

Fiscal 2023

Annual Operating Plans

March 31, 2023

Sophia School Corporation

Introduction

Sophia School Corporation designed the Grand Layout 2.1 (GL2.1) and its Action Plan (AP) with a target period from fiscal 2019 to 2023 as a mid- to long-term future vision relating to higher and secondary education divisions and has been running each of its schools by creating and implementing operating plans every fiscal year based on this.

However, owing to the necessity of dealing with the rapidly accelerating changes in the social landscape arising from the COVID-19 pandemic, the GL2.1 operation was terminated one year earlier than scheduled in fiscal 2022, and a new mid- to long-term plan “Grand Layout 3.0 – Toward 2030 –” (GL3.0) with a target period from fiscal 2023 to 2030 was formulated on this occasion.

With GL3.0, we have set various goals that we intend to achieve in each division by 2030, and we are precisely outlining them in the “10 Commitments toward 2030.” As shown in these “Commitments,” even in this age of remarkable innovations and business transformation including digitalization, green environment developments, and sustainability, Sophia School Corporation will adhere to its basic principles, with students, pupils, faculty, and staff working together as one to steadily promote educational research, and aims to keep making contributions to society and the local community.

The following FY2023 Operating Plans, which we thus announce, have been created as a one-year strategy to be executed in the first year of GL3.0.

We would like to ask for your continued understanding and support for the various activities of each of our schools in the areas of education, research, and social contribution.

Sophia School Corporation's long-term strategy Grand Layout 3.0 - Toward 2030 -

Basic concept

Fostering human resources who will live "For Others, With Others"

Contributing to research, education, and society based on our concept of "Sophia - Bringing the World Together"











3 Principles shared across all divisions

1. Achieving the basic principles (Conducting research & education contributing to the resolution of global issues)
2. Enhancing engagement as a "chosen" university
3. Strengthening our financial foundations and administration for sustainable development.

10 commitments toward 2030

Aim to achieve MAGIS

Sophia School Corporation and its schools will preserve our history as Jesuit and Catholic schools and harness our unique features to proactively find solutions to global issues and respond to social change, thus contributing to the creation of a better world and global harmony with an aim to achieve excellence.

<p>1 Care for our Common Home (Earth) through promoting GX/SX</p> <ul style="list-style-type: none"> ■ Achieve carbon neutrality ■ Laudato Si'/UAPs ■ Contribute to creating a sustainable future 	<p>2 Shift to new research and education operation through DX</p> <ul style="list-style-type: none"> ■ Promote DX of education ■ Streamlining operations through DX 	<p>3 Contribute to achieving an inclusive society (Conduct problem-solving-oriented research and education)</p> <ul style="list-style-type: none"> ■ SDGs/ESG investment ■ Human dignity / social justice ■ Wellbeing of all 	<p>4 Connect glocally (Become a globally and locally connected global hub)</p> <ul style="list-style-type: none"> ■ Global One Campus ■ Global networks ■ World-class research 	<p>5 Contribute to enhancing educational opportunities (Develop an educational program that cares for others and reaches out to the future.)</p> <ul style="list-style-type: none"> ■ New adult education ■ Joint industry-academia programs ■ Support and contribute to the socially vulnerable 
<p>6 Promote DEI & B (Create a safe and reassuring school that respects individuals)</p> <ul style="list-style-type: none"> ■ Safety, reassurance, and wellbeing of members ■ Employment of the disabled / women empowerment 	<p>7 Collaboration with society and local community: facilitate engagement (Dialogue, communication, collaboration, and empathy with stakeholders)</p> <ul style="list-style-type: none"> ■ Collaboration with local community, companies, and society ■ Communication with stakeholders ■ Alliance with other schools 	<p>8 Conduct prompt, flexible, and efficient operations (Closely review management)</p> <ul style="list-style-type: none"> ■ Governance reform ■ Compliance ■ Data-driven management 	<p>9 Integration and collaboration within the university: enhance engagement (Collaboration between schools and between academics and school corporation)</p> <ul style="list-style-type: none"> ■ Collaboration between schools ■ Collaboration between academics and personnel / finance / facilities / ICT 	<p>10 Full member participation and commitment (All-Sophia discernment in common and collaboration)</p> <ul style="list-style-type: none"> ■ Briefings and hearings for members ■ With students (young people) 

Division-specific pillars of measures

Sophia University

Pride in Sophia Quality: Pursue “Sophia Quality”, excelling in human development, research, and contributing to global society

- As a reliable university across global society, promote world-class research and education, thus contributing to the creation of new society
- Foster Sophians who are “leaders that stand by others” by offering excellent global education and a multi-layered forum for learning to deepen self-designed individual foundations
- Create an attractive “Global One Campus” by establishing next-generation research and education settings, achieving an inclusive society, and engaging stakeholders in dialogue

1. Foster Sophians who can walk with Others with a global perspective and create the future
2. Promote world-class research that contributes to global society and establish a research hub that serves such purposes
3. Establish a “Global One Campus” that achieves high sustainability
4. Strengthen partnerships with global society and diverse stakeholders
5. Establish an organizational and financial foundation that strongly supports sustainable development

Sophia University Junior College

1. Implement research and education activities that aim to solve local issues
2. Enhance educational programs that enable students to choose their career paths
3. Improve the environment for stable school operations

Secondary Schools

- I Continue to be a Jesuit school
- II Continue to be an attractive school to the local community
- III Establish a well-organized educational environment and personnel framework

1. Perform school administration according to the 10 identifiers of Jesuit schools
2. Carry on Jesuit education and train Jesuit educators
3. Stay connected with Sophia University

Operating base of School Corporation

1. Contribute to a sustainable society and strengthen the framework for fulfilling social responsibilities
2. Organize a reassuring, safe, and comfortable campus environment that supports rich learning
3. Further enhance the financial foundation, which enables the sustainable development of research and education
4. Implement a personnel policy that increases organizational power

Divisions shall organically collaborate to implement measures with an aim to achieve the “10 Commitments toward 2030”

Grand Layout 3.0, Action Plan, and Fiscal 2023 Annual Operating Plan

Sophia University

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
1. Foster Sophians who can walk with Others with a glocal perspective and create the future	
(1) Establish Sophian Liberal Education and Learning with an aim to nourish the capacity to continue learning and think and act autonomously	
① Establish Liberal Education and Learning that organically links University-wide General Courses, Language Courses and Departmental Courses, and responds to social circumstances and students' various the career path needs	<ul style="list-style-type: none"> · Organize existing courses and consider the establishment of courses that enable students to acquire a broad range of liberal arts skills and courses that deal with social issues · Consider further collaboration among General Studies, Language, and Specialized Education courses · Consider initiatives that meet the needs of society, such as leading growth areas
② Promote the systematization and enhancement of courses to allow students to design their autonomous learning	<ul style="list-style-type: none"> · Consider the establishment of Specialized Education courses in conjunction with General Studies and Compulsory courses · Study and present course models in collaboration with General Studies, Language, and Specialized Education courses that can respond to the changing needs of society and students
③ Reconsider and reconstruct the curricula with a view to reducing the number of courses in order to secure time for studying and depth of learning	<ul style="list-style-type: none"> · Consider reviewing the CAP system (which limits the number of credits students may register for) · Consider expanding quarter courses · Take into account other specific measures for students' in-depth learning and credit substantiation
④ With a view to creating a graduate school education and system that considers diverse career paths, promote and implement measures that build on the characteristics unique to the graduate school program	<ul style="list-style-type: none"> · Survey and identify the career status of graduates · Consider measures to improve the capacity utilization rate from various aspects such as entrance examinations, curriculum, and career follow-up · Consider measures to increase the number of students who go on to higher education at the campus · Consider expanding the University's "3+2" system (3-year bachelor's degree program + 2-year master's and doctorate degree program by utilizing the early graduation system)
(2) Provide opportunities for learning and experiences that will foster multidimensional and comprehensive perspectives; and expand such opportunities worldwide	
① Build various action-based programs that addresses the challenges faced by contemporary society and offer opportunities to as many students as possible	<ul style="list-style-type: none"> · Expand and review currently implemented programs · Consider and present programs that embody the University's founding principles and educational spirit · Look into diverse programs that allow more students to participate, such as short-term study abroad programs, training programs, and practical training programs
② Deepen collaborations with universities in Japan and overseas; and promote diverse research and education activities at the undergraduate and graduate level	<ul style="list-style-type: none"> · Strengthen and review collaboration with domestic and overseas universities, etc., and consider directions that should be deepened · Enhance short-term training abroad using programs offered by partner universities during long vacations · Consider initiatives to promote study abroad for graduate and undergraduate students

Sophia University

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
③Promote the development and verification of next-generation education; and build a framework for flexible course development	<ul style="list-style-type: none"> · Consider and promote the introduction of online classes taught by invited faculty from abroad and overseas part-time faculty · Look into measures to promote the continued introduction of COIL*-type classes · Consider the establishment of a support system to enhance online classes, including the creation of high-quality on-demand teaching materials · Consider and establish a system to integrate the functions of the FD Committee and the educational development domain of the Center for Fundamental Education <p>※COIL: Collaborative Online International Learning</p>
④Enhance diverse extracurricular activities, including volunteering and educational programs to foster the educational spirit and promote human growth	<ul style="list-style-type: none"> · Expand support for volunteer activities, extracurricular groups, etc. · Proactively utilize university-regional collaboration to solve SDGs and other social issues, and provide opportunities for students to learn independently · Hold courses and other activities that embody our educational spirit
(3) Achieve multilayered learning among high school students, university students, and adults	
①Develop and implement an educational program that draws on Sophia's unique features and organize a framework that satisfies the thirst for knowledge, regardless of age and nationality	<ul style="list-style-type: none"> · Consider a liberal arts course open to the general public · Consider experience-based programs for high school students · Consider initiatives aimed at the development and expansion of "Professional Studies," an industry-academia collaboration course · Look into the provision of a forum for reskilling education for working people · Develop programs that provide opportunities to consider diverse careers and lifestyles · Consider and establish an organizational structure to achieve these goals
2. Promote world-class research that contributes to global society and establish a research hub that serves such purposes	
(1) Promote high-level research and enhance human and institutional organizations to support such research	
①Establish an administrative organization that comprehensively supports high-level transdisciplinary research from application to adoption	<ul style="list-style-type: none"> · Strengthen the functionality of the administrative structure to support high-level research and promote internationalization
②Enhance measure to encourage international joint research	<ul style="list-style-type: none"> · Consider providing timely information and support systems related to international joint research
③Appoint URAs to support and promote research resource mobilization, matching and implementation	<ul style="list-style-type: none"> · Develop a strategic research support system by assigning URAs
④Secure time for professors to engage in research by considering better balanced time allocation for research, education, university management, and social action	<ul style="list-style-type: none"> · Review and renew the operational status of the buyout program and consider similar mechanisms · Look into securing research time through the quarter system · Consider a system that will allow buyouts, etc. based on outstanding contributions to the projects being pursued by the University
⑤Formulate a medium- to long-term research plan at research institutes and affiliated institutes and establish a monitoring system	<ul style="list-style-type: none"> · Formulate a research plan and improve a system for evaluating research results, based on a clear positioning of research institutes (including affiliated research institutes) · Consider how to evaluate research institutes based on their research results
(2) Promote research that addresses the challenges of the times and society drawing upon Sophia's unique features	
①Promote world-class research that not only addresses timely and social needs but also contributes to solving issues addressed by the contemporary Catholic Church or the Society of Jesus	<ul style="list-style-type: none"> · Confirm and implement the direction of the University's research priority policy and strengthening of research
②Promote transdisciplinary research through collaboration among diverse fields and organizations	<ul style="list-style-type: none"> · Consider frameworks to promote research exchange among the various research units of the University (faculties, departments, research institutes, etc.) and to link this to research results

Sophia University

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
③Build a research hub that draws upon Sophia's unique features, taking full advantage of existing international research networks	<ul style="list-style-type: none"> · Promote expansion of the number of international coauthored papers and establish a research base by leveraging MIRAI 2.0* and SACRU* · Support the promotion of research on themes making the best use of the University's unique characteristics <p style="font-size: small; margin-top: 10px;">*MIRAI2.0 : A collaborative international academic research project by universities of Japan and Sweden *SACRU (The Strategic Alliance of Catholic Research Universities) : A network of Catholic universities actively engaged in solving global issues</p>
④Enhance publication and communication of research results and enhance our reputation in research power	<ul style="list-style-type: none"> · Improve the citation rate and the number of submissions to peer-reviewed world-class journals through open-access fee support · Improve the citation rate by increasing the number of press releases on papers announced by the University's faculty members
(3) Facilitate support for young researchers and female researchers	
①Enhance support programs for young researchers, including doctoral degree students, and female researchers	<ul style="list-style-type: none"> · Newly establish a quota for female researchers to be selected for free research projects under the special grant for academic research · Review and improve support programs for early-career researchers · Establish and support system through dialogues with early-career researchers and female researchers
②Organize an educational and support system that observes research ethics, research integrity, and relevant laws and regulations	<ul style="list-style-type: none"> · Review University rules and regulations based on updated national guidelines, laws, and ordinances related to research ethics and research fairness · Review and improve the guidelines for academic research ethics
3. Establish a Global One Campus that achieves high sustainability	
(1) Establish an environment where diversity is respected and all members with different backgrounds can learn and work in comfort	
①Establish a discrimination-free, bias-free, and harassment-free campus that is comfortable for everyone	<ul style="list-style-type: none"> · Conduct questionnaires to identify issues · Conduct training for faculty and staff and strengthen response capabilities · Conduct various awareness-raising activities and prevention seminars for students
②Provide opportunities for exchange among diverse students, drawing upon the unique features of One Campus	<ul style="list-style-type: none"> · Enhance the student exchange programs offered at SSIC (Sophia Student Integration Commons), and develop new programs based on the understanding and review of requirements · Enhance the international dormitory educational program and confirm the sense of growth · Further invigorate exchange student supporter activities
③Create an inclusive campus environment	<ul style="list-style-type: none"> · Strengthen language support and specialists · Formulate response related to LGBTQ · Enhance support for students with disabilities
④Build a career support program that allows each student to exert their individuality and forge their own paths in life	<ul style="list-style-type: none"> · Review guidance to respond flexibly to changes in society · Strengthen career support for various students · Strengthen career support for graduate students · Strengthen career support for international students · Review career education

Sophia University

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
(2) Enhance the organizational structure for sustainability promotion and increase efforts	
①Organize a support system that helps diverse students lead a physically and mentally healthy student life	<ul style="list-style-type: none"> · Strengthen specialists, multilingual assistance, and administrative systems for student support · Provide health guidance for students · Strengthen student support collaboration by utilizing both internal and external resources · Increase the number of Student Consultation Office rooms · Consider new office space, visit and interview other universities, etc. · Continue to support mental and physical health due to the impact of the COVID-19 pandemic
②Design a scholarship program that flexibly responds to changes in students' learning and social situations	<ul style="list-style-type: none"> · Review the support scheme based on the latest government policies and examination status · Maintain the University's function as a safety net for learning and expand merit-based support (for students with outstanding grades, graduate students, international students, etc.) · Consider organizing and integrating various scholarships
③Build a scheme that facilitates the implementation of new efforts proposed by students and a collaborative framework engaging students, faculty, and staff	<ul style="list-style-type: none"> · Organize viewpoints to carefully examine proposals planned by students (continuity, whether the content contributes to student growth, etc.) and consider how to support them · Promote projects through collaboration between academic staff and teaching staff
(3) Enhance global hub campus functions and implement cutting-edge ICT-based campus environment improvements	
①Implement ICT-based data management for improved student services and enhanced environmental considerations	<ul style="list-style-type: none"> · Systematize various reservations used by students · Renew health management systems · Introduce a portal application for students (Phase I plan) · Enhance the authentication functions of the academic portfolio system · Introduce a reservation system for face-to-face student interviews, etc., in administrative departments and expand the number of departments using the system
②Enhance the online education environment and promote digital transformation in education in line with ICT advancements (e.g. introduce new educational environments)	<ul style="list-style-type: none"> · Strengthen the functionality of newly established classrooms by the Information Systems Office to improve the learning environment · Collaborate with the Center for Liberal Education and Learning to strengthen the ICT-based class support system
③Promote digital transformation (DX) in research data management, research infrastructure improvement, and research community building	<ul style="list-style-type: none"> · Collect information on research data management and prepare for the formulation of research data management policy · Collaborate among related departments (research promotion, library, and ICT) for research data management and consider the division of roles
④Enhance Library functions, including its functions to collect, accumulate, and provide academic information	<ul style="list-style-type: none"> · Promote the digitization of academic information (e.g., convert from paper to electronic resources, priority purchase of electronic resources, etc.) · Formulate and publish rules, etc. for pursuing open access to academic papers and others through academic information repositories · Consider and establish a budget frame for functional improvements to enhance user services in the library system · Consider and establish a budget frame for the improvement of the academic information repository system · Secure and develop human resources toward strengthening the collection, management, and dissemination of academic information · Consider integrating the library system's dedicated terminals into the administrative system terminals · Consider the libraries' future plans for the era of open science

Sophia University

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
4. Strengthen partnerships with global society and diverse stakeholders	
(1) Enhance dialogue with various stakeholders	
①Promote stakeholder engagement, including enhancing alumni networks	<ul style="list-style-type: none"> ・ Strengthen the collaboration with Sophia University Alumni Association in career support for students ・ Commence consideration of homecoming events, etc. to stimulate interactive communication with alumni ・ Provide opportunities that contribute to networking among alumni ・ Implement plans to increase contact between alumni, the University, and students, and also to utilize the alumni's diverse networks ・ Study how information should be provided to guarantors (consider renewal of "Jochi Daigaku Tsushin" ("Sophia University Communications"))
②Contribute to local government as a local hub for knowledge and action	<ul style="list-style-type: none"> ・ Implement social contribution through student practice in collaboration with neighboring institutions (Tokyo Metropolitan Government, Chiyoda Ward, Kojimachi Fire Department, Kojimachi Police Department, etc.)
(2) Implement reputation management through enhancement of IR(Institutional Research) and public relations functions	
①Make decisions and verifications based on IR-based evidence	<ul style="list-style-type: none"> ・ Pursue data utilization in administrative departments (analyze various data related to student support such as scholarships and career paths) ・ Analyze data related to the University's research strength and research reputation
②Promote strategic efforts for improved global reputation	<ul style="list-style-type: none"> ・ Strive to improve world rankings and establish reputation indicators to measure values that do not appear in world rankings ・ Carry out and analyze surveys about the University from the perspective of companies ・ Publish press releases promptly in English and Japanese on papers published by University professors, and enhance the frequency of announcements ・ Commence development of an integrated website for faculties, research institutes, etc.
③Promote efforts to secure student candidates with high ambitions and expand student diversity	<ul style="list-style-type: none"> ・ Stably operate and establish the current entrance examination system ・ Examine a new admissions system to secure outstanding applicants ・ Consider admissions publicity to secure outstanding international students ・ Commence public relations activities targeted at regional areas to secure new enrollees
④Promote efforts to strengthen partnerships with the four Jesuit secondary schools and other secondary education institutions in Japan and overseas	<ul style="list-style-type: none"> ・ Develop collaborative relationships to uncover new relationships with Catholic high schools
(3) Proactively promote collaboration with industry, government, and civil society with a view to solve social challenges.	
①Contribute to solving social challenges by promoting pioneering efforts in collaborating with the local community, private companies, and various organizations	<ul style="list-style-type: none"> ・ Promote joint research and commissioned research with companies and local governments, etc., and consider measures accordingly
②Deepen partnerships with Catholic and Jesuit universities and promote efforts to solve the challenges faced by the global community through research and education	<ul style="list-style-type: none"> ・ Implement initiatives to deepen collaboration with Catholic universities and Jesuit universities (which will lead to concrete collaboration in research and education) ・ Strengthen education and research collaboration with Jesuit universities around the world through the proactive use of IAJU*, AJCU-AP*, etc. ・ Consider future support systems for refugees including displaced persons in Ukraine and developing regions <p style="font-size: small; margin-top: 10px;">*IAJU: International Association of Jesuit Universities *AJCU-AP: Association of Jesuit Colleges and Universities -Asia Pacific</p>

Sophia University

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
5. Establish an organizational and financial foundation that strongly supports sustainable development	
(1) Establish a research and education organization that realizes Sophia Quality	
①Consider the ideal vision of an academic organization that can firmly promote the Grand Layout	<ul style="list-style-type: none"> · Establish a system for planning and pursuing strategic initiatives for the whole university based on the president's initiative
②Coordinate and support research and education, increase faculty and staff specializing in promoting the Grand Layout, and design a scheme to reduce the burden shouldered by faculty members engaged in special missions in research, education, social action, and university management	<ul style="list-style-type: none"> · Consider and introduce a system to reflect the development of practical classes, research that is tied to the University's strategy, and contributions in areas such as public service in the reduction of the burden on education and increase in research funding · Assign a URA or UEA (University Education Administrator)
③Make efforts to enhance understanding toward various university measures and activate communication among different faculties, different administrative sections, and faculty and staff	<ul style="list-style-type: none"> · Enhance opportunities for conversation, and examine and experiment with different communication channels and tools
④Establish a PDCA cycle management scheme to ensure the quality of education and research	<ul style="list-style-type: none"> · Continue initiatives related to the visualization of learning outcomes · Receive the third phase of accreditation status by the Japan University Accreditation Association (JUAA)
(2) Balance investment in sustainable development and healthy university management to achieve an autonomous financial and personnel system with short, medium-, and long-term visions	
①Clarify the priority order of various measures and establish a management system for business resources that serve sustainable university operations	<ul style="list-style-type: none"> · Comprehensively examine faculty recruitment and assignment, budgetary allocation and procedure from the viewpoint of university-wide and faculty/graduate school strategies, university-wide staffing, and Sophia School Corporation's personnel cost management, etc.
②Build a framework for university operations based on collaboration between faculty and staff and strategically allocate managerial resources to projects undertaken by the university	<ul style="list-style-type: none"> · Expand staff to meet the increasing diversification and complexity of the University's operations · Consider the process for consultation between the academic and human resources departments in the assignment of staff
③Review the medium- to long-term personnel expenses management in the higher education division.	<ul style="list-style-type: none"> · Formulate guidelines related to mid- to long-term personnel costs
④Optimally allocate educational resources	<ul style="list-style-type: none"> · Implement more efficient operational reforms in academic organizations · Consider the number of courses to be offered in 2024 and beyond, as well as a review of the development of the curriculum · Review the part-time faculty assignments and recruit specially-appointed professors, etc. based on mid-term strategies
(3) Propose projects and procure funds to enhance new developments in research and education, student life, and social action	
①Create human and financial resources for new developments in research and education, student life, and social action	<ul style="list-style-type: none"> · Establish cost reduction targets by reviewing existing programs for revision, elimination, or restructuring, and inefficient operations · Formulate criteria and processes for rationally judging business continuity · Look into establishing a new educational system that strengthens collaboration among high schools, universities, and graduate schools
②Enhance the framework for developing educational programs and acquiring donations in order to diversify revenue sources	<ul style="list-style-type: none"> · Strengthen the system for acquiring donations, as well as publicize the project to prospective donors and propose specific details of the return of donations · Consider and establish a system to increase revenues from the education business

Sophia University Junior College

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
1. Implement research and education activities that aim to solve local issues	
① Enhance educational programs that promote multicultural coexistence	<ul style="list-style-type: none"> Introduce activities to foster awareness of multicultural understanding in elementary school foreign language (English) education
② Enhance service learning activities for multicultural coexistence	<ul style="list-style-type: none"> Develop new education support personnel for Japanese language and subject support activities for foreign national residents and children Promote further student participation in learning support activities in communities
③ Ensure the promotion of internal joint projects focused on multicultural coexistence	<ul style="list-style-type: none"> Support the research activities of faculty and staff involved in intramural collaborative research projects and create opportunities to announce the results of such projects
2. Enhance educational programs that enable students to choose their career paths	
① Improve English proficiency to levels required by private companies and for university admissions	<ul style="list-style-type: none"> Provide opportunities for autonomous learning through compulsory English courses, compulsory elective English courses, and specialized courses taught in English, as well as through e-learning
② Enhance career courses	<ul style="list-style-type: none"> Strengthen collaboration with advisory faculty by sharing information on career course attendance status, etc. Establish a framework that allows students to experience the program's advantages
③ Enhance individual consultations on career paths	<ul style="list-style-type: none"> Establish a setting that encourages consultation Strengthen individual outreach efforts, such as by sending out emails inviting all job-seeking students to interviews before the busiest period for job applications Strengthen guidance by faculty members to all transfer students of the seminar they are in charge of
④ Enhance English programs that focus on finding solutions to global issues	<ul style="list-style-type: none"> Consider offering an SDGs-themed compulsory elective English course and introducing SDGs-related topics in the compulsory English courses for incorporation in the syllabus
⑤ Foster reading and writing skills with an aim to let students acquire educated knowledge and the basic skills required as a responsible member of society	<ul style="list-style-type: none"> Prepare booklets on reading methods and report writing Implement student guidance in "Anthropology I" and "Basic Seminar" based on the prepared booklets
⑥ Understand the needs of society and reflect them on curricula	<ul style="list-style-type: none"> Explore curriculum improvement based on the results of a survey of alumni who are working at companies and those who have transferred to other universities
3. Improve the environment for stable school operations	
① Share and standardize measures across the School Corporation to improve the learning environment in way that achieves greater educational effects	<ul style="list-style-type: none"> Strengthen the Hadano Campus network
② Enhance non-operational revenues to promote campus use	<ul style="list-style-type: none"> Proactively conduct facility rentals to outside groups

Secondary Schools

Eiko Gakuen Junior and Senior High School

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues	1.	Perform school administration according to the 10 identifiers of Jesuit schools	(1)	Jesuit Schools are committed to being Catholic and to offer in-depth faith formation in dialogue with other religions and worldviews	<ul style="list-style-type: none"> • Create an atmosphere in the school so that students can participate in the decision-making process (joint identification) in a sound manner • Practice ethical and religious education so that students can learn Christian values and universal values 	
			(2)	Jesuit Schools are committed to creating a Safe and Healthy Environment for all	<ul style="list-style-type: none"> • Create a school environment free of harassment • Examine the work style of faculty and staff • Promote thorough Cura Personalis 	<ul style="list-style-type: none"> • Consider the holding of a workshop on harassment for faculty and staff (aiming for April or September 2025) • The steering committee to continue studying the management of faculty and staff working hours
			(3)	Jesuit Schools are committed to Global Citizenship	<ul style="list-style-type: none"> • Construct a curriculum capable of enabling students to learn the meaning of and problems related to globalization • Create opportunities for students to experience globalization around the world • Enhance the English conversation ability of students • Create opportunities for students to understand that many social problems are global and think of ways to solve them 	<ul style="list-style-type: none"> • Implementation of orientation and guidance for students who wish to study at overseas universities (twice a year) • Consultation with advisers concerning the construction of a support system related to the formulation of letters of recommendation in English • Consider holding an English workshop aimed at high-school students who have connections with the university (aiming for July 2023)
			(4)	Jesuit Schools are committed to the Care of all Creation	<ul style="list-style-type: none"> • Create a curriculum to allow students to learn about the global environment in depth • Put into practice activities aimed at global environmental conservation 	<ul style="list-style-type: none"> • Propose the holding of a 4-School Essay Competition with the subject "Consideration of Religious Objects" in cooperation with the university at the 4-School Forum (the 4-School Forum face-to-face meeting is a prerequisite)
			(5)	Jesuit Schools are committed to justice	<ul style="list-style-type: none"> • Create opportunities to learn the true meaning of "For Others, With Others" • Create opportunities for direct contact with people referred to as "Others" • Study in depth why people referred to as "Others" emerge and create a forum to consider what measures are available to resolve the problems "Others" experience 	<ul style="list-style-type: none"> • Implement an educational program (hands-on activities) to provide opportunities to meet and build relationships with vulnerable people • Establish a forum for discussion to pursue the creation of cooperative relations with refugee support facilities, etc.

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues			(6)	Jesuit Schools are committed to being Accessible to All	<ul style="list-style-type: none"> • Examine the appropriateness of school fees • Enhance scholarships • Consider ways to make the school more open to local people 	<ul style="list-style-type: none"> • Continue provision of the Eiko Jesuit Scholarship • Continue examination of specific measures to improve money-collecting resources related to the donation system (Mirai Eiko Fund-Raising) which serves as the financial backing for Eiko Jesuit Scholarships
			(7)	Jesuit Schools are committed to Interculturality	<ul style="list-style-type: none"> • Provide opportunities to study Japan's culture in depth and learn about the diverse cultures of the world • Actively utilize and participate in the "Educate Magis" activities of the Jesuit School 	<ul style="list-style-type: none"> • Implement Kabuki classes for third-year high school students as an opportunity to learn about traditional Japanese culture, with a focus on the classics • Conduct a school year trip based on peace studies and community exchange in Okinawa for second-year high school students as an opportunity to deepen their understanding of the diversity of culture and history in Japan, as well as the unique challenges it faces
			(8)	Jesuit Schools are committed to being a Global Network at the service of the Mission	<ul style="list-style-type: none"> • Actively connect to the Network with appropriate educational and other institutions outside of the Jesuit School relationship 	<ul style="list-style-type: none"> • Implement the student exchange program with Sacred Heart School, Areneo de Cebu, a Jesuit School in the Philippines (sending program in July and receiving program in October) • Implement the student and faculty exchange to Ever to Excel at Boston College, a Jesuit University in the U.S.
			(9)	Jesuit Schools are committed to human excellence	<ul style="list-style-type: none"> • Create a 6-year educational program to enable students to acquire the "4 C's" 	
			(10)	Jesuit Schools are committed to life-long learning	<ul style="list-style-type: none"> • Create an organization to enable students to maintain their relationship with the school after graduation • Provide opportunities for students to reflect on and share what they learned at school through class/grade reunions, etc. • Establish ties with Jesuit alumni organizations in Japan and around the world to share information on Jesuit education 	<ul style="list-style-type: none"> • On the occasion of a change in the executive board, recommend the Alumni Association to organize a Catholic Alumni Association • Plan and call for participation in silent meditation meetings for Catholic alumni and alumni who had participated in Bible study groups, in line with the ongoing organization of the Catholic Alumni Association
		2.	Carry on Jesuit education and train Jesuit educators	(1)	Offer opportunities to train Jesuit educators, collect materials, and plan and implement training sessions, etc.	<ul style="list-style-type: none"> • Provide at least one faculty or staff member with professional learning opportunities in Jesuit education • Work with the Catholic Jesuit Center to enrich resources for learning about Jesuit education and create opportunities for training as needed • Perform ongoing training sessions led by the Jesuit Secondary Education Promotion Committee (JSEC)

Grand Layout 3.0					Action Plan (AP)	Annual Operating Plan
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues	3.	Stay connected with Sophia University	(1)	Provide opportunities for students studying at Jesuit schools to acquire "Ignatian Leadership" and to actively utilize Sophia University's resources	<ul style="list-style-type: none"> • Collaborate with various faculties to create opportunities for students to learn specialized knowledge while in school • Provide opportunities to learn about and experience various issues around the world in collaboration with research institutions within the university, such as the Asian Human Resource Development Research Center 	
School-Specific Issues	4.	Ensure that the school is chosen based on a better understanding of its educational goals and content, as well as the school's facilities and other unique features				<ul style="list-style-type: none"> • Plan and implement 3 school orientation sessions and several open campus events • Consider improvement measures based on participant surveys conducted at orientation meetings, etc. • Outsource school event photography and use it as PR material
	5.	Improve the educational environment based on a repair plan for school facilities				<ul style="list-style-type: none"> • Renovate the old monastery
	6	Review and examine the school's internal rules and regulations in areas that need to adapt to the changing times				<ul style="list-style-type: none"> • Carry out an ongoing study by the Grading and Promotion Regulations Review Committee to revise academic regulations (grading and promotion regulations, etc.)

Rokko Junior/Senior High School

Grand Layout 3.0				Action Plan (AP)		Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP		Fiscal 2023
4-School Common Issues	1.	Perform school administration according to the 10 identifiers of Jesuit schools	(1)	Jesuit Schools are committed to being Catholic and to offer in-depth faith formation in dialogue with other religions and worldviews	<ul style="list-style-type: none"> • Create an atmosphere in the school so that students can participate in the decision-making process (joint identification) in a sound manner • Practice ethical and religious education so that students can learn Christian values and universal values 	<ul style="list-style-type: none"> • Establish lectures and training opportunities to deepen shared beliefs and common understanding among faculty members concerning the “Mission Statement,” “UAPs,” and “10 Identifiers,” which are the standards for reviewing and reforming important educational activities • Set up opportunities for students and teachers to be exposed to Christian and Jesuit educational values and to promote understanding (morning assemblies, MAGIS days, lectures, etc.) 	
			(2)	Jesuit Schools are committed to creating a Safe and Healthy Environment for all	<ul style="list-style-type: none"> • Create a school environment free of harassment • Examine the work style of faculty and staff • Promote thorough Cura Personalis 	<ul style="list-style-type: none"> • Consider and implement specific human rights considerations in daily school life and events to practice "education that values each and every individual" (so that each individual is respected and diversity is embraced) • Provide "anger management," "harassment," and "LGBTQ" training for teachers • Consider and implement specific measures in terms of personnel and working hours to reduce the workload of teaching staff (e.g., introduce outside instructors and alumni tutors for club instruction and self-study supervision of students) 	
			(3)	Jesuit Schools are committed to Global Citizenship	<ul style="list-style-type: none"> • Construct a curriculum capable of enabling students to learn the meaning of and problems related to globalization • Create opportunities for students to experience globalization around the world • Enhance the English conversation ability of students 	<ul style="list-style-type: none"> • As a school that experienced the Great Hanshin-Awaji Earthquake, create opportunities to convey to students the importance of life • Implement disaster prevention education based on the facts and lessons learned from the Great East Japan Earthquake through study tours and community service activities 	
					<ul style="list-style-type: none"> • Establish opportunities for students to interact with their peers overseas from the perspective of UAPs and SDGs and to address global issues such as poverty, economic disparity, and the environment (e.g., second-year high school study trips to Singapore and Malaysia, study in New York and Cambodia, and online overseas exchange programs) 		

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues					<ul style="list-style-type: none"> • Create opportunities for students to understand that many social problems are global and think of ways to solve them 	
			(4)	Jesuit Schools are committed to the Care of all Creation	<ul style="list-style-type: none"> • Create a curriculum to allow students to learn about the global environment in depth • Put into practice activities aimed at global environmental conservation 	<ul style="list-style-type: none"> • Complementary interaction between daily studies, cultural festivals, and overseas training programs to create educational opportunities that promote behavioral change and consideration of the global environment in daily life
			(5)	Jesuit Schools are committed to justice	<ul style="list-style-type: none"> • Create opportunities to learn the true meaning of "For Others, With Others" • Create opportunities for direct contact with people referred to as "Others" • Study in depth why people referred to as "Others" emerge and create a forum to consider what measures are available to resolve the problems "Others" experience 	<ul style="list-style-type: none"> • Learn from the history of past wars and civil wars and create opportunities to experience and think about poverty and social injustice in the world in concrete terms (e.g., restore community service activities restricted by the COVID-19 disaster to their original form as much as possible and implement training in Singapore and Malaysia, and Cambodia, in the second year of high school. etc.) • Create a flow connecting fieldwork for students to identify social issues and broaden their horizons (second year of junior high school, voluntary system) and the graduation thesis (third year of junior high school), which involves inquiry-based learning for the purpose of solving problems
						<ul style="list-style-type: none"> • Consider and implement measures to instill students with the direction and orientation to live "For Others, With Others" (with the cooperation of Hakuyukai, create opportunities to learn about the lifestyles and jobs of graduates through career days, alumni lectures, and workplace visits, and opportunities to explain to students about the lifestyles of graduates in morning assembly lectures, etc.
			(6)	Jesuit Schools are committed to being Accessible to All	<ul style="list-style-type: none"> • Examine the appropriateness of school fees 	<ul style="list-style-type: none"> • Prepare to gather information for the purpose of specifically considering and implementing a donation system that can be employed for educational activities to practice Jesuit education together with the enhancement of scholarships

Grand Layout 3.0					Action Plan (AP)	Annual Operating Plan
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues					<ul style="list-style-type: none"> Enhance scholarships Consider ways to make the school more open to local people 	<ul style="list-style-type: none"> Create and maintain good relationships with local residents through local clean-up activities, invitations to events, study support for elementary school students, and assistance with safety precautions on the way to and from school
			(7)	Jesuit Schools are committed to Interculturality	<ul style="list-style-type: none"> Provide opportunities to study Japan's culture in depth and learn about the diverse cultures of the world 	<ul style="list-style-type: none"> Provide opportunities to learn about Japanese history and culture in classes and events Provide students with opportunities to introduce the culture of their own country in international exchange settings, encourage them to learn about the cultures of their overseas peers, and provide them with opportunities to understand the diversity of peoples and cultures in the world
			(8)	Jesuit Schools are committed to being a Global Network at the service of the Mission	<ul style="list-style-type: none"> Actively utilize and participate in the "Educate Magis" activities of the Jesuit School Actively connect to the Network with appropriate educational and other institutions outside of the Jesuit School relationship 	<ul style="list-style-type: none"> Consider specific measures to assist students who wish to participate in overseas exchanges (establish a donation system such as the Rokko Mirai Fund) Create a forum to consider the establishment by Sophia School Corporation of a study-abroad system for high school students at Jesuit schools (a call for collaboration and cooperation between Sophia School Corporation and the 4 schools) Consider and establish a cooperative framework among the 4 schools for the realization of a second international ISLF in Japan Consider proactively accepting short-term overseas students (if requested) Consider the creation of opportunities for students and faculty to share an awareness of practicing Jesuit education together with sister schools around the world (implement visits to sister schools and exchange plans during study trips to New York and Cambodia and employ online exchange opportunities, etc.) Promote participation in joint Catholic school workshops and consider and implement ways to utilize different generations of teachers Promote student participation in planning joint workshops and exchange meetings with other Catholic schools

Grand Layout 3.0				Action Plan (AP)		Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP		Fiscal 2023
4-School Common Issues			(9)	Jesuit Schools are committed to human excellence	<ul style="list-style-type: none"> • Create a 6-year educational program to enable students to acquire the “4 C’s” 		<ul style="list-style-type: none"> • Establish a place to consider the arrangement, systematization, and review of events and learning activities to cultivate “Leadership that Serves Others” centered on the 4Cs and UAPs (in order that the 6-year education program can be systematically presented to the public inside and outside the school) • Promotion of efforts to instill in students the use of the “Rokko Notebook” for daily practice of Jesuit education
			(10)	Jesuit Schools are committed to life-long learning	<ul style="list-style-type: none"> • Create an organization to enable students to maintain their relationship with the school after graduation • Provide opportunities for students to reflect on and share what they learned at school through class/grade reunions, etc. • Establish ties with Jesuit alumni organizations in Japan and around the world to share information on Jesuit education 		<ul style="list-style-type: none"> • Establish opportunities to think about careers considering the future of students and cooperation with graduates for events such as career day, alumni lectures, and workplace visits (include advice on how students spend their daily lives drawing on experiences while at school and after graduation) • Create opportunities for alumni organizations of the 4 schools to connect with Jesuit schools and Jesuit school alumni around the world (Sophia School Corporation will develop a system for the 4 schools to provide information to alumni organizations and cooperate with exchanges among alumni from the 4 schools)
	2.	Carry on Jesuit education and train Jesuit educators	(1)	Offer opportunities to train Jesuit educators, collect materials, and plan and implement training sessions. etc.	<ul style="list-style-type: none"> • Provide at least one faculty or staff member with professional learning opportunities in Jesuit education • Work with the Catholic Jesuit Center to enrich resources for learning about Jesuit education and create opportunities for training as needed • Perform ongoing training sessions led by the Jesuit Secondary Education Promotion Committee (JSEC) 		<ul style="list-style-type: none"> • Establish lectures and training opportunities for all faculty and staff to become aware of their role in Jesuit education • Establish a forum for a joint study by the Office of Secondary Education, JSEC, and principals (4 school associations) of the leadership training of Jesuit educational successors
	3.	Stay connected with Sophia University	(1)	Provide opportunities for students studying at Jesuit schools to acquire "Ignatian Leadership" and to actively utilize Sophia University's resources	<ul style="list-style-type: none"> • Collaborate with various faculties to create opportunities for students to learn specialized knowledge while in school 		<ul style="list-style-type: none"> • Provide opportunities for teachers and students from the 4 schools to share their experiences in Cambodia (how they spent the summer vacation, etc.) • Establish a forum to consider the possibility of future joint training and experiential learning in East Timor for students from the 4 schools

Grand Layout 3.0					Action Plan (AP)	Annual Operating Plan
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues					<ul style="list-style-type: none"> • Provide opportunities to learn about and experience various issues around the world in collaboration with research institutions within the university, such as the Asian Human Resource Development Research Center 	<ul style="list-style-type: none"> • Consider opportunities for students to learn directly from Sophia University faculty and discussion with Sophia University (specialized lectures on topics such as ethics, religion, and anthropology, and lectures related to UAPs, such as social justice, environmental issues, and identification)
						<ul style="list-style-type: none"> • Discuss with Sophia University and consider ways for students to participate with students from the 4 schools in workshops, lectures, and public events hosted by Sophia University
School-Specific Issues	4.	Continually be a school of choice based on a better understanding of our educational goals and content, as well as our school facilities and other unique features				
	5.	Review and consider the school regulations, etc., for areas that need to adapt to the changing times				
	6.	Improve the educational environment based on a repair plan for school facilities				

Hiroshima Gakuin Junior and Senior High

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues	1.	Perform school administration according to the 10 identifiers of Jesuit schools	(1)	Jesuit Schools are committed to being Catholic and to offer in-depth faith formation in dialogue with other religions and worldviews	<ul style="list-style-type: none"> • Create an atmosphere in the school so that students can participate in the decision-making process (joint identification) in a sound manner • Practice ethical and religious education so that students can learn Christian values and universal values 	<ul style="list-style-type: none"> • Practice Jesuit education based on the Ignatian teaching method (especially the practice of "reflection") in educational activities such as religious-related events, IL programs, Catholic study groups, volunteer activities, and international exchanges
			(2)	Jesuit Schools are committed to creating a Safe and Healthy Environment for all	<ul style="list-style-type: none"> • Create a school environment free of harassment • Examine the work style of faculty and staff • Promote thorough Cura Personalis 	<ul style="list-style-type: none"> • Implement harassment training for staff (August) • Implement questionnaire regarding corporal punishment and bullying (February) • Promote cooperation with counseling doctors, school counselors, and health centers, etc.
			(3)	Jesuit Schools are committed to Global Citizenship	<ul style="list-style-type: none"> • Construct a curriculum capable of enabling students to learn the meaning of and problems related to globalization • Create opportunities for students to experience globalization around the world • Enhance the English conversation ability of students • Create opportunities for students to understand that many social problems are global and think of ways to solve them 	<ul style="list-style-type: none"> • Implement international exchange programs in the Philippines, Cambodia, and the U.S. • Implement online speaking training in English classes (about 20 hours per year for third-year junior high and first-year high school students) • Create opportunities to learn about issues such as world poverty, discrimination, conflict, and refugees in third-year junior high IL (with the goal of street fundraising to support sister schools in the Philippines and East Timor)
			(4)	Jesuit Schools are committed to the Care of all Creation	<ul style="list-style-type: none"> • Create a curriculum to allow students to learn about the global environment in depth • Put into practice activities aimed at global environmental conservation 	<ul style="list-style-type: none"> • Implement learning about environmental issues in IL seminars and work on everyday ethical initiatives • Enhance the clean-up committee's activities (establish opportunities to appreciate the environment in which students are learning through beautification instructions)
			(5)	Jesuit Schools are committed to justice	<ul style="list-style-type: none"> • Create opportunities to learn the true meaning of "For Others, With Others" • Create opportunities for direct contact with people referred to as "Others" 	<ul style="list-style-type: none"> • Implement learning relating to the Jesuit mission and Father Arrupe in first-year junior high IL • Implement experiential learning about the situation of people with disabilities and how to support them in second-year junior high IL

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues					<ul style="list-style-type: none"> • Study in depth why people referred to as "Others" emerge and create a forum to consider what measures are available to resolve the problems "Others" experience 	<ul style="list-style-type: none"> • Implement learning about people in need due to global poverty and conflict in third-year junior high IL • Participation of junior high school students in street fundraising (third-year junior high school students to participate in December) • Implement participation of high school students in international exchange with the Philippines and Cambodia, volunteer activities in disaster-stricken areas, Kamagasaki, orphanages, etc., and practice of the spirit of service (implement in the pre-COVID-19 form whenever possible) • Promote regional volunteer activities in cooperation with student council activities
			(6)	Jesuit Schools are committed to being Accessible to All	<ul style="list-style-type: none"> • Examine the appropriateness of school fees • Enhance scholarships • Consider ways to make the school more open to local people 	<ul style="list-style-type: none"> • Establish Hiroshima Gakuin Future Fund • Consider specifically the use of SNS to disseminate school information in the public relations department
			(7)	Jesuit Schools are committed to Interculturality	<ul style="list-style-type: none"> • Provide opportunities to study Japan's culture in depth and learn about the diverse cultures of the world 	<ul style="list-style-type: none"> • Deepen understanding of one's own culture in history and classics classes • Deepen understanding of one's own country and the international community in classes to prepare for events
			(8)	Jesuit Schools are committed to being a Global Network at the service of the Mission	<ul style="list-style-type: none"> • Actively utilize and participate in the "Educate Magis" activities of the Jesuit School • Actively connect to the Network with appropriate educational and other institutions outside of the Jesuit School relationship 	
			(9)	Jesuit Schools are committed to human excellence	<ul style="list-style-type: none"> • Create a 6-year educational program to enable students to acquire the "4 C's" 	
			(10)	Jesuit Schools are committed to life-long learning	<ul style="list-style-type: none"> • Create an organization to enable students to maintain their relationship with the school after graduation • Provide opportunities for students to reflect on and share what they learned at school through class/grade reunions, etc. • Establish ties with Jesuit alumni organizations in Japan and around the world to share information on Jesuit education 	<ul style="list-style-type: none"> • Expand understanding of Jesuit education among parents through Catholic study groups for parents (implement as in previous years)

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues	2.	Carry on Jesuit education and train Jesuit educators	(1)	Offer opportunities to train Jesuit educators, collect materials, and plan and implement training sessions, etc.	<ul style="list-style-type: none"> • Provide at least one faculty or staff member with professional learning opportunities in Jesuit education • Work with the Catholic Jesuit Center to enrich resources for learning about Jesuit education and create opportunities for training as needed • Perform ongoing training sessions led by the Jesuit Secondary Education Promotion Committee (JSEC) 	<ul style="list-style-type: none"> • Implement (as in previous years) young faculty frontier training (observe volunteer and social justice activities) • Instruct young teachers to lead student training (implement active encouragement of participation)
	3.	Stay connected with Sophia University	(1)	Provide opportunities for students studying at Jesuit schools to acquire "Ignatian Leadership" and to actively utilize Sophia University's resources	<ul style="list-style-type: none"> • Collaborate with various faculties to create opportunities for students to learn specialized knowledge while in school • Provide opportunities to learn about and experience various issues around the world in collaboration with research institutions within the university, such as the Asian Human Resource Development Research Center 	<ul style="list-style-type: none"> • Participate in various training programs (Training A for young teachers, Training B for mid-career teachers, and Ethics and Religion Workshop for teachers in charge of ethics and religion) (implement as in previous years) • Implement discussions with Sophia University regarding the creation of a place for exchange and learning about peace studies and environmental issues, etc., with overseas students

Grand Layout 3.0					Action Plan (AP)	Annual Operating Plan
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
School-Specific Issues	4.	Become a school that realizes students' career aspirations (always strive to improve students' academic performance / lead them to an understanding of "Men for Others")				<ul style="list-style-type: none"> • Consider methods of subject instruction according to the academic achievement gap between students in each subject • Plan workshops on ICT education
	5.	Become a lively school (create opportunities for various challenges)				<ul style="list-style-type: none"> • Consider and implement club activities that are not bound by conventional forms
	6.	Become a school where each student feels that he can "belong here" (focus as much attention as possible on each student's unique characteristics and circumstances)				<ul style="list-style-type: none"> • Implement an exchange of information between the education counseling section and the grade level
	7.	Make effective use of ICT (ICT members will take the lead in considering and promoting the effective use of ICT)				<ul style="list-style-type: none"> • Consider and promote the effective use of ICT equipment • Dispatch teachers to workshops on ICT education
	8.	Promote retrofitting measures for ageing facilities and equipment				<ul style="list-style-type: none"> • Promote facility improvement plan

Sophia Fukuoka Junior and Senior High

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues	1.	Perform school administration according to the 10 identifiers of Jesuit schools	(1)	Jesuit Schools are committed to being Catholic and to offer in-depth faith formation in dialogue with other religions and worldviews	<ul style="list-style-type: none"> • Create an atmosphere in the school so that students can participate in the decision-making process (joint identification) in a sound manner • Practice ethical and religious education so that students can learn Christian values and universal values 	<ul style="list-style-type: none"> • Implement a variety of initiatives related to opinion gathering and response process (the decision-making process) (raise awareness and set specific action goals for the beginning of the new fiscal year, raise awareness on a regular basis, review at the end of the fiscal year, and set action goals for the next fiscal year) • Implement the creation of a new syllabus for the renewal of the first- to third-year senior high SFO curriculum from fiscal 2024 onward (consider a new curriculum and syllabus that will give students more opportunities to encounter vulnerable people and various social issues and take action toward building a better society based on a sense of empathy and mission)
			(2)	Jesuit Schools are committed to creating a Safe and Healthy Environment for all	<ul style="list-style-type: none"> • Create a school environment free of harassment • Examine the work style of faculty and staff • Promote thorough Cura Personalis 	<ul style="list-style-type: none"> • Implement a variety of initiatives related to opinion gathering and response process (the decision-making process) (raise awareness and set specific action goals for the beginning of the new fiscal year, raise awareness on a regular basis, review at the end of the fiscal year, and set action goals for the next fiscal year) • Implement harassment training (at the beginning of the fiscal year with the support of the Sophia School Corporation) • Explore appropriate media for posting information related to harassment counseling services and ensure that this information is known to all • Promote reform of faculty and staff work styles (1 - Early conclusion of 36 agreements, 2 - Enactment and execution of regulations on nursing care and childcare leave, etc., 3 - Consideration of reducing the number of clubs and increasing the number of advisors for club activities, 4 - Introduction of teaching support systems, grading software, and identification of tasks that can be reduced. Consideration of a 19:30 staff room locking time toward fiscal 2024)

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues						<ul style="list-style-type: none"> • Continue biannual hearings with faculty and staff by management and sharing of information within the steering committee
			(3)	Jesuit Schools are committed to Global Citizenship	<ul style="list-style-type: none"> • Construct a curriculum capable of enabling students to learn the meaning of and problems related to globalization • Create opportunities for students to experience globalization around the world • Enhance the English conversation ability of students • Create opportunities for students to understand that many social problems are global and think of ways to solve them 	<ul style="list-style-type: none"> • Explore curriculum renewal after fiscal 2024 in each subject area and practice creating a new syllabus (consider a new curriculum and syllabus that enable students to become more involved in the real world and learn about the meaning of and problems associated with globalization) • Prepare for the implementation of overseas language training and study tours (resume overseas language training, Cambodia study tour, and commence Micronesia study tour) • Consider assigning a person in charge of mutual exchange between overseas sister schools and resumption of exchanges (depending on the COVID-19 situation) • Ongoing practice of third-year junior high school language training, English recitation and speech contests, and English studies classes, etc. (including requests for cooperation to Sophia University)
			(4)	Jesuit Schools are committed to the Care of all Creation	<ul style="list-style-type: none"> • Create a curriculum to allow students to learn about the global environment in depth • Put into practice activities aimed at global environmental conservation 	<ul style="list-style-type: none"> • Explore curriculum renewal after fiscal 2024 in each subject area and practice creating a new syllabus (consider a new curriculum and syllabus that enables students to become more involved in the real world and learn the meaning of and problems associated with globalization) • Assign a person in charge of promoting SDGs in the school's division of school affairs, consider initiatives to be implemented by students and faculty members in the next school year, and practice encouraging the student council
			(5)	Jesuit Schools are committed to justice	<ul style="list-style-type: none"> • Create opportunities to learn the true meaning of "For Others, With Others" 	<ul style="list-style-type: none"> • Consider the renewal of the SFO curriculum for first- to third-year senior high school students and practice creating a new syllabus from fiscal 2024 onwards (consider a new curriculum and syllabus that will give students more opportunities to encounter vulnerable people and various social issues and take action toward building a better society based on a sense of empathy and mission)

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan		
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023	
4-School Common Issues					<ul style="list-style-type: none"> • Create opportunities for direct contact with people referred to as "Others" 	<ul style="list-style-type: none"> • Explore curriculum renewal after fiscal 2024 in each subject area and practice creating a new syllabus (consider a new curriculum and syllabus that enable students to become more involved in the real world and learn about the meaning of and problems associated with globalization) 	
					<ul style="list-style-type: none"> • Study in depth why people referred to as "Others" emerge and create a forum to consider what measures are available to resolve the problems "Others" experience 	<ul style="list-style-type: none"> • Consider practicable volunteer experience opportunities in the religious affairs department 	
						<ul style="list-style-type: none"> • Consider incorporating volunteer experiences in the SFO curriculum for first- to third-year high school students which will be revamped after fiscal 2024 	
				(6)	Jesuit Schools are committed to being Accessible to All	<ul style="list-style-type: none"> • Examine the appropriateness of school fees • Enhance scholarships • Consider ways to make the school more open to local people 	<ul style="list-style-type: none"> • Prepare and consider tuition fee revision in fiscal 2024 • Continue to apply existing scholarship programs to students who have difficulty attending school for financial reasons • Develop a system and commence dissemination of information via Instagram, inspect the information dissemination system at the end of the second semester, and consider whether or not to continue with the system in the following fiscal year and beyond
				(7)	Jesuit Schools are committed to Interculturality	<ul style="list-style-type: none"> • Provide opportunities to study Japan's culture in depth and learn about the diverse cultures of the world 	<ul style="list-style-type: none"> • Prepare and implement overseas language training and study tours (resume overseas language training, Cambodia study tour, and commence Micronesia study tour) • Explore curriculum renewal after fiscal 2024 in each subject area and practice creating a new syllabus (consider a new curriculum and syllabus that allow students to learn more about Japanese culture)
				(8)	Jesuit Schools are committed to being a Global Network at the service of the Mission	<ul style="list-style-type: none"> • Actively utilize and participate in the "Educate Magis" activities of the Jesuit School • Actively connect to the Network with appropriate educational and other institutions outside of the Jesuit School relationship 	<ul style="list-style-type: none"> • Assign a person in charge of introducing JSEC activities within the school's administrative division and promote participation of faculty and staff in each activity

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues			(9)	Jesuit Schools are committed to human excellence	<ul style="list-style-type: none"> • Create a 6-year educational program to enable students to acquire the "4 C's" 	<ul style="list-style-type: none"> • Consider renewal of the first- and second-year high school student SFO curriculum from fiscal 2024 onward and practice creating a new syllabus (consider a new curriculum and syllabus that will give students more opportunities to encounter vulnerable people and various social issues and take action toward building a better society based on a sense of empathy and mission)
						<ul style="list-style-type: none"> • Explore curriculum renewal after 2024 in each subject area and practice creating a new syllabus (consider a new curriculum and syllabus that enable students to become more involved in the real world and learn about the meaning of and problems associated with globalization)
			(10)	Jesuit Schools are committed to life-long learning	<ul style="list-style-type: none"> • Create an organization to enable students to maintain their relationship with the school after graduation • Provide opportunities for students to reflect on and share what they learned at school through class/grade reunions, etc. • Establish ties with Jesuit alumni organizations in Japan and around the world to share information on Jesuit education 	<ul style="list-style-type: none"> • Establish a forum for discussion with alumni associations to create a place to continue lifelong learning
	2.	Carry on Jesuit education and train Jesuit educators	(1)	Offer opportunities to train Jesuit educators, collect materials, and plan and implement training sessions, etc.	<ul style="list-style-type: none"> • Provide at least one faculty or staff member with professional learning opportunities in Jesuit education • Work with the Catholic Jesuit Center to enrich resources for learning about Jesuit education and create opportunities for training as needed • Perform ongoing training sessions led by the Jesuit Secondary Education Promotion Committee (JSEC) 	<ul style="list-style-type: none"> • Consider specifically dispatching teachers to opportunities for specialized Jesuit education (consider teachers who are suitable for dispatch and the timing of their dispatch) • Dispatch of teachers to Jesuit teacher- and student-related training programs in Japan and abroad • Address the theme of Jesuit and Catholic education in the biannual faculty and staff training sessions (the principal attends each session and JSEC is implemented in the summer) • Continue training of new comers in Jesuit education and consider enhancing its content

Grand Layout 3.0				Action Plan (AP)	Annual Operating Plan	
Section	No.	Item	No.	Sub-item	4-School Shared AP	Fiscal 2023
4-School Common Issues	3.	Stay connected with Sophia University	(1)	Provide opportunities for students studying at Jesuit schools to acquire "Ignatian Leadership" and to actively utilize Sophia University's resources	<ul style="list-style-type: none"> • Collaborate with various faculties to create opportunities for students to learn specialized knowledge while in school • Provide opportunities to learn about and experience various issues around the world in collaboration with research institutions within the university, such as the Asian Human Resource Development Research Center 	<ul style="list-style-type: none"> • Assign a Sophia GED planner in the school division and promote student participation in each activity • Renew the implementation system for Sophia University's visiting lectures (commence discussions with the University) • Explore curriculum renewal in fiscal 2024 at SFO with a focus on third-year junior high school science problem-solving learning (commence discussions between Sophia University, the principal, and the science department, and consider a new implementation system)
	School-Specific Issues	4.	Become a school where 25% of high school seniors are accepted by public universities as active students	(1)	Improve the quality of the syllabus and classes	
(2)				Increase the number of students who pass the science course by strengthening science skills		<ul style="list-style-type: none"> • Beginning in the 2029 (or 2026) academic year, consideration will be given to requiring students to take biology and chemistry in the humanities in the second year of high school • Employ part-time laboratory assistants
5.		Renovate the first floor of the special building to improve the educational environment				<ul style="list-style-type: none"> • Implement school land reorganization and consider donation solicitation methods • Consider and implement layout changes to the first floor of the special wing
6.		Systematically hire the maximum number of full-time faculty members within an appropriate range for the budget size (aiming at 8 faculty members belonging to a grade level)				<ul style="list-style-type: none"> • Hire full-time faculty after considering the appropriate number of full-time faculty to meet the budget • Hire one full-time instructor each in English, mathematics, social studies, and science
	7.	Prepare for the 100th anniversary of foundation (2032) (finalize the outline of commemorative events and proceed with preparations)				

Operating base of School Corporation

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
1. Contribute to a sustainable society and strengthen the framework for fulfilling social responsibilities	
(1) Pass down and spread Catholic Jesuit education	
①Consider and practice training programs to foster leaders of the Society of Jesus and Jesuit education	<ul style="list-style-type: none"> • Gather information, conduct on-site investigations, and consider programs to introduce a Jesuit Studies Program (Boston College) training system for Sophia School Corporation faculty and staff • Consider a training program in collaboration with the Jesuit Secondary Education Committee (JSEC) • Formulate plans for the domestic and international versions of ISLF (Ignatian Student Leadership Forum) • Consider support for Catholic education to Catholic post-secondary institutions
②Strengthen the framework of the Catholic Jesuit Center and enhance its activities	<ul style="list-style-type: none"> • Stimulate the various departments of the Catholic Jesuit Center and conduct verification of the existing organization • Formulate plans for faculty and staff based on the premise of Jesuit and Catholic education • Hold "silent meditation meetings," "spiritual exercise training," and others for faculty, staff, and students
③Enhance partnerships among the Society of Jesus and schools	<ul style="list-style-type: none"> • Formulate and implement collaborative plans with the Society of Jesus Japan Province and related organizations • Conduct social contribution activities using the Pope Francis Commemoration Fund
(2) Understand, pass down and spread the history of Sophia School Corporation and its schools	
①Continue the collection and organization of archives on Sophia University and the four secondary schools, promote their digitalization, and foster archivists	<ul style="list-style-type: none"> • Education and class support: Organize and provide documents for classes in collaboration with graduate students • Research support: Consider making the catalog available on a database for the purpose of sharing information with researchers • Faculty and staff training: Conduct training to stimulate interest in the history of their own school for future preservation
②Harness archives to edit and publish our school history; and consider and implement educational and training programs on our school history using such resources	<ul style="list-style-type: none"> • Collect historical documents, including interviews with Jesuits who are closely associated with schools established by Sophia School Corporation • Formulate a draft plan for the compilation of Sophia University's history • Examine the systematic organization of published materials and articles, and the methods of their publication
③Harness archives to enhance proactive communications to stakeholders, local community, and society, as well increase opportunities for communication	<ul style="list-style-type: none"> • Examine the Sophia Tower 1st floor exhibition space with a view to community and social collaboration (toward FY2027 on the occasion of 10 years since the inauguration of Sophia Tower) • Examine the exhibition space within the Archives • Look into a framework that allows people to feel a connection and gain a sense of the history of the campus, community, and buildings at various places within the University • Consider a means of releasing information to the public other than documents and videos • Preserve archival materials and records of historical and spiritual value related to visitors to Sophia School Corporation
(3) Refine management decisions (IR-based management and flexible and prompt decision making)	
①Establish a framework and process for promoting the Grand Layout; in particular, appropriately manage progress and introduce a flexible review process in response to environmental change	<ul style="list-style-type: none"> • Under the supervision of the plenary meeting, implement measures at each departmental level with the participation of faculty and staff • Monitor the status of progress of the mid- to long-term plan
②Achieve IR-based management by fostering IR-oriented faculty and staff and practicing IR-based EBDM (evidence-based decision making) in decision-making processes	<ul style="list-style-type: none"> • Utilize the analysis results through the use of IR data in policy making and decision making • Conduct training to further practice evidence based decision making (EBDM)
③Consider educational and support frameworks that accommodate social change	<ul style="list-style-type: none"> • Commence specific considerations toward the implementation of an educational program to support socially vulnerable persons • Develop policies related to refugee assistance and acceptance • Examine further utilization of the Hadano campus

Operating base of School Corporation

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
(4) Enhance governance and commit to compliance and risk management	
①Promote the clarification of authority and roles and visualization of decision making processes; and therefore establish a school corporation management system in which internal control effectively functions	<ul style="list-style-type: none"> • Review the composition of the Board of Trustees, Board of Directors, and Auditors, and the method of appointment • Verify the status of the operation of the rules for decision-making authority • Establish a process for the selection of Trustees
②Foster managerial personnel in charge of corporate and school operations	<ul style="list-style-type: none"> • Conduct training targeting Directors, Trustees, and Auditors
③Commit to and practice compliance	<ul style="list-style-type: none"> • Thoroughly manage the operation of internal rules and regulations and reconfirm the operational process • Formulate training plans for compliance, and consider measures to ensure that it is continuously established within Sophia School Corporation
④Promote systematic and planned risk management (preparation of anti-risk measures, including preventive measures) and pursue improved precision.	<ul style="list-style-type: none"> • Conduct risk management PDCA cycle (select critical risks, implement countermeasures, evaluate implementation status, and make improvements) • Promote measures to address critical risks from lack of progress • Continuously implement information security measures and education
(5) Enhance stakeholder partnerships (strengthen ties and achieve continued and effective communication)	
①Consider new collaborative projects with local governments, private companies, and various organizations and promote local and social action	<ul style="list-style-type: none"> • Commence gathering information on expectations and requirements from neighboring municipalities (governments) such as Tokyo Metropolitan Government and Chiyoda Ward, and ascertain the actual situation • Develop social contribution activities (such as improvement proposals and volunteer activities) by students to address existing local issues, and explore new exchange and cooperative projects
②Reconsider methods and media for announcing information and promote strategic public relations	<ul style="list-style-type: none"> • Continue with improvements for stable operation of the official website following its renewal • Initiate the renewal of the corporate website and the websites of faculties, departments, etc. • Improve the information dissemination system on the official website in both English and Japanese • Conduct training seminars and other activities to avoid reputational risk
③Set up a framework for collecting, managing, and announcing information within the school corporation	<ul style="list-style-type: none"> • Review document control rules and related regulations • Consider the merits of enacting information disclosure rules and regulations
④Facilitate dialogue between alumni and peers, and implement collaborative projects and educational programs	<ul style="list-style-type: none"> • Conduct interactive events and enhance opportunities for dialogue to promote a sense of belonging to the alma mater and a supportive mindset • Establish a system for the timely acquisition of information on alumni activities and strengthen contacts with relevant alumni
2. Organize a reassuring, safe, and comfortable campus environment that supports rich learning	
(1) Achieve an organization and culture that appreciates each individual, offering support for all people	
①Implement new measure to achieve universal design	<ul style="list-style-type: none"> • Analyze the student survey conducted in fiscal 2022 • Continue to install and update new campus signage
②Further promote DEI&B	<ul style="list-style-type: none"> • Formulate guidelines related to DEI&B • Strengthen publicity of various on-campus systems promoting women's empowerment, and implement initiatives to improve these systems
③Implement projects and programs that contribute to changed awareness among faculty, staff, and students	<ul style="list-style-type: none"> • Implement planning in collaboration with students and pupils/faculty and staff, and with organizations outside the school, such as companies, local governments, etc. • Install exchange and study spaces on campus

Operating base of School Corporation

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
(2) Organize a inclusive and sustainable school/working environment (facilities, equipment, etc.) (in view of Laudato Si)	
①Achieve a school environment that contributes to GX, SX, and solutions to global environmental issues, including addressing carbon neutrality	<ul style="list-style-type: none"> • Promote waste reduction and recycling • Promote the replacement of high-efficiency appliances to reduce CO2 emissions • Continue to consider moving toward virtually 100% renewable energy for campus electricity
②Organize and operate facilities and equipment that is reassuring, safe and comfortable for all people	<ul style="list-style-type: none"> • Eliminate the level differences between each building and the road as part of the exterior renovation work (continued), and adopt materials with low environmental impact • Implement environmental impact assessments and selection when renewing existing facilities during renovation, etc. • Install inclusive toilets for all-gender use
③Propose and implement refurbishment plans in line with aging buildings	<ul style="list-style-type: none"> • Renovate Building 7 • Explore redevelopment of the southeast area of the Yotsuya Campus
④Promote DX in each school	<ul style="list-style-type: none"> • Develop a unified website to introduce faculties, graduate schools, etc. • Implement the final phase of the plan to introduce multifunction printer (develop a plan for integrating and installing printers and copiers for student use, and establish a service and operation system) • Promote preparations for a renewal of the infrastructure system in fiscal 2025 (formulate a summary plan for system migration)
3. Further enhance the financial foundation, which enables the sustainable development of research and education	
(1) Secure financial resources for scholarship funds, campus organization, and strategic research & education projects	
①Enhance funds for student support and research facilitation	<ul style="list-style-type: none"> • Continuously transfer money from the ordinary balance, etc. to the fund
②Increase depreciation funds for reassuring, safe and comfortable campus improvements	<ul style="list-style-type: none"> • Continuously transfer money from the ordinary balance, etc. to special assets for depreciation
(2) Secure a balance of current accounts that enables a stronger financial foundation (optimize the revenues and gains balance)	
①Secure stable revenues and formulate a budget that aims to realize an optimized balance of current accounts	<ul style="list-style-type: none"> • Analyze the status of deviations between the budget and actual results, and explore techniques for creating budgets that can generate a balance between revenue and expenses • Secure an ordinary balance of 1 billion yen
②Implement proactive donation activities	<ul style="list-style-type: none"> • Begin a more proactive approach to fundraising in alignment with the purpose and use of donations • Develop a usage menu that is tied to the operating plan • Promote participation in the acquisition process through understanding and endorsement by the University's executive board
③Secure revenue others than student fees	<ul style="list-style-type: none"> • Continuously verify asset management policies and secure investment income based on advanced risk management • Promote outsourcing to Sophia Campus Support Co., Ltd. (SCS) to assist Sophia School Corporation's operations • Secure increased revenues through the expansion of SCS operations
④Engage in constant expenditure cuts	<ul style="list-style-type: none"> • Consider measures to control cost increases in response to carbon neutralization
4. Implement a personnel policy that increases organizational power	
(1) Develop new organizations and systems that will enhance research and education power at each school	
①Secure diverse human resources and support the Grand Layout for the research and education organization	<ul style="list-style-type: none"> • Propose reorganization of academic organizations (undergraduate departments, graduate schools, and research institutes) based on the premise of confirming the direction with the Executive Board of Education, including the response to the revised Standards for the Establishment of Universities (formulation of education and research implementation organization, and substantiation of collaboration between faculty and staff) • Design systems for organizational goal setting, evaluations, and management that respect the autonomy of academic organizations (undergraduate departments, graduate schools, and research institutes)

Operating base of School Corporation

Grand Layout 3.0 / Action Plan	Fiscal 2023 Annual Operating Plan
② Implement measures that will improve the performance of staff members promoting the research and education, school administration, and social action that Sophia School Corporation aims to achieve	Review various personnel systems to enhance staff's sense of belonging (Recruitment) <ul style="list-style-type: none"> • Develop strategic recruitment plans to assign staff to priority domains of Sophia School Corporation's operations • Execute the hiring of specialized experienced staff for the purpose of promoting reforms • Vitalize the organization through diversification of human resources (Education) • Implement SD (Staff Development) that complies with organizational development policies (issue identification/setting and solution-oriented human resource development) (Assign) • Achieve core human resources development for the future • Optimize job grades and assignments of full-time staff members (Evaluate) • Achieve human resources development through work and activate internal communication within the organization (Compensation) • Formulate and implement a compensation system that rewards results
③ Enhance the sense of belonging among faculty and staff	<ul style="list-style-type: none"> • Formulate and implement measures to achieve job satisfaction and ease of work through SD • Further promote innovation through faculty and staff collaboration projects • Formulate and implement policies with an awareness of health management (safety and sanitation, mental and physical health)
(2) Formulate and implement a personnel plan that considers the future financial situation	
① Implement personnel measures that serve the sustainable development of Sophia School Corporation	<ul style="list-style-type: none"> • Consider the ideal state of the total personnel expense structure in light of social trends • Implement measures related to the optimization of Sophia School Corporation's operating costs • Implement staff productivity improvement measures
② Support the implementation of personnel plans that serve the development of Sophia School Corporation and Sophia University, etc.	<ul style="list-style-type: none"> • Formulate personnel expenses management policies for academic departments (based on monitoring and long-term forecast of ordinary balance, personnel expenses ratios, personnel expenses dependency ratios, etc.) and evaluate the status of their implementation • Provide support for the formulation of strategic personnel expenses allocation plans for new projects that the University is undertaking • Formulate criteria for determining business continuity based on the perspective of total allowable personnel expenses
③ Implement personnel measures that consider labor administration trends	<ul style="list-style-type: none"> • Formulate measures to cope with increased personnel expenses arising from proper management of working hours • Formulate and implement measures to deal with the increase in personnel expenses associated with equal pay for equal work, etc. • Formulate measures to deal with rising corporate contribution rates for social insurance premiums, labor insurance premiums, etc. • Formulate personnel policies in response to the revision of the Law Concerning Stabilization of Employment of Older Persons
(3) Deepen collaboration between the Secondary School Division and the Higher Education Division	
① Address issues related to personnel and labor management	<ul style="list-style-type: none"> • Identify the various issues of the secondary education division and implement solutions
② Enhance the functions of the Secondary School Division Administration Office	<ul style="list-style-type: none"> • Issue concurrent appointments for full-time staff members in accordance with their domains of expertise • Formulate and implement personnel exchange policies with the secondary education and higher education divisions

Fiscal Year 2023 Basic Budget Planning Policies

【Basic 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”.

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 once again the 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 issues of keeping the balance of income and expenditure and of strengthening the financial soundness further. Achieving goals for such issues 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 and promote specific initiatives to achieve both.

All members at Sophia need to share the common understanding of the following points as basic policy to plan the budget for the next fiscal year.

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 School Corporation, planning appropriate budget in accordance with specific activity plans, and properly executing the budget financed by tuition and fees and ordinary expenses subsidy.

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.”

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.

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. Optimalization 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 (*kenkyu 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” 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	FY2023	FY2022	Fluctuation
Tuition and other student fees	19,245,068	18,747,865	497,203
Entrance examination fees and other fees	987,763	987,806	△ 43
Donations	771,912	550,646	221,266
Grants	4,197,285	4,165,928	31,357
Income from the sales of assets	3,000,000	2,950,000	50,000
Income from business activities	1,356,122	1,375,009	△ 18,887
Interest and dividend	719,178	772,586	△ 53,408
Miscellaneous	1,017,771	1,016,431	1,340
Loans	0	0	0
Prepaid tuition and other deferred credits	4,522,766	4,114,353	408,413
Other Income	6,982,153	7,104,417	△ 122,264
Income-flow adjustment	△ 5,087,017	△ 4,734,265	△ 352,752
Cash and equivalents carried over from previous year	9,742,288	8,539,689	1,202,599
Total	47,455,289	45,590,465	1,864,824

Expenses			
Item	FY2023	FY2022	Fluctuation
Personnel expenses	15,460,510	15,406,970	53,540
Expenses for education and research	7,695,396	7,343,264	352,132
Expenses for institutional administration	1,663,579	1,540,695	122,884
Interest on loans	82,717	98,386	△ 15,669
Repayment of loans	993,236	1,204,902	△ 211,666
Payment for land, buildings, and other construction in progress	1,024,368	1,323,035	△ 298,667
Payment for equipment, libraries, and other	727,272	667,994	59,278
Payment for asset management	9,653,387	8,178,780	1,474,607
Other Expenses	783,976	914,266	△ 130,290
Reserve fund	225,600	225,600	0
Expenses-flow adjustment	△ 523,045	△ 523,551	506
Cash and equivalents carried over to next year	9,668,293	9,210,124	458,169
Total	47,455,289	45,590,465	1,864,824

Statement of Revenue and Expenditure

		Item	Unit:1,000Yen
Educational activities	Revenue	Tuition and other student fees	19,245,068
		Entrance examination fees and other fees	987,763
		Donations	718,308
		Grants	4,184,085
		Income from business activities	906,122
		Miscellaneous	1,018,266
		total	27,059,612
		Expenditure	Personnel expenses
	Expenses for education and research		10,263,769
	Expenses for institutional administration		1,878,656
	total		27,549,204
Balance of educational activities			△ 489,592
Except educational activities	Revenue	Interest and dividend	719,178
		Others	450,000
		total	1,169,178
	Expenditure	Interest on loans	82,717
		Others	0
		total	82,717
		Balance of except educational activities	
Ordinary balance			596,869
Extraordinary revenue and expenditure	Revenue	Income from the sales of assets	0
		Others	131,284
		total	131,284
	Expenditure	Net loss on disposition	317,766
		Others	0
		total	317,766
		Extraordinary balance	
Reserve fund			225,600
Balance of current year before transfer to capital fund			184,787
Transfer to capital fund			△ 1,959,613
Balance of current year			△ 1,774,826
Balance carried over from previous year			△ 10,036,747
Reversal of capital fund			192,166
Balance carried forward to next year			△ 11,619,407
(Reference)			
Total revenue			28,360,074
Total expenditure			28,175,287
Total balance			184,787