

Sophia School Corporation Medium-to Long-term Plan

Grand Layout 3.0

—Toward 2030—
2023-2030



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Sophia School Corporation Medium-to Long-term Plan

Grand Layout 3.0

2023-2030

Upon the publication of “Grand Layout 3.0 –Toward 2030–”

Thank you for your support and understanding for the research and education activities at the schools under Sophia School Corporation.

Sophia School Corporation has been implementing its Medium-to Long-term Plan since 2001. The last one (GL2.1) and its Action Plans, based on which we plan and implement our annual operating plans, was to go until FY2023.

On the other hand, in response to rapid changes in social trends, including COVID19, the current GL2.1 is to be suspended at the end of FY2022 and be replaced by our new Medium-to Long-term Plan, Grand Layout 3.0 (GL3.0), one year earlier than originally planned.

Under the slogan “faculty and staff involvement,” GL3.0 was developed through repeated wide internal dialogue among management, faculty and staff. We evaluated the outcomes of GL2.1, acknowledged our mission founded upon the founding spirit and educational philosophy of Sophia School Corporation and its schools.

In order to flexibly implement GL3.0 in response to the changes of the times, we will newly establish an Executive Committee comprising all Trustees, Principals, representatives of staff (Director) under the Board of Trustees. The Committee will provide the support needed as identified in the regular checking of progress made in project implementation at each school. It will bear a coordinating role, promoting each project cross-divisionally. The Committee will lead and manage the PDCA (plan, do, check, action) cycle of

implementing GL3.0 and flexibly respond to rapid changes in the circumstances surrounding the School Corporation.

Furthermore, we will maintain the framework of “faculty and staff involvement” in the implementation of GL3.0. This will lead to shared expectations and satisfaction toward the future and thus solidarity among faculty and staff in their participation in the promotion of GL3.0, facilitating collaboration and coordination among different schools and section, promoting proactive information and opinion exchange. In addition to this, we will promote GL3.0 through continued appropriate collaboration with the Council and Auditors.

The “10 Commitments toward 2030” identified in GL3.0 expresses our orientation and overall targets to be achieved by 2030. In an era of digital (DX), green (GX) and sustainable (SX) transformation in technologies and projects, we will maintain the basic philosophy of our mission and seek to achieve our “commitment” to Japanese society and the world, appropriately responding to the needs of students, faculty, staff, and society.

May we request your continued support and understanding for our research and education activities and social contribution at each school under Sophia School Corporation.

Sali Augustine, S. J.
Chancellor of Sophia School Corporation

GL3.0 Overview

Basic concept

Fostering persons who will live “For Others, With Others”

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

3 Principles shared across all divisions

1

Achieving the basic principles

(Conducting education & research contributing to the resolution of global issues)

2

Enhancing engagement as a continuously “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.

1

Care for our Common Home (Earth) through promoting GX/SX



- Achieve carbon neutrality
- Laudato Si' / UAPs
- Contribute to creating a sustainable future

6

Promotion of DEI&B



- Safety, reassurance, and well being of members
- Employment of the disabled / women empowerment

2

Shift to new education and research operation through DX



- Promote DX of education
- Streamlining operations through DX

7

Collaboration with society and local community: facilitate engagement



- Collaboration with local community, companies, and society
- Communication with stakeholders
- Alliance with other schools

3

Contribute to achieving an inclusive society



- SDGs / ESG investment
- Human dignity / social justice
- Well being of all

8

Conduct prompt, flexible, and efficient operations



- Governance reform
- Compliance
- Data-driven management

4

Connecting glocally



- Global One Campus
- Global networks
- World-class research

9

Integration and collaboration within the university: enhance engagement



- Collaboration between schools
- Collaboration between academics and personnel / finance / facilities / ICT

5

Contribute to enhancing educational opportunities



- New adult education
- Joint industry-academia programs
- Support and contribute to the socially vulnerable

10

Full member participation and commitment



- Briefings to and hearings from members
- With students (young people)

Pillars of Efforts by Divisions

(University, Junior College, Secondary Schools and Corporation)

The pillars of efforts by division were summarized as follows to advance GL3.0.

Sophia University

General Policy (Toward the Ideal Sophia University)

Sophia University expresses its role as “Sophia - Bringing the World Together,” and it is striving to fulfill this mission based on its founding principles of “neighborly love” and “internationalization.”

Our meaning of existence is to continue to be a university that cultivates individuals who make an effort to contribute to education and research for global creative advancement, who share the hopes and suffering of humanity, and who support vulnerable people as stated in our educational spirit of nurturing individuals who live “For Others, With Others.”

We believe that Sophia University can demonstrate its expertise by connecting the world, disciplines, and a wide variety of standpoints by virtue of its “Global One Campus,” one of the unique features of its education and research environment.

On the other hand, while possessing the originality and robustness in some field, the University is faced with mounting challenges such as the increasing presence of universities at home and abroad and the accelerating decline in the birthrate.

Considering the turbulent social situation, we must not remain content with the status quo. Instead, we must demonstrate our originality in education,

research, and human development, and play a significant role in connecting individuals, society, and the world broadly and flexibly.

In view of the above, we have proposed a basic policy for the new Medium-to Long-term Plan. The crucial keywords that drive every aspect of Sophia University’s plans are “Pride in Sophia Quality – the Pursuit of Sophia Quality Excelling in All Directions, Contributing to Human Development, Research and the Global Society”. Besides specific directions were set forth accordingly.

These keywords express the University’s determination to maintain the history, tradition, and spirit cultivated until now as its unwavering core values while addressing innovation for the next generation in a bold and adaptable manner, to relentlessly pursue Sophia University’s original expressions, “the highest wisdom” and “Sophia-ness”, to continue to cultivate individuality and to aim to consistently demonstrate its presence as an “outstanding university”.

With these basic principles and the three directions in mind, the new Medium-to Long-term Plan and the Action Plan for university departments are integrated into five categories.

Basic Principles

Pride in Sophia Quality:

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

3 Directions

- As a reliable university across global society, promote world-class education and research, 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 education and research settings, achieving an inclusive society, and engaging stakeholders in dialogue

- 1 Foster Sophians who can walk with Others with a glocal 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

Basic Principles Common to the 4-Schools

- I Continue to be a Jesuit school
- II Continue to be an attractive school to the local community
- III Establish 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

Sophia School Corporation

- 1 Contribute to a sustainable society and strengthen the framework for fulfilling social responsibilities (in view of the Laudato Si')
- 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 education and research
- 4 Implement a personnel policy that increases organizational power

Each division developed a more specific plan based on the main pillars of 3-5 above. The following pages show the Sub-items and action plans formulated under each Major-items.

Action plans to achieve GL3.0 by Divisions

Note: 1 Major-items 1 Sub-items ① Action plan

Sophia University

1 – Foster Sophians who can walk with Others with a glocal perspective and create the future

1 Establish Sophia style Liberal Education and Learning that nourish the capability to continued learning, autonomous thinking and actions

- 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 career path needs
- ② Promote the systematization and enhancement of courses to allow students to design their autonomous learning
- ③ Reconsider and reconstruct the curricula with a view of reducing the number of courses in order to secure time for studying and depth of learning
- ④ With a view of creating a graduate school education and system that considers diverse career paths, plan and implement measures that build on the characteristics unique to the graduate school program

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 more students
- ② Deepen collaborations with universities in Japan and overseas and promote diverse education and research activities at the undergraduate and graduate level
- ③ Promote the development and verification of next-generation education and build a framework for flexible course development
- ④ Enhance diverse extracurricular activities, including volunteering and educational programs, to foster the educational spirit and promote human growth

3 Achieve multilayered learning among high school students, university students, and adults

- ① Develop 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

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

- ① Establish an administrative organization that comprehensively supports high-level transdisciplinary research from application to adoption
- ② Enhance measure to encourage international joint research
- ③ Appoint URAs to support and promote research funding acquisition, matching and implementation
- ④ Secure time for faculty members to engage in research by considering better balanced time allocation for education, research, university management, and social action
- ⑤ Formulate a medium- to long-term research plan at research institutes and affiliated institutes and establish a monitoring system

2 Promote research that addresses the challenges of the times and society drawing upon Sophia's unique features

- ① Promote 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
- ② Promote transdisciplinary research through collaboration among diverse fields and organizations
- ③ Build a research hub that draws upon Sophia's unique features, taking full advantage of existing international research networks
- ④ Enhance publication and communication of research results and improve our reputation in research power

3 Facilitate support for young researchers and female researchers

- ① Enhance support programs for young researchers, including doctoral degree students, and female researchers
- ② Organize an educational and support system that observes research ethics, research integrity, and relevant laws and regulations

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

- ① Establish a discrimination-free, bias-free, and harassment-free campus that is comfortable for everyone
- ② Provide opportunities for exchange among diverse students, drawing upon the unique features of One Campus
- ③ Create inclusive campus environment
- ④ Build a career support program that allows each student to exert their individuality and forge their own paths in life

2 Enhance the organizational structure and sophistication of initiatives for sustainability promotion

- ① Organize a support system that helps diverse students lead a physically and mentally healthy life
- ② Design a scholarship program that flexibly responds to changes in students' learning and social situations
- ③ Build a scheme that facilitates the implementation of new efforts proposed by students and a collaborative framework engaging students, faculty, and staff

3 Enhance global hub campus functions and implement cutting-edge ICT-based campus environment improvements

- ① Implement ICT-based data management for improved student services and enhanced environmental considerations
- ② Enhance the online education environment and promote digital transformation (DX) in education in line with ICT advancements (e.g., introduce new educational environments)
- ③ Promote DX in research data management, research infrastructure improvement, and research community building
- ④ Enhance Library functions to collect, accumulate, and provide academic information

4 – Strengthen partnerships with global society and diverse stakeholders

1 Enhance dialogue with various stakeholders

- ① Promote stakeholder engagement, including enhancing alumni networks
- ② Contribute to local government as a local hub for knowledge and action

2 Implement reputation management through enhancement of IR (Institutional Research) and public relations functions

- ① Make decisions and verifications based on evidence using IR
- ② Promote strategic efforts to improve global reputation
- ③ Promote efforts to secure student candidates with high ambitions and expand student diversity
- ④ Promote efforts to strengthen partnerships with the four Jesuit secondary schools and other secondary educational institutions in Japan and overseas

3 Proactively promote collaboration with industry, government, and civil society with a view to solve social challenges

- ① Contribute to solving social challenges by promoting pioneering efforts in collaborating with the local community, private companies, and various organizations
- ② Deepen partnerships with Catholic and Jesuit universities and promote efforts to solve the challenges faced by the global community through education and research

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

1 Establish an academic organization that realizes Sophia Quality

- ① Consider the ideal vision of an academic organization that can firmly promote the GL3.0
- ② Coordinate and support education and research, increase faculty and staff specializing in promoting the GL3.0, and design a scheme to reduce the burden shouldered by faculty members engaged in special missions in education, research, social action, and university management
- ③ Make efforts to enhance understanding toward various university measures and activate communication among different faculties, different administrative sections, and faculty and staff
- ④ Establish a PDCA cycle management scheme to ensure the quality of education and research

2 Establish an autonomous financial and personnel system with short, medium-, and long-term visions, considering the balance between investment in sustainable development and healthy university management

- ① Clarify the priority order of various measures and establish a management system for business resources that serve sustainable university operations
- ② Build a framework for university operations based on collaboration between faculty and staff and strategically allocate managerial resources to projects undertaken by the university
- ③ Review the medium-to long-term personnel expenses management in the higher education division
- ④ Optimally allocate educational resources

3 Propose projects and procure funds to enhance new developments in research and education, student support, and social contribution

- ① Create human and financial resources for new developments in research and education, student support, and social contribution
- ② Enhance the framework for developing educational programs and acquiring donations in order to diversify revenue sources

Sophia University Junior College

Sophia University Junior College has decided to stop recruiting after the entrance exam for 2024 April

1 – Implement research and education activities that aim to solve local issues

- ① Enhance educational programs that promote multicultural coexistence
- ② Enhance service-learning activities for multicultural coexistence
- ③ Ensure the promotion of internal joint research projects focused on multicultural coexistence

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
- ② Enhance career courses
- ③ Enhance individual consultations on career paths
- ④ Enhance English programs that focus on finding solutions to global issues
- 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
- ⑥ Understand the needs of society and reflect them on curricula

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
- ② Enhance non-operational revenues to promote campus use

Secondary Schools 4-Schools 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

- AP1 Create an atmosphere in the school so that students can participate in the decision-making process (joint identification) in a sound manner
- AP2 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

- AP3 Create a school environment free of harassment
- AP4 Examine the work style of faculty and staff
- AP5 Promote thorough Cura Personalis

3 Jesuit Schools are committed to Global Citizenship

- AP6 Construct a curriculum enabling students to learn the meaning of and problems related to globalization
- AP7 Create opportunities for students to experience globalization around the world
- AP8 Enhance the English conversation ability of students
- AP9 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

- AP10 Create a curriculum to allow students to learn about the global environment issues in depth
- AP11 Put into practice activities aimed at global environmental conservation

5 Jesuit Schools are committed to justice

- AP12 Create opportunities to learn the true meaning of "For Others, With Others"
- AP13 Create opportunities for direct contact with people referred to as "Others"
- AP14 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

6 Jesuit Schools are committed to being Accessible to All

- AP15 Examine the appropriateness of school fees
- AP16 Enhance scholarships
- AP17 Consider ways to make the school more open to local people

7 Jesuit Schools are committed to Interculturality

- AP18 Provide opportunities to study Japan's culture in depth and learn about the diverse cultures of the world

8 Jesuit Schools are committed to being connected with a Global Network at the service of the Mission

- AP19 Actively utilize and participate in the "Educate Magis" activities of the Jesuit School
- AP20 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

- AP21 Create a 6-year educational program to enable students to acquire the "4C's"

10 Jesuit Schools are committed to life-long learning

- AP22 Create an organization to enable students to maintain their relationship with the school even after graduation
- AP23 Provide opportunities for students to reflect on and share what they learned at school through class/grade reunions, etc.
- AP24 Establish ties with Jesuit alumni organizations in Japan and around the world to share information on Jesuit education

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.

- AP25 Provide at least one faculty or staff member with professional learning opportunities in Jesuit education
- AP26 Work with the Catholic Jesuit Center to enrich resources for learning about Jesuit education and create opportunities for training as needed
- AP27 Perform ongoing training sessions led by the Jesuit Secondary Education Promotion Committee (JSEC)

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

- AP28 Collaborate with various faculties to create opportunities for students to learn specialized knowledge while in school
- AP29 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

1 – Contribute to a sustainable society and strengthen the framework for fulfilling social responsibilities

1 Succession and deepening of Catholic Jesuit education

- ① Consider and practice training programs to foster leaders of the Society of Jesus and Jesuit education schools
- ② Strengthen the framework of the Catholic Jesuit Center and enhance its activities
- ③ Enhance partnerships among the Society of Jesus and schools

2 Understand, pass down and spread the history of Sophia School Corporation and its schools

- ① Continue the collection and organization of archives on Sophia University and the four secondary schools, promote their digitalization, and foster archivists
- ② Harness archives to edit and publish our school history, and consider and implement educational and training programs on our school history using such resources
- ③ Harness archives to enhance proactive communications to stakeholders, local community, and society, as well increase opportunities for communication

3 Refine management decisions

(IR-based management and flexible and prompt decision-making)

- ① Establish 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
- ② Achieve IR-based management by fostering IR-oriented faculty and staff and practicing IR-based EBDM (evidence-based decision making) in decision-making processes
- ③ Consider educational and support frameworks that accommodate social change

4 Enhance governance and commit to compliance and risk management

- ① Promote 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
- ② Foster managerial personnel in charge of corporate and school operations
- ③ Commit to and practice compliance
- ④ Promote systematic and planned risk management (preparation of anti-risk measures, including preventive measures) and pursue improved precision

5 Enhance stakeholder partnerships

(strengthen ties and achieve continued and effective communication)

- ① Consider new collaborative projects with local governments, private companies, and various organizations and promote local and social action
- ② Reconsider methods and media for announcing information and promote strategic public relations
- ③ Set up a framework for collecting, managing, and announcing information within the school corporation
- ④ Facilitate dialogue between alumni and peers, and implement collaborative projects and educational programs



2 – Organize a reassuring, safe, and comfortable campus environment that supports rich learning

1 Achieve an organizational culture that appreciates each individual, offering support for all people

- ① Implement new measure to achieve universal design
- ② Further promote DEI&B
- ③ Implement projects and programs that contribute to changed awareness among faculty, staff, and students

2 Organize an inclusive and sustainable school/working environment (facilities, equipment, etc.) (in view of the Laudato Si')

- ① Achieve a school environment that contributes to GX, SX, and solutions to global environmental issues, including addressing carbon neutrality
- ② Organize and operate facilities and equipment that is reassuring, safe and comfortable for all people
- ③ Propose and implement refurbishment plans in line with aging buildings
- ④ Promote DX in each school

3 – Further enhance the financial foundation, which enables the sustainable development of education and research

1 Secure financial resources for scholarship funds, campus organization, and strategic education & research projects

- ① Enhance funds for student support and research facilitation
- ② Increase depreciation funds for reassuring, safe and comfortable campus improvements

2 Secure a balance of current accounts that enables a stronger financial foundation (optimize the revenues and gains balance)

- ① Secure stable revenues and formulate a budget that aims to realize an optimized balance of current accounts
- ② Implement proactive donation activities
- ③ Secure revenue other than student fees
- ④ Engage in constant expenditure cuts

4 – Implement a personnel policy that enhances organizational power

1 Develop new organizations and systems that will enhance education and research power at each school

- ① Secure diverse human resources and support the Grand Layout 3.0 for the academic organization
- ② Implement measures that will improve the performance of staff members promoting the education and research, school administration, social action that Sophia School Corporation aims to achieve, and enhance the support function of management
- ③ Enhance the sense of belonging among faculty and staff

2 Formulate and implement a personnel plan that considers the future financial situation

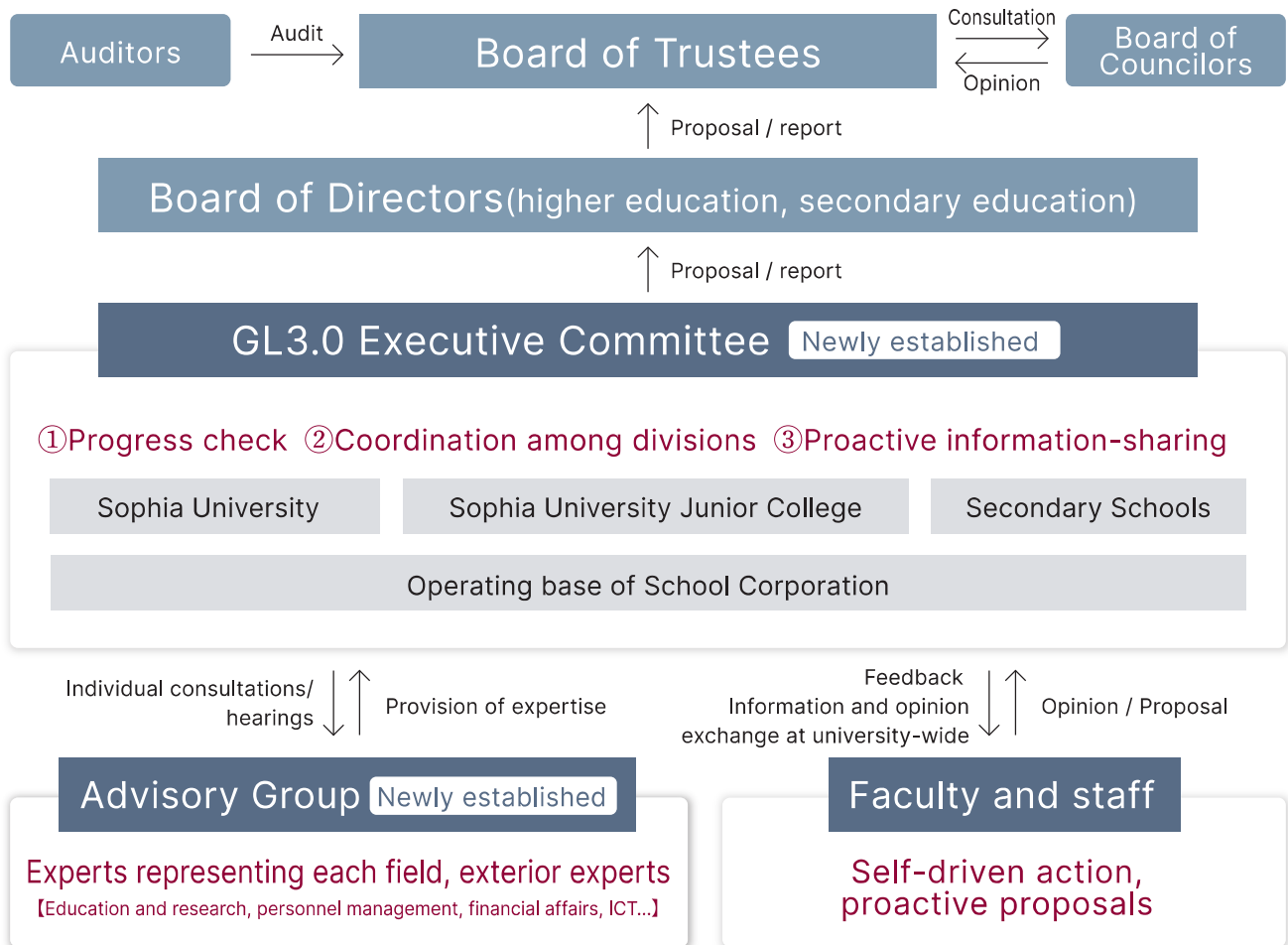
- ① Implement personnel measures that serve the sustainable development of Sophia School Corporation
- ② Support the implementation of personnel plans that serve the development of Sophia School Corporation and Sophia University, etc.
- ③ Implement personnel measures that consider labor administration trends

3 Deepen collaboration between the Secondary Schools Division and the Higher Education Division

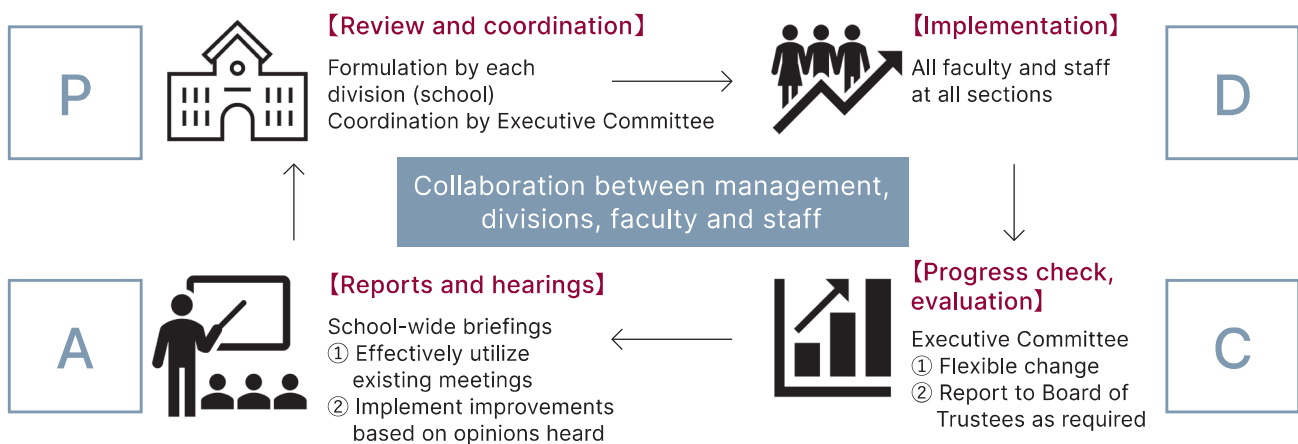
- ① Address issues related to personnel and labor management
- ② Enhance the functions of the office of Secondary Education

Framework for promoting GL3.0 and PDCA cycle

Framework for promotion



PDCA cycle



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

We have compiled the terms related to the Catholic Jesuit Society, the Sophia School Corporation (including each school), and others concerning GL3.0 as follows. Please refer to them together.

► Terms related to the Catholic Jesuit Society

【1】 Cura Personalis

A characteristic of Jesuit education, referring to the importance of caring for each student, teacher, and staff member as a "good shepherd".

【2】 Educate Magis

A global online community connecting teachers and educators in Jesuit schools.

【3】 ISLF

Abbreviation for Ignatian Student Leadership Forum, an educational program to cultivate Ignatian Leadership.

(Reference: https://sophia-catholicjesuit.jp/en/mission/student_association/islf/)

【4】 JSEC

Abbreviation for Jesuit Secondary Education Committee, a committee in Japanese Jesuit schools to promote Jesuit education.

【5】 MAGIS

A spirit favored by St. Ignatius of Loyola, the founder of the Jesuits, referring to the attitude of considering and choosing what can be done "even more" for God and others. This term is used in the formulation of this Medium-to Long-term Plan with the expectation of "always aiming for better" and "flexibly changing for the better".

【6】 UAPs

Abbreviation for "Universal Apostolic Preferences of the Society of Jesus, 2019-2029", announced by Superior General Arturo Sosa in 2019, indicating the priority issues to be noted in all areas of apostolic work in which the Jesuits are involved for the next 10 years.

(Reference: <https://sophia-catholicjesuit.jp/en/topics/190625/>)

【7】 10 Identifiers

Identifiers established to be recognized as a modern Jesuit school.

- (1) Being Catholic (2) Creating a safe and healthy environment (3) Cultivating global citizenship (4) Consideration for creation (5) Promotion of justice (6) Accessible to all (7) Cultural reciprocity (8) Connected to a global network (9) Pursuit of human excellence (10) Lifelong learning

【8】 Laudato Si'

An encyclical on environmental policy issued by Pope Francis in 2015. Based on the idea of "cherishing our common home", it expresses the Catholic Church's view on the global environment, considering the earth as a "home".

【9】 Four C's (4C's)

Indicators (Conscience, Compassion, Commitment, Competence) suggested by former Superior General Kolvenbach as qualities cultivated by Jesuit education.

► Terms related to Sophia School Corporation (each established school)

【1】 IR

Abbreviation for Institutional Research. A function that supports decision-making in various internal operations through the collection, management, analysis, and sharing of various data related to education and management.

【2】 SD

Abbreviation for Staff Development. It refers to the initiative to improve education through the development of the abilities of university faculty and staff.

【3】 SFO

Abbreviation for "Studies For Others" (Learning for Others) . Comprehensive learning and exploration time for problem discovery and solution based on "peace building and poverty eradication". Each of the six grades of junior high/high schools has a theme set according to their stage of growth, and they use the knowledge and experiences they learn at school to notice the obstacles to "peace building" and "poverty eradication" and cultivate the will and qualities to overcome them.

【4】 Sophian

Normally used as "graduate of Sophia", but in this Medium-to Long-term Plan, it is used with the intention of including not only graduates, but also students, faculty and staff, and graduates who have learned the spirit of Sophia, mainly in the university sector.

【5】 SSIC

Abbreviation for Sophia Student Integration Commons. SSIC is a communication space that serves as the base for the "Student Integration Program" where students with different cultures and diverse values interact with each other. It was established on the first floor of the Yotsuya Campus Building 11 in December 2017. The operation of SSIC is handled by the Student Center, and various programs are offered, especially the Japanese culture experience is popular among international students, and day trips and field trips outside the school are also conducted.

【6】 UEA

Abbreviation for University Education Administrator.

【7】 URA

Abbreviation for University Research Administrator. A person who works in a university or similar institution, and who, in a position separate from that of a researcher who mainly conducts research, supports the activation of research activities and the strengthening of research and development management by planning and managing research activities and promoting the use of research results.

【8】 Service Learning

Education that connects service (contribution activities) and learning (study), conducts volunteer activities outside the school, and aims to acquire learning through these activity experiences.

【9】 Buyout System

A system in which the principal investigator, etc., spends money from the direct expenses of the research project to pay for the cost of substituting for non-research tasks that he/she is responsible for, in order to expand the time he/she can devote to the research project.

【10】 Basic Education

In the Medium-to Long-term Plan of the university sector, "basic education" does not refer to so-called liberal arts education or the foundation of specialized education, but rather to the education that cultivates "autonomous learners" who have acquired the ability to continue learning, which is demanded in a constantly and rapidly changing society, as the "foundation" of lifelong learning. To realize this, Sophia University has established the Basic Education Center and is developing a curriculum in which specialized, language, and university-wide common subjects are organically linked.

【11】 Accreditation Evaluation

A system in which an evaluation agency (accreditation evaluation agency) that has been accredited by the Minister of Education, Culture, Sports, Science and Technology evaluates the status of education and research activities, etc. of universities, junior colleges, technical colleges, and professional graduate schools based on the evaluation criteria set by each accreditation evaluation agency.

▶ Others

【1】 DEI&B

Abbreviation for Diversity, Equity, Inclusion and Belonging. It is a concept that adds Equity (fairness) and Belonging, which represents a sense of belonging, to D&I (Diversity and Inclusion). Belonging refers to a state where members feel accepted by their surroundings as they are and feel that they have a place in the organization they belong to.

【2】 GX

Abbreviation for Green Transformation. It refers to the transformation of the entire economic and social system aimed at realizing emission reduction and improving industrial competitiveness, viewing efforts towards achieving the 2050 carbon neutral and the 2030 national greenhouse gas emission reduction targets as opportunities for economic growth.

【3】 SX

Abbreviation for Sustainability Transformation. It refers to a strategic guideline for companies to prioritize "sustainability" in an environment of increasing uncertainty, balance the company's earning power and ESG (Environmental, Social, Governance), and transform the way of management and dialogue with investors.

【4】 Archives Historical Materials

Facilities that permanently preserve historically important materials and make them public, or such historical record materials themselves.

【5】 Women Empowerment

The process where women participate in decision-making processes as individuals and as social groups, gaining autonomous power and maximizing their abilities.

【6】 Well being

A state of being healthy in mind and body and fulfilled socially. It is believed that members continuing to be healthy in mind and body has a positive impact on the organization.

【7】 Engagement

Generally, when used as "improving engagement", it means "deepening affection and willingness to contribute to companies, organizations, etc." On the other hand, "engagement as a continuously chosen school" in the three common policies of the department also includes the meaning of "proactive response to social changes and expectations and strengthening of communication, dialogue and collaboration" in addition to the aforementioned meaning.

【8】 Glocal

Glocal is a portmanteau of "global" and "local", and refers to the act of thinking and acting from a global perspective while considering local characteristics.

【9】 Data-driven Management

A management method that enables quick and rational decision-making based on the results of data analysis, in contrast to judgments based on experience and intuition.

【10】 Universal Design

Design of facilities, products, and information that is easy to use regardless of cultural, linguistic, national, age, gender differences, disabilities, and abilities.

【11】 Reputation Management

The act of managing "reputation", which involves companies and organizations enhancing their own reputation, and taking measures and responses to rumors and negative evaluations.



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