

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.

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| <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

University Division

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.

Junior High School Division

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 Education Division

- 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

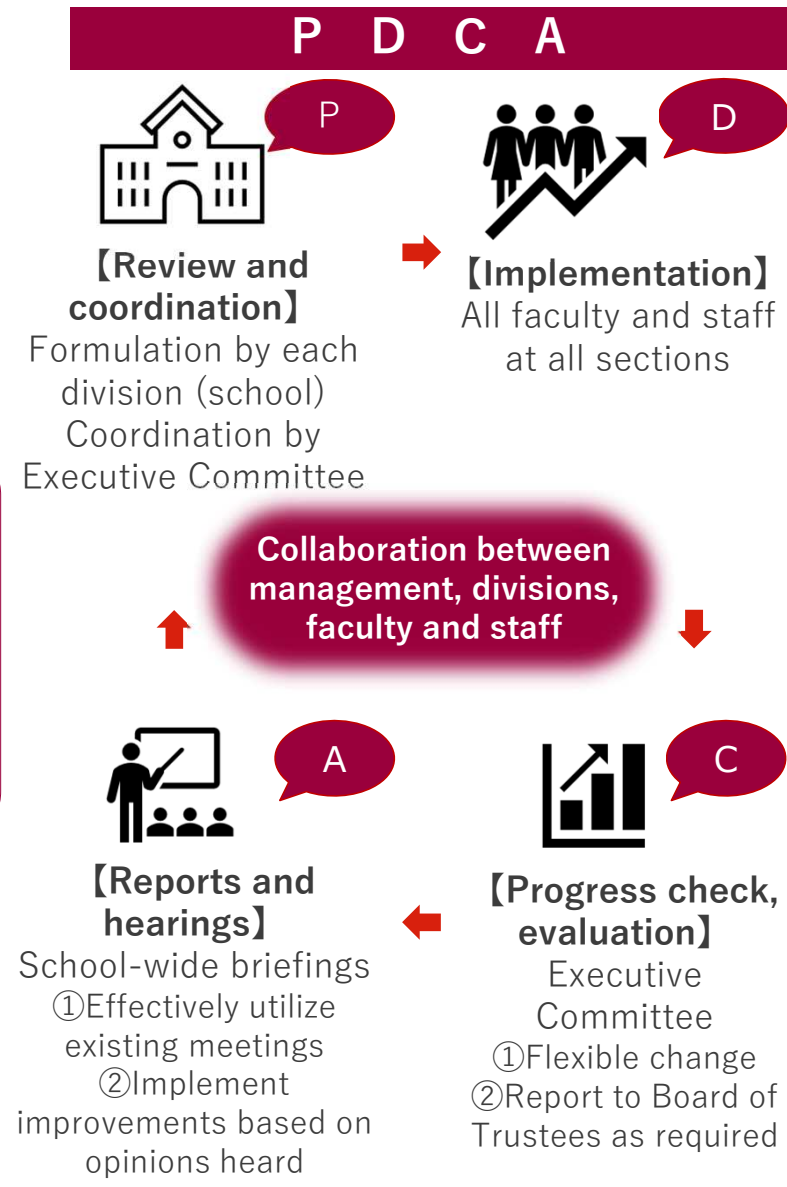
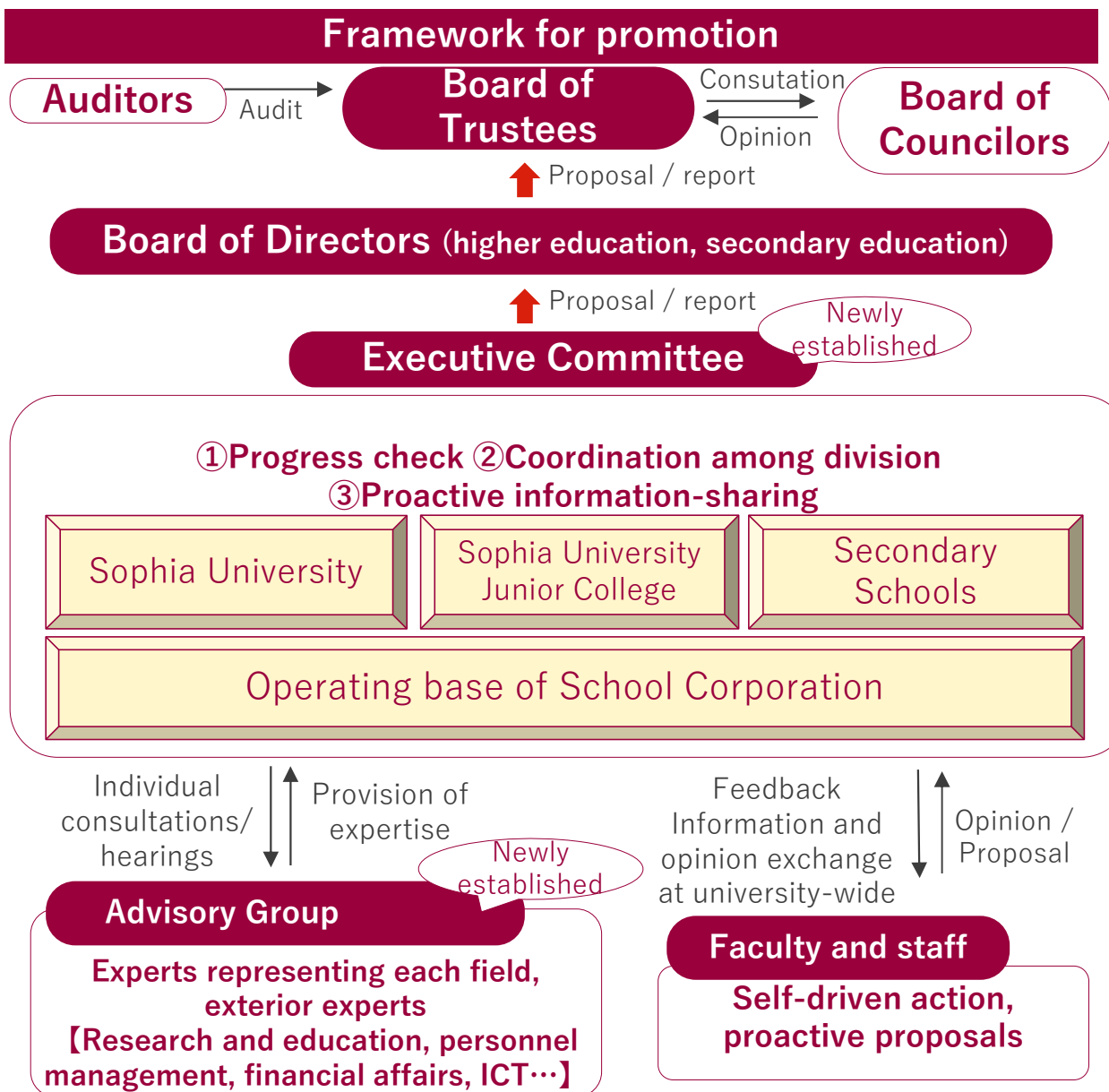
1. Perform school administration according to the 10 identifiers of Jesuit schools
2. Carry on Jesuit education and train Jesuit educators
3. Stay connected with Sophia University

Corporate Division (Operational foundation of the 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”

Framework for promoting “Sophia School Corporation’s Mid-to Long-term Plan” and PDCA cycle



- ◆ Key points to promotion**
- ①Realizing a participation-oriented method
 - ②Flexible revision of operations based on social trends and proposals made by faculty and staff

Overview of the Next Grand Layout (University Division)

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

- 1) Establish Sophian Liberal Education and Learning with an aim to nourish the capacity to continue learning and think and act autonomously.
- 2) Provide opportunities for learning and experiences that will foster multidimensional and comprehensive perspectives; and expand such opportunities worldwide.
- 3) Achieve multilayered learning among high school students, university students, and adults.

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.
- 2) Promote research that addresses the challenges of the times and society drawing upon Sophia’s unique features.
- 3) Facilitate support for young researchers and female researchers.

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.
- 2) Enhance the organizational structure for sustainability promotion and increase efforts.
- 3) Enhance global hub campus functions and implement cutting-edge ICT-based campus environment improvements.

4. Strengthen partnerships with global society and diverse stakeholders

- 1) Enhance dialogue with various stakeholders.
- 2) Implement reputation management through enhancement of IR and public relations functions.
- 3) Proactively promote collaboration with industry, government, and civil society with a view to solve social challenges.

5. Establish an organizational and financial foundation that strongly supports sustainable development

- (1) Establish an research and education organization that realizes Sophia Quality
- (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.
- (3) Propose projects and procure funds to enhance new developments in research and education, student life, and social action.