for donations.	• Redesign donation media channels (mainly the official website) and enhance online procedures to attract new donors and increase repeat donors
	②Increase Grants-in-Aid for Scientific Research (KAKENHI) and other external research funds, including commissioned research funds.	• Enhance the research support system • Increase programs that incentivize researchers
	③Increase revenue by promoting business operations of affiliated business firms and through increased endowments to Sophia School Corporation.	• Promote outsourcing to Sophia Campus Support Co., Ltd. (SCS) and support academy operations • Increase revenues through expansion of SCS operations and support for expanding existing businesses
(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 and incorporate it in the 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	• Keep track of the income and expenditure status of each school and reflect it in various measures such as personnel policies
	②Promote reductions of fixed expenses	• Consider measures to control cost increases associated with carbon neutrality
(Increasing special assets)		
(5) Enhance reserve assets to maintain and improve the research and educational environment.	①Increase Reserve Assets for Depreciation.	• Establish an annual reserve amount of such reserve assets as a financial target, and consider various measures to achieve the target
(6) Increase the scholarship fund.	②Increase the No.3 Capital Fund.	• Establish an annual reserve amount for such reserve assets as a financial target, and strengthen specific measures to increase donations and proposals to high-value donors in order to achieve this target

6. Plans for facilities and equipment

GL2.1	Action Plan	Fiscal 2022 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Yotsuya Campus exterior maintenance (Main Street south side) Refurbish the Sanadabori Field (implementation design and administrative consultation) Construction of Building No. 15 (new school building on the site of the former Kyohei 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.	<ul style="list-style-type: none"> Formulate a medium- to long-term maintenance plan for facilities and equipment, including preventive maintenance
	②Level 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 facilities and equipment)		
(3) Improve campus safety by preparing facilities and equipment for natural disasters.	①Refurbish and maintain facilities and equipment to accommodate various risks.	<ul style="list-style-type: none"> Conduct measures to improve campus safety

7. ICT Plan

GL2.1	Action Plan	Fiscal 2022 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"> Expand core network Refurbish Hadano Campus/Osaka Satellite Campus network Renew and expand the wireless LAN Upgrade the wired DHCP
	②Improve and expand classrooms and studying environments.	<ul style="list-style-type: none"> Develop a policy for COM/CALL classrooms- Renew simultaneous interpretation room facilities
(2) Effectively utilize ICT as a tool for formulating managerial strategies.	①Update and enhance office infrastructure.	<ul style="list-style-type: none"> Integrated DB infrastructure update Integrated DB system repair
	②Develop/update the electronic administration system and increase the use of cloud solutions.	<ul style="list-style-type: none"> Refurbish study-abroad-students management system for “Loyola,” the teaching and learning support system Digitalize recruitment procedures Introduce a digital entrance exam scoring system Redesign Sophia University's official website
(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 rules and regulations
	③Continue offering information security education.	<ul style="list-style-type: none"> Implement e-learning for security education

III. Fiscal Year 2022 Basic Budget Planning Policies

An optimal distribution of limited financial resources (budgeting) is required to address and promote the main goals proposed in “Sophia School Corporation Grand Layout 2.1”.

The present situation faces new issues that have major financial impact, such as developing new education and research activities based on the Grand Layout main goals, maintaining, and improving the education and research environment according to the campus renovation plan. To optimize the budget under such circumstances, we need to assess the appropriateness of new programs, strictly reexamine existing projects and their budgets, draw up and execute a proper, equitable and minimum budget regardless of vested interests, precedents, or conventions.

As is the case with all school corporations, Sophia has pressing and significant goals of keeping the balance of income and expenditure and of strengthening the financial soundness further. Achieving such financial goals on one hand and securing sufficient budget provisions for advanced education and research on the other may be no easy equation to solve, but we need to make the best efforts to find effective solutions to achieve both. All members at Sophia need to share this awareness to take solid steps going forward.

1. Budget planning based on activity plans and appropriate budget execution

All members of the faculty and staff shall firmly re-acknowledge the significance of understanding the main goals and financial conditions of Sophia, planning an appropriate budget in accordance with specific activity plans, and properly using funds that are public in nature.

For executing the budget, all transactions, regardless of the amount, should be handled strictly according to relevant rules, economic efficiency, and effectiveness.

2. Budget priority for important agenda

Budget distribution will be prioritized in areas of education and research activities and infrastructure development that are related to the main goals proposed in the “Sophia School Corporation Grand Layout 2.1”

3. Realization of balanced budget

In order to maintain a balanced budget, efficiency will be fully pursued through thorough review of operations of each accounting unit: Additionally, concrete action plans must be introduced specifically focusing on the financially unsustainable operations, while further promoting measures for increasing income and decreasing expenses regardless of the budget size.

4. Cost reduction and achievement of maximum effect with minimum budget

In order to support new important initiatives in education and research, all existing projects will be reviewed “without exceptions” for efficient prioritization. Further efforts will be made for the effective use of limited budget and reduction of regular expenses, and new ideas will be encouraged to exert greater effects with fewer budgets.

5. Optimization of Personnel Expenses

Efforts will be made to optimize personnel expenses by promoting the “selection” and “concentration” of business and implementing streamlining in operations.

6. Securing Tuition and fees.

We are facing difficult times of MEXT taking stricter control of admission quota, and apparent declining of 18-year-old population. Securing stable income of Tuition and fees, the basic financial resource will be one of our main goals.

7. Efforts to actively pursue external funds

We will make every effort to acquire external funds with the basic principle of securing our own financial resources for new and current activities.

8. Performance evaluation of University Research Fund System and optimization

University Research Fund system will be reviewed, and operational improvement made based on the actual state of the use of the research fund system and on the dissemination of research results achieved as part of the PDCA cycle of research activities, and evaluation results of Research Evaluation Committee (*kenkeys hyoka iinkai*).

9. Management accounting by division and by purpose of use to promote Selection and Concentration

Management accounting by division and by purpose of use and appropriate evaluation and review are carried out regularly for implementation of “selection and concentration” process necessary to establish a stable financial base and adequately carry out the Main Goals stated in the “Sophia School Corporation Grand Layout 2.1.” To this end, we will continue to establish a budget frame for each division and purpose of use.

Cashflow Statement

Unit:1,000Yen

Income			
Item	FY2022	FY2021	Fluctuation
Tuition and other student fees	18,747,865	18,975,620	△ 227,755
Entrance examination fees and other fees	987,806	994,131	△ 6,325
Donations	550,646	548,982	1,664
Grants	4,165,928	4,198,405	△ 32,477
Income from the sales of assets	2,950,000	3,250,000	△ 300,000
Income from business activities	1,375,009	1,359,835	15,174
Interest and dividend	772,586	590,965	181,621
Miscellaneous	1,016,431	1,049,692	△ 33,261
Loans	0	0	0
Prepaid tuition and other deferred credits	4,114,353	3,998,840	115,513
Other Income	7,104,417	9,005,486	△ 1,901,069
Income-flow adjustment	△ 4,734,265	△ 4,518,983	△ 215,282
Cash and equivalents carried over from previous year	8,539,689	9,468,563	△ 928,874
Total	45,590,465	48,921,536	△ 3,331,071

Expenses			
Item	FY2022	FY2021	Fluctuation
Personnel expenses	15,406,970	15,361,135	45,835
Expenses for education and research	7,343,264	7,198,469	144,795
Expenses for institutional administration	1,540,695	1,495,599	45,096
Interest on loans	98,386	114,798	△ 16,412
Repayment of loans	1,204,902	1,314,962	△ 110,060
Payment for land, buildings, and other construction in progress	1,323,035	933,188	389,847
Payment for equipment, libraries, and other	667,994	794,858	△ 126,864
Payment for asset management	8,178,780	12,768,079	△ 4,589,299
Other Expenses	914,266	835,936	78,330
Reserve fund	225,600	225,600	0
Expenses-flow adjustment	△ 523,551	△ 527,982	4,431
Cash and equivalents carried over to next year	9,210,124	8,406,894	803,230
Total	45,590,465	48,921,536	△ 3,331,071

Statement of Revenue and Expenditure

		Item	Unit:1,000Yen
Educational activities	Revenue	Tuition and other student fees	18,747,865
		Entrance examination fees and other fees	987,806
		Donations	494,718
		Grants	4,150,202
		Income from business activities	925,009
		Miscellaneous	1,016,431
		total	26,322,031
	Expenditure	Personnel expenses	15,338,054
		Expenses for education and research	9,965,882
		Expenses for institutional administration	1,754,369
		total	27,058,305
Balance of educational activities			△ 736,274
Except educational activities	Revenue	Interest and dividend	772,586
		Others	450,000
		total	1,222,586
	Expenditure	Interest on loans	98,386
		Others	0
		total	98,386
	Balance of except educational activities		
Ordinary balance			387,926
Extraordinary revenue and expenditure	Revenue	Income from the sales of assets	0
		Others	136,034
		total	136,034
	Expenditure	Net loss on disposition	927,137
		Others	0
		total	927,137
	Extraordinary balance		
Reserve fund			225,600
Balance of current year before transfer to capital fund			△ 628,777
Transfer to capital fund			△ 2,044,477
Balance of current year			△ 2,673,254
Balance carried over from previous year			△ 8,123,079
Balance carried forward to next year			△ 10,796,333
(Reference)			
Total revenue			27,680,651
Total expenditure			28,309,428
Total balance			△ 628,777