

School Juridical Person International Christian University AY2023 Activities Plan

International Christian University (ICU) has maintained three purposes ever since it was founded. These three purposes are to establish an academic tradition of freedom and reverence based on Christian ideals, to cultivate competent internationally-minded citizens who serve God and humankind, and to contribute to lasting peace. To realize these purposes, the University sets forth commitment to scholarship, commitment to Christianity, and commitment to internationalism as its missions, and conducts liberal arts education and research for a better future. While actively adapting to information science and technology which will advance still further from now on and recognizing and acting on its responsibility as a global citizen, the University will develop activities to address the various problem to establish an academic tradition of freedom and reverence based on Christian ideals faced by the international community and local communities today with the spirit of the common good. AY2023 is the final year of ICU's "Developing Global Liberal Arts to Cultivate Trustworthy Global Citizens" initiative adopted by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) for its Top Global University Project in 2014, and the University will fulfill its mission in collaboration with liberal arts colleges across the world based on the results of this initiative.

International Christian University High School (ICUHS) has upheld its mission, based on Christianity, to contribute to world peace and realize a society that ensures respect for human rights. The school has been developed as "the first attempt in Japan" with the primary purpose of accepting students who have returned to Japan from overseas. In the 45 years since it was established, through its uniqueness and innovativeness, ICUHS has gained a high reputation and established a strong position in Japanese high school education circles. In AY2023, which is the second year of the implementation of the school's new educational curriculum along with the revised national Curriculum Guidelines, ICUHS aims to provide students with education of even higher quality and to nurture students who will strive together to achieve the school's mission. With a view toward the 50th anniversary of the school's founding in 2028, ICUHS will aspire to communicate its practice of education broadly to society and to play a role in building a better society.

The School Juridical Person International Christian University will engage in the following activities in AY2023 from a medium to long-term perspective.

[University]

I. Educational Goals and Plans

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

(1) Clear positioning of mathematics and information science in the liberal arts

- With the purpose of fostering the abilities and data analysis skills to interpret diverse problems in today's increasingly complex society, the University will establish five General

Education Courses related to mathematics, information, and statistics, including new courses. Also, with these courses, the University will apply to the MEXT Mathematics, Data Science and AI Smart Higher Education (MDASH) Literacy certification program (Literacy Level).

- We will consider developing new General Education Courses in the natural sciences field for all ICU students to acquire the foundation for natural scientific thinking and subject matter understanding which underlies all majors in natural sciences, instead of the foundation of each major in natural sciences.
- (2) Enhancement of curriculum that encourages interdisciplinary learning across humanities, social sciences, and natural sciences
- General Education Courses and Foundation Courses will be clearly differentiated. Specifically, we will newly establish the interdisciplinary course “Special Topic: Post-human Controversy from a Liberal Arts Perspective” which transcends the humanities, social sciences, and natural sciences not as the foundation for specialized research but as an opportunity to experience the dynamic thinking of multifaceted understanding and analysis of subjects from a variety of specialized perspectives. The course will address timely topics chosen by the faculty members in charge and employ liberal arts thinking applying the knowledge of multiple fields.
 - To cultivate the physical senses and sensitivity through art, thought, and sports, we will begin considering the use of museum and art museum discount systems in classes.
- (3) Presentation of reliable guidelines for acquiring academic expertise in liberal arts
- We will specify the relationship between courses and diploma policy more clearly in syllabi and guarantee the quality of education. We will also clearly present all types of academic resources and reasonable accommodations at the University that can be used inside and outside of classes so that all students can conduct academic activities.
 - We will share within the University the results of all types of surveys conducted by the Center for Teaching and Learning toward achieving university-wide goals regarding teaching and learning.
 - To guarantee academic expertise, we will survey the conditions of courses offered in each department and major regarding courses (Japanese and English) where students learn the research methods of their major after selecting their major.
- (4) Strategic introduction of online classes
- The strategic application of online education in the post-COVID era and how online classes should be operated from various perspectives including their format, contents, and on-campus operation will be examined by a special committee, and a guideline will be formulated and implemented.
- (5) Enhancement of Service-Learning programs
- The Service-Learning Center will work to improve the quality of programs, promote diversity, and expand opportunities for students. We will create the structural foundation for faculty-led service-learning courses and continue working to verify reflection courses and establish an appropriate administrative structure for General Education Courses (English and Japanese). In International Service-Learning, we will confirm the program in Indonesia being started as an industry-academia partnership trial and the contents of the existing programs in Southeast Asia, work to strengthen ties with our partner institutions in Africa and South America, and aim at returning the number of program participants to the level prior to the spread of COVID-19. In Community Service-Learning (domestic activities), we aim to diversify our activity areas and

to continue Service-Learning programs held in partnership with organizations in Mitaka City, and in Nagasaki, Tochigi, Nagano, and Akita Prefectures, and with Akita International University. Aiming at face-to-face implementation, we will conduct planning and program improvement of the Japan Summer Service-Learning (JSSL) program conducted in Japan in collaboration with Middlebury College (US) and Service-Learning Asia Network (SLAN) partners. Furthermore, we will support and summarize the final-year activities of the Common Good Grant's student project which was launched in collaboration with the Japan ICU Foundation (JICUF).

(6) Improvement of the environment for integrating arts and sciences

As a facility to further creatively advance liberal arts education and research, the Troyer Memorial Arts and Sciences Hall was completed in December 2022 and its full-scale operation will begin from April 2023. With the structure of natural sciences laboratories and professors' offices that can be accessed by all students across majors, we aim at further strengthening the integration of arts and sciences.

(7) Active use of information technology in educational activities

We will create new class formats considering online education as well, upgrade electronic resources, and prepare a foundation that can secure the continuity and durability of education under all conditions.

- We will increase cloud backup capacity and upgrade firewalls and other infrastructure and secure the continuity of education during pandemics and natural disasters. We will also respond to the greatly increasing shift to online classes and works.
- We will aim at systematically making the vast scale of electronic resources being provided visible. In addition to each of the electronic resources provided by vendors, we will work to further enhance the video content produced by University organizations developed on Moodle and YouTube as platforms. We will work to boost the security level of off-campus authentication and enhance the environment for access to academic information.

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

(1) Development of international education programs

We will work to enhance diverse study abroad programs with overseas partner universities to promote internationalization in the field of education. We will work to find new partner schools, particularly in regions where expanding student exchange is necessary, and work to correct the imbalance in the number of students in exchange programs which became pronounced due to the COVID-19 pandemic. For the LearnUs Global Semester Program jointly implemented with Yonsei University Underwood International College which is entering its second year, we will add the necessary improvements and focus on establishing a system so that the program can be implemented on an ongoing basis. The Study English Abroad (SEA) Program and Summer Study Abroad Program will continue to develop and reform short-term study abroad programs to meet the diverse needs of students, and we will promote student exchange programs including Language Buddies (online one-to-one language exchange) and Language Tables (group language exchange utilizing lunch time). We will work to inform students about the Middlebury Institute of International Studies at Monterey (MIIS) Accelerated Entry Program, which is provided as an opportunity for studying abroad after graduating from ICU, promote further collaboration with overseas graduate schools, and support students with excellent achievements in advancing to overseas graduate schools.

(2) Establishment of the Center for Global Education

The Center for Global Education which will open in April 2023 is conducting a new summer program, the International Summer Program in Japan. The program is scheduled to take place for four weeks in July with task-based language study and omnibus format study focused on various aspects of Japan such as culture, history, society, economy, politics, and business. With ICU as the base, the Center will invite international students and researchers and work to transmit Japan research, and prepare the foundations to promote international cooperation as one of ICU's missions.

(3) Education system cooperation with external organizations

Using the knowledge gained from responding to COVID-19, we will deeply and diversely develop establishment and operation of online courses and online education system cooperation with domestic and overseas universities and research organizations.

Based on the knowledge gained from conducting online classes over the past few years, we will enhance workshops utilizing information and communications technology (ICT), casual gatherings where faculty share their own experiences, classroom visits and other faculty development programs, and share and discuss various methods in liberal arts education across majors and programs. Also, regarding fields and courses where it is thought that effects can be manifest through online implementation and the quality of education can be improved, we will seek the potential for new courses and programs strategically using online class methods.

3. Enhancing the curriculum for students to acquire the academic and practical linguistic abilities necessary to communicate with a diverse global population and to send and receive information appropriately

- (1) We will build systems to increase the ratio of students who write their senior thesis in English. Specifically, we will verify the effects of the Writing Support Desk, proofreading, and other support desks to assist with the improvement of students' academic abilities, and make revisions toward more effective and comprehensive learning support services.
- (2) We will increase the number of sections for languages with high student demand in the World Languages Program to promote the learning of languages other than Japanese and English.

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

(1) University PR

ICU aims at building up desirable relations with concerned parties (prospective students, high school teachers, the guarantors of current students, alumni, donors, local residents, members of the media, participants in events at the University, etc.) through the appropriate dissemination of information to become a university that is highly evaluated by society, gains more sympathizers and supporters, and is chosen by prospective students.

(2) Domestic student recruitment activities

At universities nationwide, cases where students entering under *Sogogata Sembatsu* and Admissions for Recommendees comprise the majority are increasing, and the early recruitment of prospective students by each university is accelerating. In an environment where the population of 18-year-olds is decreasing, applications are oriented toward secure admission, and universities that have programs with characteristics similar to ICU are increasing, from the perspective of differentiation from other universities as well, our main policy is to continue PR activities focused on the "quality of education." We will strengthen our efforts to get in touch

early with prospective students who understand the quality of ICU's education and have high aspirations and continue regular contact so that they maintain their interest in applying to ICU.

In 2023 which will be ICU's 70th anniversary, in addition to proactive university PR activities based on our founding philosophy, we will link our renewed official website with SNS and all types of PR media and place learning that transcends the boundaries of arts and sciences with the Troyer Memorial Arts and Sciences Hall as its base at the center of our information transmission.

Also, we will strive to secure applicants from all over the country using a new scholarship system for applicants from outside the Tokyo Metropolitan Area (Tokyo Metropolis and three adjacent prefectures), which we plan to expand from the perspective of promoting the diversity of the University.

We will continue online PR activities and enhance their effect by combining them with face-to-face meetings, targeting high school students in distant regions and high school students with a vague interest in liberal arts education. We will increase the number of open campus events held in the summer primarily for prospective students to experience the attractiveness of the campus and ICU's unique educational environment, and also hold mini open campus events from the autumn, with the goal of having the number of campus visitors recover the pre-COVID level.

(3) Securing applicants via overseas educational systems

We will continue to focus on Asia, North America, and Europe as priority regions to recruit four-year regular international students and further advance the diversity of ICU. While using online channels, we will restart face-to-face overseas recruitment activities, build and maintain relationships of trust with guidance counselors and Japanese-language teachers at high schools overseas, and provide information to prospective students. We will continue holding joint information sessions with other universities centered on the "advantages of studying at a Japanese university and various options" so that potential students will recognize "studying in Japan" as one of the options for their further education. We will also continue the "University of Tomorrow" Scholarship Program launched in AY2021 and the Global Youth Essay Competition as initiatives to boost the recognition of ICU worldwide.

In Asia, with Singapore and Hong Kong as key regions, we will aim to increase applications from local schools with which we have established relations. In North America, we will further spread information through the United States Scholar Initiative (USSI) provided by the Japan ICU Foundation (JICUF) and aim to resume the holding of face-to-face information meetings for the first time in three years in the priority regions of the West Coast and Hawaii. In Europe, we will use International Baccalaureate (IB) World Schools in Paris, Amsterdam, London, Frankfurt, Dusseldorf, and other cities as bases for recruiting activities including cooperation with our IB Teacher Certification Program. At international schools in Japan, we will continue to build relationships with guidance counselors and strive to increase opportunities for their students to visit our campus in groups by school. We will also continue with similar efforts for the teachers and students at Japanese language schools in Japan in cooperation with the Graduate School.

(4) Promotion of high school-university connection programs

As inquiry-based learning is being promoted at high schools and a shift to integrated junior high schools and high schools is taking place at private and public high schools in each region, efforts to link high schools with the University are effective, and the expectations of high school teachers for ICU high school-university connection programs have been confirmed. While

working to solidify the existing programs Global Challenge Forum (which aims at nurturing the next generation through liberal arts education) and Science Café at ICU (which provides a wide range of exposure to the natural sciences through liberal arts education that transcends the boundary of the arts and sciences), based on the results gained in these programs, we will focus on strengthening relations with high schools that have a high affinity with ICU and finding partner schools. In addition to promoting the reinforcement of ties between ICU and individual high schools, we will also organically link multiple high schools and realize high school-university connection models with multiple high schools in collaboration with the concerned high schools.

We will continue examining a pilot program for training high school teachers which would become an evolved high school/university connection program format because it would be highly effective at more essentially instilling ICU's quality of education into high schools.

(5) Admission examination system reform

A basic reform policy will be determined to put a brake on the decline in applicants via General Admissions.

To move this into implementation, AY2023 will be the year for changes to internal systems and external communications. It is necessary to conduct external communications effectively in combination with information on the new building, etc on campus.

Also, in parallel with this change, we will examine fundamental reform of the admission examination.

(6) Review of the quotas by type of admissions

Based on the results of AY2022 applicants and entering students and considering the decision to reform the admission examination described in (5), the quotas will be revised in accordance with the actual numbers by type of applicant.

Also, with MEXT's elimination of requirements for not granting recurring expense subsidies pertaining to the admission quotas, a framework will be constructed that can decide and secure the number of students admitted considering the percentage of enrolled students versus the admission capacity of each department each year.

(7) Analysis of applicant trends

To date, the decline in the population of 18-year-olds has been deemed the sole reason for the decline in the number of applicants. However, the conditions are rapidly changing, and in fact, the rate of the decline of the population of 18-year-olds in the Tokyo Metropolitan Area from which ICU collects many applicants is low. We will conduct analyses on such social conditions and applicant trends including the trends of present ICU applicants and follow-up surveys of students after they are admitted, and prepare action guidelines to secure applicants.

(8) Development, enhancement, and review of the scholarship system

In AY2022, with students (including international students) who find it difficult to continue their studies at ICU due to economic reasons that surfaced from the COVID-19 pandemic in mind, we established the ICU scholarship for students who are experiencing sudden household financial changes (which has already begun operating) and the four-year continuous scholarship program (which will begin operating from AY2023) as new scholarships. Following these, in AY2023, we will implement the following with the goal of enhancing the scholarship system to support students who want to study at ICU and have suitable abilities, but are in disadvantaged economic conditions, in mind.

1 Enhance the contents of the existing Peace Bell Scholarship.

- 2 Establish a reserved selection type scholarship (system) (for prospective students from outside Tokyo Metropolis and three adjacent prefectures).
- 3 Implement revisions of existing scholarships and tuition reductions for new incoming students including their expansion.

5. Emphasizing adherence to the Student Pledge

- (1) Promoting an emphasis on adherence to the Student Pledge using the Japanese, French, and English trilingual version of “The Universal Declaration of Human Rights (illustrated version)”

The Student Pledge has been an indispensable means to provide an environment that cultivates international citizens who respect people with diverse backgrounds and different values ever since the first matriculation ceremony was held at ICU in 1953. The trilingual version (Japanese, French, and English) of “The Universal Declaration of Human Rights (illustrated version),” a book completed through a student-led translation and publication project to deepen the university-wide understanding of the “Universal Declaration of Human Rights,” which is the foundation of the Student Pledge, will continue to be distributed to all new incoming students, and ICU will promote the spread of the Student Pledge through various opportunities including on-campus events and special features at the library.

6. Measures for human resources in education

- (1) Based on the improved guidelines on the faculty appointment system with revised appointment procedures and schedules, we will smoothly appoint faculty members appropriate for liberal arts education in both Japanese and English. We will also promote efforts to ensure gender balance and cultural diversity and secure faculty members who provide the liberal arts education to which ICU aspires.
- (2) Faculty members with practical experience in their subject area will be appointed to ensure the steady operation of the IB Teacher Certification Program.
- (3) By starting to have the educational burden of faculty members visible on the system, we will aim at leveling the burden and smoother operation of the curriculum.

7. Cooperation with JICUF

JICUF*, which advocates the ideal of nurturing global citizens who pursue world peace and wellbeing beyond individual interests, shares a common vision with ICU. We will further deepen our relationship with JICUF since ICU was founded and collaborate and cooperate in carrying out a wide variety of international exchange projects related to education, academics, and social activities. We will continue to coordinate and implement projects including the “Alumni Global Lecture” series, the “SDGs and Japan,” and the promotion of student NPO activities.

- (1) Ukrainian student assistance

We will continue to support five Ukrainian students who fled the Russian invasion and are studying at ICU.

- (2) Syrian student assistance

We will continue the Syrian Scholars Initiative.

* The Japan ICU Foundation (JICUF) is a public charity incorporated in New York after WWII to raise funds for the establishment of International Christian University.

8. Graduate School

- (1) We will verify the internal quality assurance of the “5-year Program” and of the three distinctive study programs “Diplomatic and International Public Service Program,” “Responsible Global Corporate Executives and Financial Professionals Training Program,” and “IB Teacher Certification Program” in the Master’s Course, and of the Doctoral Course.
- (2) We will stably operate the Project for Human Resource Development Scholarship (JDS Project) and a Rotary Peace Fellowships Program provided by our Rotary Peace Center accepting students and rotary peace fellows from abroad. We will also prepare and implement the Relationship-building Visits periodically conducted by Rotary International.

9. Passing on and developing the ICU ethos

- (1) As a university established on Christian ideals, we will place emphasis on various Christian activities such as Chapel Hour and Christianity Week. We will encourage active participation throughout the University by utilizing online technologies to create opportunities for students, faculty, and staff to enrich their spirituality together and engage with God through exploring Christian faith and the Bible. In particular, we will address the changes in students’ lives in the new generation and work to create a space and relations on our campus to care for their pain and grief. We will also seek new ways to utilize the Seabury Memorial Chapel located next to the newly constructed Troyer Memorial Arts and Sciences Hall and seek to realize the spirit of Christianity based on cooperation and collaboration with the ICU Church. We will promote dialogue on campus to cultivate mutual respect and understanding among those with different faiths and cultures, and work at wide-ranging cooperation and exchange with the various activities on campus.
- (2) The AY2023 newly enrolled students retreat will be implemented in a new format without lodging. We are developing a new program taking advantage of the merits of holding this on campus.
- (3) Campus housings for faculty and staff have been utilized as places for exchange among faculty, staff, and students through activities such as open houses, and have been facilities that embody the founding philosophy of ICU ever since its establishment. The University has been advancing renovation plans while keeping in mind the succession of this tradition. Following the construction of new common residences (12 units) in AY2021, large-scale renovations are being conducted on existing town houses (12 units) from AY2022 (the renovation works are presently underway). In AY2023, we will draft plans and conduct preparatory construction works on the next common residences to secure the required number of university housing units ready to be occupied, and we will begin to demolish deteriorated wooden housing to reduce the fixed property tax burden.

II. Goals and Plans in Research and Academic Exchange

1. Enhancing research activities at the research institutes

- (1) In order to draw up, plan, and implement interdisciplinary research themes that embody ICU’s “arts and sciences,” we will utilize the framework of research institutes and promote cross-disciplinary dialogue. We will also conduct examinations toward more effective budget implementation to vitalize the research activities of each research institute.

2. Enhancing systems for employing young researchers

- (1) We will work to expand the system for employing young researchers who have earned a Ph.D. from the ICU Graduate School as assistant professors by special appointment.

3. Enhancing the reputation of ICU's academic presence

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

We will continue to provide appropriate information and assistance for applications for the Grants-in-Aid for Scientific Research (*Kakenhi*). Timely support will also be extended for applications for other external research funds. In addition, we will provide graduate students at an early timing with information regarding the Research Fellowships for Young Scientists program of the Japan Society for the Promotion of Science and regarding ICU's doctoral and postdoctoral researchers program, and assist with their applications. We will strengthen our initiatives regarding research ethics education, especially compliance education.

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

We will widely communicate the importance of natural sciences in liberal arts looking forward toward the next generation and learning across the boundaries of the arts and sciences inside and outside the university. We will plan lectures by the Othmer Distinguished Professor of Science and dialogs with faculty in other fields and graduates and publish these on our website and through other PR media.

- (3) Reinforcing publication of the academic achievements of individual faculty members and the entire university

We will update the academic papers and research results of faculty on the renewed university website in a timely manner, and make an appeal to ICU's academic achievements.

- (4) Publication of research achievements

We will enhance our presence by promoting the publication of the research achievements of ICU faculty and staff through the Academic Resource Platform (an institutional repository). As venues for the input of academic information and for publication of research achievements, we will reconsider the spatial configuration of the upstairs and downstairs at Othmer Library. We will radically advance improvement of the environment linked to cyberspace and physical (real) space in preparation for Society 5.0.

4. Inter-university cooperation

- (1) We will fully cooperate with the education and research at Nara Institute of Science and Technology "Center for Digital Green-innovation."
- (2) We will participate in the research and development consortium "Quantum Internet Task Force" and conduct joint research with other universities and companies toward the realization of the quantum internet.

III. Cooperation with Society

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

- (1) We will continue participating in the UN Global Compact, UN Academic Impact, and the United Nations University SDG-Universities Platform, strengthen the University's efforts to achieve the SDGs, and work to nurture human resources who can play active roles in the international community. Specifically, we will work to develop student-centered activities

centered on the SDGs Promotion Office, hold workshops that contribute to fair trade, bamboo forest management, and the promotion of the SDGs on a regular basis, and disseminate information inside and outside the University via the SDGs Promotion Office official website.

2. Promoting further cooperation with local communities

- (1) We will hold a liaison council meeting between the University and Mitaka City under a comprehensive agreement with Mitaka City, and we are working toward sharing cooperation projects and advancing collaboration. We are also advancing cooperation with Matsuzaka City, Mie Prefecture under the comprehensive agreement concluded last year, including exchange between the Matsuura Takeshiro Memorial Museum and the ICU Hachiro Yuasa Memorial Museum.

IV. Administrative Organization Efficiency Improvement and Workstyle Reform

- (1) We will continue to examine appropriate allocation of staff for each division, and integrate and reorganize divisions in stages.
- (2) We will advance DX-related policies centered on the Operational Efficiency Project by staff across divisions acting continuously under the University Secretariat Director.
- (3) To facilitate diverse workstyles, we will advance the application of ICT for operations, the switch to paperless operations, and the adoption of the offices without assigned desks system, and the use of online communications tools.
- (4) We will modernize to the latest PC environment by changing from the replacement of all office PCs once in five years to sequential replacements each year, facilitating new trials to improve productivity and enabling teleworking and other diverse workstyles.
- (5) We will construct systems to effectively utilize official documents, etc. which serve as records and evidence of the University's decision-making.
- (6) Promoting staff development
 - We will continue to implement a basic training program for all staff to acquire the knowledge necessary to work as staff 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 facilities development plans

(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 school budget has been set based on the real average rate of return of the endowment over the past ten years. Under this fundamental policy, the budget will be formulated to maintain a balanced cash flow and consequently to maintain sound finances over the medium to long term.

The same policy will be applied in AY2023. The amount transferred from the endowment to the school budget will be set in advance and the budget will be formulated within that range including education, research and administrative expenses and personnel expenses, and a balanced cash flow will be maintained.

In AY2023, large-scale facilities improvement plans include the Science Hall renovation works and individual air conditioning renovation works (Diffendorfer Memorial Hall West Wing, Othmer Library, University Chapel). We will also start the renovation of the University Hall scheduled as a large-scale renovation work for AY2024. The facilities improvement budgets pertaining to these works will all be incorporated into the above-stated budget compilation, and from the perspective of maintaining the endowment's investment profit, the funds for these facility improvement plans will continue to be procured through long-term fixed-rate borrowings from the Promotion and Mutual Aid Corporation for Private Schools of Japan and from commercial banks.

(2) Promotion of fundraising activities

We will effectively maintain the virtuous cycle of working to build relations with donors and potential donors by providing them with feedback on the outcomes of donations by area of interest and the latest University information, and heightening their interest in donating by winning their empathy for the University, thereby leading to new donations and continued donations. Especially, to support the expansion of the scholarship system to ensure a diverse student body at ICU, we will develop initiatives to lead to increasing supporters of and securing large-scale donations to the Pay Forward Fund from each region. Together with this, we will verify the approach to fundraising activities for the renovation of the University Hall which is a symbolic presence of the campus and also has high historical value.

For alumni, who form the foundation of the Friends of ICU (FOI) fundraising, we will strive to foster a donation culture by increasing opportunities for campus visits and reinforcing communications.

For companies and foundations, we will continue approaches based on their respective characteristics and build up "win-win" relations with companies that can share ICU's philosophy and produce outcomes that are beneficial to them as well, and link these to the acquisition of donations. In response to heightened interest regarding inheritance and bequests, we will continue to present inheritance and bequests seminars, hold individual consultations, and make other efforts to boost the recognition that the University can be one option for bequest donations.

VI. Other Items

1. Crisis management

- (1) We will ensure thorough data management of personal information.
- (2) In light of the experience in responding to the COVID-19 pandemic, we will develop a system that can address critical situations and individual incidents by collaborating across divisions.
- (3) We will prepare equipment and develop systems necessary to ensure the continuity of education during pandemics and disasters.
- (4) We will continue to provide security training to all faculty and staff to improve user literacy. We will also regularly conduct training on selected themes assumed to be particularly high-risk.

2. Promoting use of and publicizing ICU's environmental and cultural resources

- (1) Regarding the preservation and utilization of the Taizanso, a registered nation's tangible cultural property located on campus, the ICU Hachiro Yuasa Memorial Museum will play a central role in carrying out activities including giving instructions and advice to student groups

in cooperation with specialized organizations. Taisanzo's full-scale model of *ichijojiki* (a one-mat room) will also be loaned overseas.

- (2) We will advance the plan for an orchard inside the ICU campus and examine creating this as a venue to consider food and the environment.

3. Preparing for self-study and accreditation evaluation

To enhance education and improve student learning outcomes, we will analyze the survey on graduates implemented in the previous academic year, have an external evaluation conducted, and organize and expand our efforts for internal quality assurance. We will verify methods and indicators for grasping and evaluating learning outcomes, and use them appropriately.

4. Preparing for anniversary activities

We will examine how our anniversary activities will be held on the occasion of the 70th anniversary of the founding of ICU in AY2023, and develop an action plan. We will identify key activities throughout the university including fundraising activities, academic programs, the educational environment, and the history of the University, and begin preparations in stages.

[ICU High School]

Supported by the solidarity and cooperation of the teachers and staff, we will work to enhance the school as a collective of professional educators. We will advance various educational activities inside the school including Christian education, subject-based education, global education, and ICT education always in connection with the school's mission. We seek to make the accumulated teaching practice and the school's culture built up by students and teachers over 45 years more replete and enriched, and disseminate them to society. We will take all possible measures to respond to COVID-19 and conduct school operations prioritizing the safety of students, teachers, and staff, with a view to the post-COVID world.

I. Education Activities

1. Measures with the new educational curriculum

The national Curriculum Guidelines were revised in March 2018, and the new educational curriculum is being implemented on an annual basis starting with students who entered in AY2022. We will formulate the annual plan for the course of studies and personnel plans paying attention to the sequence of the curriculum, and strive to implement educational activities in the second year since the Curriculum Guidelines were revised without fail while preparing a framework for curriculum management. In particular, in the Civics and the Home Economics subjects which are compulsory for all second-year students, we will provide support for learning aimed at realizing a better society together through practical and experiential study activities. Moreover, with the participation of all teachers and staff, we will designate the Period for Integrated Studies as a Cross Project so that students can integrate learning from multiple fields into their own knowledge, deepen their understanding through inquiry-based learning, and gain opportunities for presenting and sharing. We will implement the necessary teacher and staff training for that purpose. For both of the above-mentioned subjects, we will confirm student engagement by conducting a student questionnaire at the end of the academic year. Toward AY2024 as the completion year for the implementation of the new educational curriculum, we

will prepare and confirm class plans for new subjects for third-year students. Furthermore, we will release detailed information so that prospective and current students can have an overview of “learning at ICU High School.”

2. Enhancement of Global Learning Programs (GLP)

The knowledge and achievements gained through the Super Global High School (SGH) project are established as one of the pillars of the school’s education. In addition to posing issues to many students through SGH Memorial Lectures and Christianity Lectures, smooth implementation of GLP Presentation Day (GLP LEAP! 2023) and proactive participation in it by students, and the pioneering practice of project-based learning subject, Research on Selected Topics, for third-year students and sharing their outcomes with the entire school, we will connect these to subject-based education and work toward further innovation making use of the educational curriculum. Also, given the conspicuous increase in independent student activities, we will continue to focus efforts on the operation of school-wide media and incentive frameworks to encourage and promote these activities. We will also further enhance online lectures and workshops which have become fully established as part of the school’s activities during the COVID-19 pandemic, and seek the support and cooperation of alumni for this effort.

We will begin the necessary examinations for the resumption of domestic and overseas study tours, which have been suspended since AY2020.

3. Strengthening the college guidance system

Positioning ICUHS as a high school that fosters graduates who can enter ICU and other leading universities in Japan and overseas, we will provide the necessary guidance for higher education to each student. We will place greater emphasis on timely monitoring of the status of university entrance examinations for third-year students, providing appropriate guidance, and sharing information among teachers. We will continue to set the collection and provision of information to prepare for university entrance examination reform as an important issue. In particular, the “direction for preparing examination questions, sample examination questions, etc.” has been released toward the Common Test for University Admissions from 2025 forward, and the “policy for preparing examination questions” will be officially decided in or after June this year. We will analyze this information and use it as an opportunity to review our school’s education.

Regarding high school-university articulation with ICU, the High School-University Liaison Meeting is held on a regular basis and accumulating meticulous information exchange and deliberations. Regarding PR activities to current students and their parents and guardians as well, face-to-face meetings have been resumed and we will continue to enhance them. We will work to actively communicate new developments in the educational activities of ICU. We will hold individual face-to-face information sessions by the major universities which many of our graduates enter, and hold multiple “gatherings with ICUHS graduates.” Through these initiatives, we will raise awareness of advancing to higher education among students in each grade.

Regarding admissions to universities overseas, we will hold online college counseling sessions by faculty and current students of overseas universities who are ICUHS graduates. Information sessions by overseas university staff in charge of recruiting students will also be conducted. We will actively provide information on college guidance sessions and workshops held in Japan and overseas. In particular, we will make sure that ICUHS administers SAT as an official test center without mistakes. We will also reinforce the support system by College

Advisors (native teachers of the Department of Foreign Languages) and an International Programs Coordinator.

4. Student guidance and support for student development

With the advancement of the information society, the information environment surrounding students and schools is radically changing. To raise students' awareness and expand their knowledge of information morality, literacy, and security, in addition to the guidance at the time of entrance, we will systematically provide guidance on how to deal with information within subject-based education including the Information Studies class for first-year students.

In addition to student care primarily performed by the homeroom teachers, we will provide thorough support for student development based on the professional expertise of school nurses, school counselors, and outside professionals. Teachers and staff will receive necessary training addressing themes such as support for LGBTQ students and school counseling. We will arrange the organizations necessary to protect the human rights of students and prevent the occurrence of bullying and harassment. A school counselor who can provide counseling in English was appointed in AY2022, and we will strengthen our efforts to support students' growth and care for their emotions. We will pay attention to the transition of student satisfaction with school life by conducting a questionnaire at the end of the academic year.

We will give consideration to the operations of the Hosoi Norio Award to encourage and commend student activities, the ICUHS Scholarship Program to support students facing difficulties in continuing their learning, and the Kiyoshi Forward Scholarship for new incoming students experiencing difficulties upon enrolling and of other systems to ensure that they are effectively utilized and that their benefits are delivered to students who need them.

5. Enhancement of the ICT environment and promotion of ICT use

We will elevate education quality and teaching efficiency by upgrading the ICT environment and promoting ICT use. During the period of the school's temporary closure and online classes imposed by the spread of COVID-19 infection since 2020, our teachers and staff increased their expertise in developing online learning and confirmed its effectiveness. The use of online learning is important as a venue for transmission, speaking, and sharing, and how to preserve the accumulation of learning remains an issue in subject-based teaching. We will continue to explore online class systems in preparation for the next pandemic or the occurrence of a natural disaster. We will continue to promote the BYOD policy (having students bring their own laptops, tablets, or other devices to school) and encourage its use in class and all other school activities.

We aim at the further use of the cloud for the IT environment and at using this to strengthen security. The time for replacing the terminals used by teachers is approaching, and we will begin researching which equipment will be introduced.

We will begin examinations toward introducing a new educational affairs system in or after AY2024 integrating the school registration management of the Administration Office, the course enrollment system and grades system of the Department of Curriculum and Instruction, and the school report issuance system.

6. School library management

Since being designated as an SGH, the school has further improved the school library to make it suitable for an SGH, and the library has become effectively utilized as a place for learning. The ICT environment of the library will be further enhanced to provide a place for developing

creative classes. In AY2023, there will be a focus on upgrading references by expanding the counter function. Library staff will not only assist student learning but also grasp the areas of student interest and make use of those findings in the selection of books and in planning book fairs. We will continue to enhance our collection and online database to back up subject-based teaching, inquiry-based learning, and school events, and work at holding book fairs, lectures, etc. In particular, by further expanding the range of themes of book fairs, we will promote use among students who have been passive toward using the library. We will continue issuing the library newsletters with articles written by the students themselves, and support fostering students' passion for research and curiosity. We will carefully monitor the number of books borrowed, the status of library newsletters issued, and the number of people attending library events.

7. Dormitory management system

At our school which welcomes returnee students, more than one hundred students reside in the dormitories. Dormitory management has stabilized with collaboration between the outsourced dormitory service system which was initiated in AY2017 and the teacher-led Dormitory Committee, which are both functioning smoothly. Moreover, the transition to a five-dormitory operation was smoothly implemented with the completion of renovations in September 2020. While paying attention to measures against infectious diseases and improving communications among the students who reside in the dormitories, we will develop further self-governing student dormitories. Regarding dormitory closure on the weekends, in consideration of students' convenience, we have flexibly adopted a "returning in the previous evening" policy and we are implementing a "special permission for weekend dormitory stay" system two or three times each term.

8. Cooperation with the Parents Association and the Alumni Association

We will further strengthen cooperation with the Parents Association and request support for the learning and various activities of students. At the same time, we will convey ICU's founding philosophy and the school's mission to parents and guardians. We will strengthen cooperation with the Alumni Association and work to establish systems so that alumni can provide greater support to the school through lectures, overseas school information sessions, fundraising activities, etc. In particular, we will examine measures to gain continuous cooperation from alumni with ICUHS Support Fundraising toward the school's 50th anniversary and conduct this with the understanding and cooperation of the Alumni Association.

II. PR and Student Recruitment Activities

1. Inside and outside Japan we will further publicize the presence and educational philosophy of the school, which mainly aims to accept returnee students. We will enhance and link education and PR activities so that the communications from the school can encourage students living overseas who may be suffering from anxiety and a sense of stagnation amid the COVID-19 pandemic and can suggest a new approach to school to junior high school students who resonate with the school's philosophy. Domestically, we will focus on PR activities aimed at students in general.
2. As the effects from infectious diseases remain, while effectively utilizing online delivery, our domestic and overseas PR activities will use creative ingenuity to certainly deliver the

necessary information to many applicants and to their parents and guardians. We will participate in and hold information meetings at each location starting with participation in the overseas and domestic school information meetings arranged by Japan Overseas Educational Services which had been suspended from AY2020. Inside the school, we will boost the satisfaction of applicants and their parents and guardians by further developing our online information meetings, enhancing Campus Walk Hour, and combining both of these efforts. We will also work on the resumption and steady operation of individual campus visits.

3. Along with the prolongation of the COVID-19 pandemic, the number of Japanese citizens residing abroad and the number of their children have been declining. We will collect information from Japan Overseas Educational Services and other sources and examine the necessary measures so that our school, which mainly aims to accept returnee students, can stably secure new students in the future. Also, according to materials from the Tokyo Private Junior and Senior High Schools Association, the number of students graduating from public junior high schools in Tokyo Metropolis will continue to slightly increase through AY2030, but will then turn to a sudden decline. To stably secure students, we will strive to enhance the quality of our school's education and communicate its attractiveness.
4. We will make all possible efforts to hold our entrance examination. We will hold our entrance examination in a fair and appropriate manner based on the knowledge we have gained during the pandemic over the past three years, including online returnee applicant certification and application and online interview of overseas students in the entrance examinations of returnee students.

III. Financial Plan and Facility Improvement Projects

1. We will continue to strive for sound financial management. While large-scale renovations to major school buildings, dormitories, and sports fields have been completed, we will continue to prepare and implement medium-term financial plans in line with medium-term facilities development plans, personnel plans, etc. In expenditures, we will continue to restrict and optimize education, research and administrative expenses and electricity and fuel expenses. In revenues, we will work to diversify our funding sources by strengthening fundraising activities. We will also begin examinations toward revising tuition and facilities fees.
2. We will carry out the renewal and new construction works for the high school cafeteria air conditioning equipment and the renewal of the gymnasium arena lighting, which have been pending issues. In addition to the change in the cafeteria contractor in AY2022, we expect that the former will provide students with a comfortable dining environment and boost student satisfaction, and make it possible to open and use the cafeteria for more diverse purposes. The latter is expected to contribute to the smooth conduct of physical education classes, the enhancement of student club activities, and long-term cost reductions. We will work toward the sound and sustainable financial management.
3. The High School Fundraising Committee will take leadership to make stronger efforts to appeal to the parents and guardians of current students and to alumni. We have begun introducing ICUHS Support Fundraising online payment on our website, and we will appeal for continuous donations while working to deepen communications with our donors on our website.

IV. Projects for Building the Crisis Management System

1. We will conduct two all-school evacuation drills with one during class time and one during students' free activity time. We will make these opportunities to enhance awareness and knowledge concerning disaster prevention. We will continue to thoroughly implement crisis management including harassment prevention and other student guidance measures, information security measures, and disaster prevention measures. We will address these as the themes of in-school training and also proactively participate in various workshops hosted by corporations and universities.
2. We will work to ensure that the human rights consultation and the Human Rights Committee systems launched in AY2022 function effectively. We will work to develop and enhance a favorable work environment including self-care and supervisory line care as a preventative effort for the mental health care of teachers and staff.

[School Juridical Person]

I. Governance Reform Initiatives

The ICU Governance Code will be renewed and published in accordance with the “JAPUC Governance Code for Private Universities” published by the Japan Association of Private Universities and Colleges (JAPUC) while incorporating the distinct characteristics of ICU.

With regard to the proposal for governance reform of private universities which is now being examined at MEXT, ICU will advance governance reform in line with the needs of the times following careful deliberations by the ICU Board of Trustees, giving due consideration to the University's founding philosophy when the whole picture of the proposal becomes clear.

II. Enhancement of Welfare Facilities

AY2023 will be the second year since the operations contractor was changed, and the operations of the ICU and ICUHS cafeterias and the ICU store will be put on track. In addition, a new café will be opened at the Troyer Memorial Arts and Sciences Hall. We will work to further enhance the welfare facilities of the school juridical person and to contribute to boosting student satisfaction.

III. Development of Campus Facilities

Ongoing projects for the development of campus facilities are generally proceeding as planned.

The construction of the Troyer Memorial Arts and Sciences Hall was completed in November 2022. In AY2023 there are plans for the renovation of the Science Hall (to temporary classrooms), as well as air conditioning equipment renewal and lighting (switch to LED) renovation works at the Diffendorfer Memorial Hall West Wing, Othmer Library, and University Chapel, and we will advance examinations of the renovation plan for the University Hall which is scheduled for completion in AY2024. We also plan to advance renewal works for deteriorated water plumbing facilities.

IV. Natural Environment of the Campus

Regarding the natural environment of the campus, we will prepare implementation plans for each area based on conservation policy with the consideration of measures from the aspects of the maintenance of sustainability and securing biological diversity, and work toward environmental preservation. Also, we position the natural environment as an important management resource that supports education at ICU and actively work to develop the activities environment so that this can be used in education as a field for student learning. Further, toward achieving the international nature conservation goal “30 x 30” (the goal of conserving at least 30% of the land and ocean by 2030), we aim to have the entire campus certified as a coexistence with nature site (an area that contributes to the conservation of biological diversity). By receiving such certification, we aim to advance our differentiation from other universities, and to enhance ICU’s presence.