

School Juridical Person International Christian University AY2021 Activities Plan

International Christian University (ICU) has established an academic tradition of freedom and reverence based on Christian ideals, in order to cultivate competent internationally-minded citizens who serve God and humankind to contribute to lasting peace. The University continues forward in its commitments in scholarship, Christianity, and internationalism to realize its principles amid the current of the new era. In September 2014, the Ministry of Education, Culture, Sports, Science and Technology (MEXT) chose ICU for its Top Global University Project, in recognition of Developing Global Liberal Arts to Cultivate Trustworthy Global Citizens. In 2021, we will accomplish our mission with cooperation from liberal arts colleges around the world through the unfaltering implementation of this project.

International Christian University High School (ICUHS) has also upheld the common mission, on the base of Christianity, to contribute to world peace and the realization of a society that ensures respect for human rights. It has strived to develop the high school with the primary objective of accepting students who have returned to Japan from overseas as “the first attempt in Japan.” Since its founding, passing over 40 years, ICUHS has obtained a high reputation and has established a strong position in Japanese high school education circles. Now it is widely acknowledged as a place of hope for overseas and returnee students, and a door to the world for domestic students. The essence of ICUHS education lies in accepting diverse backgrounds, attributes, hopes, and potentiality of each student from all over the world and Japan. Thus, as a matter of course, its education gradually transforms according to the rich diversities that individual students bring in. In this sense, ICUHS has been, and always will be, the “ever developing school,” committing to nurture students who will pursue “peace” and “human rights” in an integrated manner based upon Christianity, and who will strive to achieve these goals.

The School Juridical Person International Christian University intends to address the following activities in AY221 to further develop the University and High School, and achieve the ideals of the foundation on the basis of medium- and long-term perspectives.

University

I. Educational Goals and Plans

1. Global development of liberal arts education that cultivates comprehensive knowledge supported by specialization

- (1) Underlining the position of mathematical and information sciences within the framework of liberal arts

In accordance with the final report by the Working Committee for MIS (Math Info Stat) Course, established under the AY2020 General Education Committee, the University will establish new

mathematical and information science courses or change some existing courses, and begin preparing for these course offerings to be initiated in AY2022.

(2) Improving the curriculum of the General Education Courses

To facilitate comprehensive and integrated understandings of each discipline's features and the nature of subjects, the General Education Courses, comprised of the Humanities (H), Social Sciences (S), and Natural Sciences (N) categories, will be reorganized to a new framework that replaces the current major-based course offerings. The qualitative difference between the General Education Courses and the Foundation Courses (100-level courses) of each major will be clarified by this reorganization.

(3) Enhancement of Service-Learning programs

We will improve the quality of Service-Learning Programs, create more diverse programs, and augment opportunities for students. In regard to International Service-Learning activities, we plan to send new students to South Africa, Ghana, and Argentina in AY2021. We will work to confirm each program content and strengthen ties with our partner institutions, such as in Southeast Asia. In regard to Community Service Learning (domestic activities), we aim to diversify our activities from the field studies of welfare, children, and language to the fields of environment, agriculture, cultural asset protection, art, and sports. Seeking to expand our sphere of activities toward in Nagasaki, Tochigi, Nagano, Akita, and other prefectures, not only the Mitaka area, we will substantiate networks with partner organizations, universities, and others and develop new channels of activity. Specifically, we plan the following projects. Firstly, we will create flexible operation forms for the Japan Summer Service-Learning (JSSL) program with incorporating online activities and conduct the program in Japan, collaborating with Middlebury College (USA) and Service-Learning Asia Network (SLAN) partners. Secondly, we will launch the Common Good Foundation's student project in collaboration with the Japan ICU Foundation (JICUF). Moreover, we will work on a publication of the Service Learning Research Series, and begin the Service-Learning Archive Project. Lastly, to integrate those activities with each major's learning at ICU, faculty-led Service-Learning courses will be established based on the initiative of faculty and students, which stimulate their creativity and academic depth and further contribute to society.

(4) Establishment of the SDGs Promotion Office

The "SDGs Promotion Office" will be established to promote the achievement of the Sustainable Development Goals (SDGs) on campus as a whole, which were adopted at the United Nations Summit in September 2015, and share similar spirit and direction with the University's philosophy.

(5) Improvement of the educational environment

In order to further fulfill liberal arts education and research creatively, the construction of the New Building will begin to be completed by the end of November 2022. It aims for advanced interdisciplinary approaches that integrate the studies of "arts and sciences," equipped with science functions. Its classrooms will be used by students majoring in not only the natural sciences but also the humanities and social sciences.

(6) Enhancement of electronic resources

By partially changing the composition rate of material expenses since AY2020, we will fundamentally reconfigure our collection composition between electronic resources and printed media over the next three years in order to enrich the information that can be accessed from outside the University.

2. Strengthening ties with universities and research institutions in Japan and worldwide to promote internationalization in the field of education

(1) Development of our international education programs

In order to further globalize the undergraduate curriculum, we will seek to enrich exchange programs with our overseas partners and facilitate the credit transfer with these institutions. At the same time, in collaboration with the Summer Courses in Japanese (SCJ) and the JICUF, we will promote our various student exchange programs, including outbound and inbound exchanges and a variety of online activities, such as Language Buddies and Virtual Exchange. Reviewing our Study English Abroad (SEA) programs will be carried out to ensure the appropriate number of student quota and partner institutions. Also, the Middlebury Institute of International Studies at Monterey MIIS Accelerated Entry Program will be widely informed. Promoting further collaboration with overseas graduate schools, we will encourage ICU students with excellent achievement to apply to overseas graduate programs.

We will continuously streamline and devise appropriate ways for information provision and procedural issues corresponding to circumstances under the COVID-19 pandemic. We will update our Study Abroad website, seek greater sophistication in our advising of alternative forms of (online) study abroad ideas, and work on introducing various online procedures. Moreover, we will seek to make better use of ICT technology, employ various communication tools that emphasize flexibility, and work towards a paperless work environment. We shall also perform data analysis of trends in study abroad applications and program satisfaction surveys. To ensure that funding is available for students who require scholarships to participate in our Study Abroad programs, we will seek to gather the requisite knowledge and work towards establishing an ICU Study Abroad scholarship fund.

(2) Improving the environment for online classes

- ◆ Making use of the online course knowledge acquired from our experience with the COVID-19 crisis, we will inspect to establish a new mode of instruction for courses, provide appropriate support to faculty, share case studies, and hold workshops. Besides, we will promote support for students with diverse backgrounds and inclusive class operations. Surveys on online classes to understand student opinions will be undertaken regularly over time.
- ◆ Aiming to enable all students to take computer exercise courses in the same environment both on and off campus, we will verify the technology to enable the standard course environment, which is currently provided only in the computer classroom at ICU, to be accessed from outside the campus.

- ◆ We will promote BYOD (Bring your own device) policy among students, and create an environment that ensures continuity of education even when students are unable to enter the campus.

(3) Initiatives to advance “Inter-University Exchange Project” worldwide

The organizational structure of “Inter-University Exchange Project TP-COIL (Trans-Pacific Collaborative Online International Learning for the Multiculturalism and Conflict- Resilience)” will be changed. We will establish a project leader who will organize the project and teach courses on the program.

3. Enhancement of the curriculum to provide students with the academic and practical linguistic abilities necessary to communicate with a diverse global population and to receive and send information appropriately

- (1) We will strive to increase the number of students writing their senior thesis in English and assist them to write assignments in English for General Education and Specialized Courses after completing the Liberal Arts English Program. To this end, we will clarify model courses, encourage students to use the Writing Support Desk and Proofreading services, and strengthen our academic support systems.

4. Strengthening the admission system to select students with diverse backgrounds with the potential and ability to study at ICU

(1) Domestic recruitment activity

In Japan, drastic societal changes have been seen in AY2020, such as the impact of the COVID-19 crisis: the nationwide new university admission system “Common Test,” introduced by the Ministry of Education, Culture, Sports, Science and Technology; the other universities’ entrance examination system reforms in response to the “Common Test” introduction. As a consequence, the need for local-orientation and the prudent mindset against unpredictability have intensified. Responding to these societal shifts, we will carefully examine the circumstances for applications to ICU and appropriately reflect them in future PR activities. By disseminating information to all stakeholders, primarily emphasizing our quality education, we will create and implement measures to elevate the ICU brand image in all directions. Also, under the policy of recruiting applicants from across the nation, we will continue to deliver information with a geographical block approach. The PR activities will be further strengthened to communicate our lecture-demonstration that visualizes the quality of education at ICU, and stress the value of liberal arts education based on “learning beyond the boundaries of the humanities and sciences.”

While the impact of COVID-19 has imposed difficulties on face-to-face PR activities, online programs’ effectiveness, which allows participation from far remote places, has been confirmed. Taking this opportunity, we will formulate and carry out innovative online programs that are more than just replacing face-to-face programs. By utilizing the progressive online programs, we will narrow down prospective students for direct contact targets and increase the efficiency and

effectiveness of face-to-face activities. PR activities emphasizing our quality education and the differentiation from other universities are crucial to successfully recruit prospective students.

Moreover, due to the impact of COVID-19, it is anticipated that it will be challenging to hold Open Campus events, college counseling sessions, and high school visits on an ordinary scale and frequency. Thus, we will regularly hold new programs such as Campus Visit Days, individual online counseling, and online liberal arts lounges, aiming to minimize the loss of contact opportunities with prospective students. Furthermore, since the importance of cooperation with high schools will be ever highlighted, which conveys our quality of education directly, we will also strive to implement the existing programs steadily and create new activities.

(2) Securing applicants with educational backgrounds overseas

We will continue to focus on Asia, North America, and Europe as priority regions to recruit regular international students and further promote the diversity at ICU. In situations where it is challenging to visit overseas due to COVID-19, by utilizing online tools, we will promote trusting relationships with guidance counselors and Japanese-language teachers at high school overseas, and continue to provide information to prospective overseas students. Through these actions, we will provide opportunities to experience lecture demonstrations of ICU that impart our quality education. In order to reach target potential students overseas, it is significant to stress the “advantages of studying at a Japanese university” to inspire them, suggesting “studying in Japan” as one of their options. We will examine effective methods of holding information sessions whilst considering the attributes of each region and University. For instance, conducting a session either on our own or jointly with other universities will be determined appropriately.

In Asia, we will focus on Singapore and Hong Kong as key countries, aiming to increase applications from local schools with which we have established firm relationships. In North America, we will further spread our information through the United States Scholar Initiative (USSI), provided by the JICUF, while intensively pouring our efforts into the West Coast and Hawaii as key regions. Also, to discover new target schools and applicants interested in Japan, we will hold online essay contests and online lecture demonstrations throughout the United States in cooperation with JICUF. In Europe, we will concentrate on International Baccalaureate (IB) World Schools in Paris, Amsterdam, London, Frankfurt, and Dusseldorf for comprehensive recruiting in cooperation with our IB Teacher Certificate Program.

Towards international schools in Japan, we will proactively provide our information to the school counselors in response to the growing demands to choose domestic universities among students. Regarding Japanese language schools in Japan, we will continue similar efforts to the teachers and students in cooperation with the Graduate School.

(3) Promoting cooperation with high schools

Under the geographic block strategy, our PR activities have been conducted to augment the number of applicants, acceptances, and entrants from our designated hub cities. Through our practical activities, such as lecture-demonstrations at high schools and inviting high school students for auditing at ICU, high school teachers, where the prospective students are enrolled, have placed expectations on ICU’s high school-university cooperation program. Given drastic

societal changes surrounding universities, this high school-university cooperation program will be increasingly important to communicate the quality of our liberal arts education. Strengthening it further, more than the bridge of three years of high school + four years of university, we will coordinate the entire linkage from junior high school (three years) and to the master course of graduate school (two years): a sequential educational flow of three years, three years, four years, and two years.

To grow ties with high school teachers that consolidate the relationship between high schools and ICU, we will intensify our e-mail magazine and information sessions for them. As a new attempt, we will carry out seminars on how liberal arts education can foster the following abilities: “2. ability to think, judge, and express oneself; 3. proactive attitude for learning while collaborating with diverse people,” which are the two abilities out of three primary academic requisite skills, set out in high school education guidelines and recommended to advance in university education.

While reinforcing the liaison between ICU and each high school, we will tackle with our partner high schools to substantialize a model that organically links ICU and high schools across Japan, and proceed with the following projects: the Global Challenge Forum (which aspires to nurture the next generation through liberal arts education); Science Café at ICU (where provides a wide range of natural sciences experiences through the liberal arts education that transcends the boundary of the humanities and natural sciences); the “Workshop on Peace at Liberal Arts Colleges” (a workshop in English to envision peace from a liberal arts perspective; co-hosted with Middlebury College). As a new attempt, we will hold a joint summer camp in North America with Tsukuba University, Sophia University, and J. F. Oberlin University (to experience learning at Japanese universities).

Furthermore, we will devise and promote various forms of high school-university cooperation: concerted effort with high schools to their active learning programs, building networks with IB schools in Japan and worldwide, and developing summer programs in collaboration with undergraduate and Graduate School. These programs for high school students will be publicized on the ICU website.

(4) Considering the reform of the Admissions Exam System at ICU

Considering the decrease in population of 18-year-olds, the decline in the ratio of students entering through General Admissions to the total number of entrants, and other factors, we will re-examine the entire admissions exam system including Universal Admissions. Although securing new students who meet our admissions policies is the utmost priority, the abolishment of a system itself or changes in how prospective students are selected will be considered, taking into main consideration the analysis results of the students’ grades (the differences before and after admission to ICU), as well as the budget and the workload of faculty and staff.

Over the past few years, a web-based admissions system has been created and has undergone improvements enabling both domestic and international applicants to file online through one uniform system for the AY2021 admissions. The construction of an online admissions system had been a long-term challenge for us, but was completed expeditiously in AY2020 due to the

COVID-19 pandemic. We will continue to identify and solve issues as necessary for further improvements to the system.

(5) Developing the scholarship system

Considering the implementation of the new financial support system for higher education, and the sudden changes in societal circumstances, we will look into developing scholarship systems for new students. In order to provide scholarships that meet the needs of students of varying backgrounds, in addition to creating a database of scholarships, we will re-arrange the scholarship system itself and/or consider ways to combine the new scholarships with the governmental financial support and scholarships currently offered at ICU.

For international students, considering the increasing diversity in cultural and educational backgrounds of scholarship applicants, we will establish a fair and appropriate arrangement based on accurate information on the students' financial necessity and academic attainment. We also seek to expand the number of available scholarships to accommodate the increasing number of international students (EJU based admissions) by efficiently utilizing financial resources contributed by the Friends of ICU (FOI), the JICUF, and others.

5. Emphasizing adherence to the Student Pledge

(1) Publication of a trilingual version (Japanese, English and French) of “The Universal Declaration of Human Rights (Illustrated version)”

Students have sworn allegiance to the Student Pledge since the first matriculation ceremony held at ICU in 1953. It is an indispensable means to secure a campus environment that cultivates international citizens who respect diversity and differences in cultural values. Aiming to enhance conscious adherence to the Student Pledge in student life, a student-lead translation and publication project for the trilingual version (Japanese, English and French) of “The Universal Declaration of Human Rights (Illustrated version),” and a special lecture series presented by ICU faculty will be planned as a way to deepen the university-wide understanding of the “Declaration of Human Rights,” which is the foundation of the Student Pledge.

(2) Strategy against drug abuse

With regard to the strategy against drug abuse, in view of the fact that the legality of drugs and how countries handle the problem of excessive alcohol consumption vary, we will promote drugs and alcohol education through the following methods. In addition to holding meetings of the Special Committee for Measures for Prevention of Drug Abuse three times a year, we will endeavor to disseminate information and raise awareness through various channels, including presentations by external lecturers at freshman orientation sessions, cautionary advice at study abroad program orientation sessions, and lectures during class on dealing with drug abuse. These activities will ensure that a large number of students can receive accurate information about drugs and alcohol with emphasis on mental and physical effects. We will also modify the questions concerning drug use at the Exit Survey to reflect the current social circumstances, by adding elements that take into consideration how coping with isolation has influenced students during the COVID-19 pandemic.

6. Measures for human resources in education

- (1) To smoothly appoint faculty members appropriate for liberal arts education in both Japanese and English, we will consider improvements in the current faculty appointment system, reviewing the appointment committee, schedule, and others. Moreover, we will promote to ensure gender balance and cultural diversity, and secure qualified faculty members who provide the liberal arts education that ICU strives for.

7. Cooperation with JICUF

- (1) JICUF (New York) shares the common vision and mission of nurturing Global Citizens who pursue world peace and wellbeing beyond individual interests. Consolidating the ties, we will strengthen our concerted efforts to carry out a wide range of international exchange projects related to education, academics, and social activities with JICUF. Also, we will ongoingly coordinate projects together. This includes the “Alumni Global Lecture” series, the “SDGs and Japan”, and the promotion of student NPO activities.

8. Graduate School

- (1) Doctoral Course

We will provide doctoral candidates with appropriate guidance for research progress, and improve the student portfolio as the guidance tool.

- (2) Master’s Course

We will promote the “5-year Program” that enable students to complete both a “bachelor’s” and a “master’s” degree in five years: four years of the undergraduate program and one year of the master’s program. Besides, we will enhance the following three programs that are the distinctive study programs of ICU Graduate School: “Diplomatic and International Public Service Program,” “Responsible Global Corporate Executives and Financial Professionals Training Program,” and “International Baccalaureate (IB) Teacher Certification Program.”

9. Passing on and developing the ICU ethos

- (1) As a university established on Christian ideals, we will place emphasis on Christian activities such as Chapel Hour and Christianity Week. We will reevaluate the way our Chapel Hour and other Christian activities are held in order to keep them in step with the times, by utilizing methods such as live streaming and websites, and encourage active participation throughout the University. We will create opportunities for students, faculty, and staff to enrich their spirituality together and engage with God through exploring Christian faith and Christian traditions. We especially aim to create a comfortable environment as well as to build relationships between one another, where students can face changes in their lives together in this new age and comfort each other in times of pain and sorrow. We will also seek to offer opportunities for discussion and dialogue on how the Christian faith enhances one’s way of life in academic, research, and non-academic settings, as well as cultivate mutual respect and understanding among those with different-faith and traditions

and cultures at ICU. We will seek further cooperation and collaboration with the ICU Church, which holds the mission of being the University's church, to further develop communication and cooperation across the various activities on campus in realizing the spirit of Christianity among the ICU community.

- (2) We will renovate the Diffendorfer Memorial Hall East Wing, a building where students have come to know it as a place for socializing and engaging in activities for over 60 years, in order to prepare the building for the coming 60 years with a barrier-free environment and upgrading its functions. The renovation aims for progressive improvements that provide both past and future ICU students with a place precious to their heart with utmost consideration for tradition and preservation of the building's historical value designed by Vories & Co.
- (3) With regard to the university housing for faculty and staff, unique characteristics of ICU, 12 new housing units are under construction with scheduled completion in July, for which we aim to arrange the system for tenants to begin moving in September. Regarding the old on-campus housing designed by Vories & Co., we will consider the possibilities of raising funds for the renovation through crowdfunding.
- (4) Since the foundation of ICU, the campus as a whole has functioned as a place for shaping and nurturing the students' personalities. We will further enhance the culture of open houses held by the faculty, which has greatly contributed to this function, and build a campus community that provides a well-rounded education.
- (5) With regard to the natural environment on campus, we will endeavor to preserve it by implementing environmental protection policies specific to each area. We will also begin planning for the establishment of an ICU fruit farm considering the environmental (location of the proposed fruit farm, etc.) and legal point of views and so forth, so that a wide range of students can enjoy the gift of nature and enrich their education in the future.

II. Goals and Plans in Research and Academic Exchange

1. Enhancing research activities in the Research Institutes

- (1) Stimulating and supporting interdisciplinary research activities

In order to draw up, plan, and implement interdisciplinary research themes that embody the studies of "Arts and Sciences" at ICU within the next few years, we will utilize the framework of Research Institutes to promote cross-disciplinary dialogue. We will also assist to obtain external funds for this purpose.

2. Enhancing the reputation of ICU's academic presence

- (1) Support for applications to external research funds and implementation of research ethics education

We will continue to provide appropriate information and assistance to apply for Grant-in-Aid for Scientific Research (*Kakenhi*). In addition, timely supports will be also extended to apply for other external research funds. Besides, we will promptly provide necessary information to graduate students regarding the Research Fellowship for Young Scientists Program of Japan Society for the

Promotion of Science (JSPS) as well as the Doctoral and Postdoctoral Researchers Program of ICU, and help their applications. Instructions on research ethics and compliance will be duly provided in accordance with the rules.

(2) Emphasizing the importance of natural sciences in the liberal arts by Othmer Distinguished Professor in Science

We will invite an expert in data science and AI (artificial intelligence) as an Othmer Distinguished Professor in Science, and widely inform the importance of natural sciences in the liberal arts for the next generation within and outside of the University. In AY2021, we will develop a program that highlights the significance of the natural sciences in the liberal arts toward prospective students and high school teachers, as well as a series of dialogue between Othmer Distinguished Professor, professors in other fields, alumni, and current students that symbolizes interdisciplinary learning. Information on these programs will be announced through the ICU website and public relations media.

(3) Reinforcing the PR activities on academic achievements of ICU and faculty, and renewing the ICU website

The University's official website will be newly launched in AY2023 that marks the 70th Anniversary of the founding of ICU, and we will begin its preparations in AY2021. While prioritizing student recruitment as the main objective, the new website will also aim to proactively communicate the University's academic research activities, such as the cooperation between society and the liberal arts, and the visualized academic achievements from the SDGs perspective. In AY2021, we will examine and reorganize the ICU website contents for the public, including for prospective students, high school teachers, parents of current students, alumni, and donors.

Prior to the website renewal, we will clarify contents that can report the cooperation between the liberal arts and society, and the academic achievements from the SDGs viewpoint, and consider structuring a curation website. Furthermore, we will complete the webpage revision for the faculty members' introduction, currently in the process of improvement, and update it periodically.

(4) Publicity of the research achievements by ICU faculty

By increasing the flow of information on ICU faculty's achievements through the Academic Resource Platform (an institutional repository), we will intensify the presence of ICU to be highly and broadly acknowledged.

3. Inter-university cooperation

- (1) We will unify all the information on agreements for inter-university cooperation to ensure organic linkages.
- (2) We will provide full cooperation to the "Digital Green Innovation Center" at Nara Institute of Science and Technology in their education and research activities.
- (3) We will participate in the "Quantum Internet Task Force," a research and development consortium, and conduct joint research with other universities and companies toward the realization of the quantum internet.

III. Cooperation with Society

1. Creating and supporting joint academia-industry programs and projects that match ICU's philosophy

- (1) We will participate in the SDG University Platform established by the United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS), aiming to strengthen the University's SDGs efforts and nurture human resources who will play active roles worldwide. The SDGs Promotion Office at ICU will play a central role in raising awareness of the SDGs within ICU to achieve the goals.

2. Promoting further cooperation with the local communities

- (1) We will review the overall operation of Lifelong Learning Courses, including the course schedule, course content, and online delivery methods. We will draw up and move forward with new Lifelong Learning programs that take advantage of the characteristics of the liberal arts.
- (2) With the aim of exchanging research achievements, creating vibrant local communities, solving local problems through collaboration, and fostering human resources, we will sign a comprehensive agreement with Mitaka City to work together to promote internationalization, multicultural communities, lifelong learning programs, and students' community-contribution activities.

IV. Enhancing Efficiency in the Secretariat and Work-Style Reform

- (1) In order to develop a highly productive administrative organization, in AY2021, we will identify the issues that need improvement and compile an initial plan for organizational reformation. Starting the following year, based on this plan, we will discuss appropriate distribution of staff for each division, and bring together a new administrative organization by AY2023.
- (2) In order to secure a safe environment for working remotely, we will examine our current security systems, such as in the protection of data and remote devices, and create and disseminate operational guidelines.
- (3) Aiming to further improve the efficiency of operations, we will promote implementing new operational systems as well as improving those currently in use. The following will be carried out in AY2021.
 - ♦ We will start systematizing the operations concerning scholarships. We plan to decide on the specifications in AY2021 and implement them in AY2022.
 - ♦ We will examine the personnel related systems that were introduced/improved during the COVID-19 pandemic (e.g. web-based attendance records, filing of various tax-related reports) and provide better service that considers the ease of use.
- (4) We will filter out paper-based procedures and move towards online systematizations. With regard to issuing certificates online, which has been under trial starting AY2020, we plan to bring it into full operation in AY2021.

- (5) We will build a system to effectively utilize administrative documents, etc. that serve as records and evidence of the University's decisions.
- (6) Promoting staff development (SD)
 - ◆ We will introduce a basic training program for the overall staff to gain knowledge necessary for working at an educational institution.
 - ◆ We will systematize position-specific training programs for new employees and staff who hold managerial positions.

V. Improving University Finances

1. Finance Management based on the Facilities Development Plan

(1) Financial plan

Starting with the AY2019 budget, for the purpose of maintaining the University's distinctive financial structure that supports its education in small classes, the amount transferred from the ICU endowment to the university budget has been set based on the actual average return rate of the endowment over the past ten years. Under this basic policy, the budget has been formulated to maintain a balance of cash flow, and consequently to maintain wholesome finances of the University over the medium to long term.

The same policy will be applied in AY2021: the amount transferred from the endowment to the university budget will be set in advance, and the budget will be prepared within that range, including education, research and administrative expenses, and personnel expenses. Thereby we will endeavor to maintain a balanced cash flow.

In AY2021, we will tackle large-scale facility development plans: the construction of the New Building and the renovation of the Diffendorfer Memorial Hall East Wing. The budget for these projects will be all incorporated into the above budget formulation. From the standpoint of securing the endowment's investment income, the expenditures for the Facilities Development Plan will continue to be procured through long-term fixed-rate loans from the Promotion and Mutual Aid Corporation for Private Schools of Japan (PMAC) and commercial banks.

(2) Promotion of fundraising projects

With regard to existing fundraising projects, we will work closely with related departments to enrich the information provided to donors, endeavor to acquire their empathy for the University, and raise their interest in donating. Besides, we will establish fundraisings earmarked for specific purposes that are of high interest to donors (such as scholarships, support for extracurricular activities), and endeavor to foster a culture of giving based on ICU philosophy.

We will strengthen information that meets donors' needs, segmenting by current student guarantors, alumni, or specific use. Enhancement of our fundraising website and information delivery via e-mails and social networking services (SNS) will be furthered. Moreover, the following activities are planned: events co-hosted with the Alumni Association; bequest seminars for alumni and existing donors; a new series of FOI (Friend of ICU) seminars that conveys the current state of the University. Effective fundraising PR activities will be further promoted along with the mailings of the University newsletters and statements of intent.

In regard to the new fundraising activities for improving educational facilities, we will continue to engage in effective fundraising activities. For the Fundraising for Renovation of the East Wing of Diffendorfer Memorial Hall, we will appeal to alumni in cooperation with the Alumni Association. For the Fundraising for Construction of the New Educational Facility, we will actively work to reach out to corporations, striving to receive their donations.

We will re-examine our present efforts to cooperate with the Alumni Association, which is the firm foundation of fundraising activities by Friends of ICU (FOI), in order to enhance our information and elevate the interest among alumni. By highlighting the importance of fundraisings that secure ICU activities, we will appeal it to be recognized as the common prime issue within and outside the University. Together with related departments, we will advance fundraising activities and enrich feedbacks to donors. Besides, the donation receiving system will be strengthened. We will attempt to establish new fundraising schemes, such as group fundraising (donors will form a group to engage in fundraise) and project-based fundraising (funds will be collected for specific purposes).

VI. Other

1. Emergency management

- (1) We have been responding to the COVID-19 pandemic by collaborating across organizational divisions on matters such as delivering classes online or through hybrid courses. We plan to continue such collaborative efforts in AY2021 and develop a flexible system that includes the establishment of a cross-divisional response office.
- (2) In AY2020, we assembled the “Guidelines for Activities to Prevent the Spread of COVID-19”, and for AY2021, we plan to compile an emergency management manual and Business Continuity Plan (BCP) that assumes every possible emergency situation that may occur.
- (3) Along with offering routine security training to all full-time faculty and the entire staff, we will conduct periodic security drills to evaluate whether the knowledge acquired through the previous trainings are actually applied in daily operations.
- (4) We will introduce a leak detection service for compromised accounts which will enable us to promptly identify information security breaches. A response manual prepared for addressing information security incidents will be constantly updated and disseminated among all faculty and staff.

2. Promoting use of ICU’s natural and cultural resources and publicizing them

- (1) With regard to the preservation and utilization of *Taizanso*, a Registered Tangible Cultural Property of Japan located on the ICU campus, Yuasa Memorial Museum will play a central role in carrying out activities in collaboration with professional organizations. We will also continue to collaborate with JICUF, which includes introducing a full-scale replica of the *Ichijojiki* (the one-mat room) of *Taizanso* to people overseas.

3. Preparing for anniversary activities

We will discuss how our anniversary activities will be held in preparation for the 70th Anniversary of the founding of ICU in AY2023, and develop a plan of action. We will identify areas that may become the main operations, including fundraising activities, academic programs, educational environment, and history of the University, and proceed with the preparations gradually.

ICU High School

The new Headmaster and new Head Teacher (Director of the Returning Students Education Center) have been appointed in AY2020, and the other new Head Teacher will be appointed in AY2021. Under the leadership of the administrative office, a wide range of educational activities in the high school will be prepared and enhanced in accordance with the school's mission and philosophy. This includes Christian education, courses of studies, global education, and Information and Communication Technology (ICT) education. We will take all possible measures to respond to the COVID-19 crisis and manage all the school operations by prioritizing students and staff safety. Simultaneously, the teachers and staff will combine their wisdom to envision and shape the ideal form of our school education after the end of the COVID-19 pandemic. To foster students who will forge a strong future in this unstable and unpredictable world, we will develop a "school of the future" that will remain unfazed for another pandemic to strike.

1. Education

(1) Measures for curriculum reform

The Government Guidelines of Curriculum were revised in March 2018 and will be implemented on an annual basis, starting with students entering in AY2022. Preparing revised structures in place in line with the curriculum's systematicity as follows, we will strive to ensure the curriculum to be revised exhaustively: formulations of an annual plan for the course of studies as well as a personnel plan; the reorganization of the curriculum management framework. Besides, we will place emphasis on realizing a deeper level of learning in a proactive and interactive approach, creating productive classes within a limited time, and utilizing ICT effectively. Specifically, we will prepare the subject "Computer Science" to acquire the essential literacy for learnings from multiple perspectives. With regard to "Mathematics" and "Science" courses, as we have developed unique, excellent educational methods and have produced successful results, we will strive to widely inform our educational practices. Moreover, with all teachers and staff's participation, we will enhance the "time for comprehensive quest" to integrate students' interdisciplinary learning into their in-depth knowledge and to provide opportunities for communicating and sharing. Furthermore, we will proactively release school information so that both prospective and current students can firmly understand the true essence of "learning at ICU High School."

(2) Enhancement of global learning programs

We will strive to prevail the knowledge and methods gained through the Super Global High School (SGH) project as one of the pillars of our school's education. For this purpose, it is

essential to contrive educational programs that shape current curricula incorporating the knowledge of SGH, and share the curricula throughout the school. Besides, responding to the growing number of independent student activities, we will pour our efforts into developing school-wide programs to encourage it. Moreover, in response to the current situation where we cannot freely go abroad, new online activities will be devised. Strengthening the network of our alumni who live abroad especially, we will strive to gain the support by alumni active in all walks of society all over the world.

(3) Strengthening instruction for college guidance system

Positioning ICUHS as a high school where fosters excellent students who can matriculate ICU and other leading universities in Japan and worldwide, we will provide the necessary information and guidance for higher education to each student. Information collection and its provision regarding the university entrance examination reform will be continuously set as our critical task. In particular, we will analyze the new scheme of nationwide “Common Entrance Examination for University Admissions” and its examination questioning tendency, which has begun in January 2021 for the first time. We will take this opportunity to review our school education.

As regards the high school-university cooperation with ICU, thorough information exchange and PR activities to current students and their parents will be strengthened. In addition to conducting online “gatherings with ICUHS graduates,” we plan to hold individual information sessions hosted by major universities where our many graduates have matriculated. Through these initiatives throughout the school, we will strive to raise awareness for higher education at each grade level.

Especially in recent years, there has been a growing interest in advancing to universities overseas. We will hold online college counseling sessions by faculty and current students of overseas universities who have graduated from ICUHS. Information sessions by overseas university staff in charge of recruiting students will also be conducted. We will assiduously provide information on college guidance and workshops held in Japan and overseas. We will also pour effort to intensify our support system by College Advisors (in charge of native teachers of foreign languages) and Global Education Advisors.

(4) Focal issue on student instruction and subject education

With the advancement of the information technology age, the environment surrounding students and schools has radically changed. To raise students’ awareness and expand their knowledge of information morality, literacy, and security, in addition to the instruction at the time of entrance, we will provide classes on that issue in Home Economics and Computer Science courses, etc. Through special lectures by experts and a class for first-year students presented by third-year students who have participated in a work-experience tour at companies, we will enrich the instructions so that students can acquire more independent and specialized knowledge.

(5) Enhancement and promotion of the ICT environment

Through upgrading the ICT environment and adopting information technology, we will elevate the education quality and teaching efficiency. During the school’s temporary closure and the corresponding online classes, imposed by the CORVID-19 pandemic, the ICUHS teachers and

staff have increased their online course expertise for organizational use, having confirmed its exceptional effectiveness. Proven as a critical tool that enables proactive participation, communication, and sharing, let alone passive and consumptive activities, the next issue is how we utilize the accumulated knowledge to put the benefits of the online system in place. We will promote incorporating the online method as part of our regular face-to-face classes, setting each learning stage's objectives, such as understanding, reviewing, reporting, sharing, and accumulating. In addition, from April 2021, we will promote the BYOD policy (students bringing their own laptops, tablets, and other devices to school) and encourage its use in classes and throughout all other school activities.

(6) Library management

Since the designation as the SGH school, the improvement of ICUHS Library has been furthered in order to match the SGU school's ideals. It has been effectively utilized as a place for profound learning. We will enhance the ICT environment of the Library to provide creative courses. The library collection that supports the subject studies, general studies and school events will be enriched, and the effort for organizing book fairs and lectures will be furthered. We highly evaluate the increasing requests for book purchases from students. By encouraging students to collaborate in issuing a PR paper written on their own, we will enlighten students' intellectual interest, expanding students' zeal and curiosity in studies.

(7) Dormitory management structure

As a school that welcomes returnee students, more than one hundred students reside in the dormitories. Both the outsourcing system of the dormitory services that has begun since AY2017 and the teacher-led Dormitory Committee have successfully functioned, and the two parties' cooperation has contributed to stabilizing dormitory management. Besides, with the completion of renovations in September 2020, the transition to a five-dormitory operation was smoothly carried out. We will continue to manage the dormitories with utmost care. As regards dormitory closure on weekends, in consideration of dormitory students' convenience, we have flexibly adopted the "returning in the previous evening" policy. Each and every measure will be taken to protect our students' safety and to secure their growth, including thorough countermeasures against infectious diseases.

(8) Cooperation with the Alumni Association

We will strengthen relations with the Alumni Association and build a robust system that enables alumni to support ICUHS further through lectures, overseas college information sessions, fundraising activities, etc.

2. Publicity and student recruitment activities

- (1) To raise the profile of ICUHS and our educational philosophy that aims to accept returnee students mainly, we will intensify our PR activities both domestically and internationally. We will also consolidate the connection between ICUHS education and PR activities to create positive impacts on the high school education community and junior high school students interested in ICUSH, disseminating the new educational philosophy and the concept of the new school.

- (2) With the ongoing spread of infectious diseases, making effective use of online delivery in domestic and international PR activities, we will securely deliver the information necessary for many applicants and their parents.

3. Financial plan and facility developments

- (1) We will continue to strive for wholesome finances. Large-scale renovations to major school buildings and dormitories have been completed. We will continue to prepare and implement a Medium-term Financial Plan in line with the Medium-term Facilities Development Plan, personnel plan, etc. As regards expenditures, we will continuously hold them down and straighten the finances for education and administration expenses. As regards the revenue, we will diversify our financial resources by strengthening fundraising activities.
- (2) The school dormitories are vital facilities for the school that accepts returnee students. The renovation of the dormitories has been completed in AY2020, and the expenditures to be incurred temporarily will be covered by the ICU endowment. We will strive for sound and sustainable financial management.
- (3) The reorganized High School Fund Department Committee will continue to make substantial efforts to appeal to current students' parents and alumni.

4. Building emergency management systems

We will continue to thoroughly implement emergency management such as student guidance measures, information security measures, and disaster prevention measures. We will proactively participate in various workshops hosted by companies and universities.