

# Top Global University Project (Type B) Sophia University

## 1. Outline

### 【 Name of project 】

Creating a global campus with multiple hub functions and supportive governance

### 【 Future vision of the university planned in the TGU project 】

The objective of Sophia University is to create a unique global campus and make full use of hub functions that connect the world. In other words, under globalization, networks will be multiplied, with faculty and staff members that support the students' learning. We aim to provide a connecting hub that can serve as a base for circulating global human resources and a platform for exchange that can evolve into a node for global networks of higher learning and research, and to develop human resources that will support multicultural coexistence in the future.

### 【 Summary of the Project 】

The purpose of this Project is to provide—through the creation of a global campus with multiple hub functions and the establishment of supportive governance with an educational ideal springing from the Christian spirit passed down to Sophia University from Saint Francis Xavier—pioneering global education transcending the framework of nationality to develop human resources that can boldly take on global issues, and to create an environment that can make this possible. The pillars that support the Project clarify 3 points : 1) Creating “Sophia—Bringing the World Together”; 2) Building a Global Campus; and 3) Governance Reforms to Achieve a Level of World Recognition.

#### 1. Creating “Sophia — Bringing the World Together”

We will work toward: 1) meeting each individual student's needs in our education and establishing networks as a Catholic university; 2) systematizing and implementing global liberal arts education as well as its organic fusion with specialized education; and 3) equipping graduate schools to attract students internationally and establishing new research bases in order to expand and enhance distinctive education and research activities that can contribute to both an understanding of the rapid changes in human society and the resolution of the issues arising therefrom. Further, by emphasizing student-centered learning and thoroughly providing human education that is its necessary foundation, we will put in place global liberal arts education that fosters the capacity to respond to a global society.

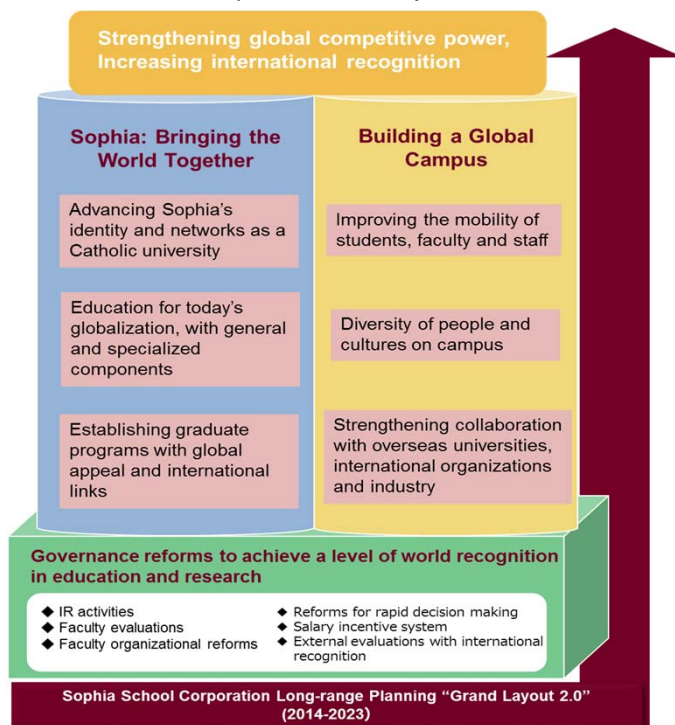
#### 2. Building a Global Campus

While emphasizing international cooperation, contribution to society and local collaboration, we will deploy education, research, and other activities contributing to society, focusing on the issues of poverty, the environment, education, and ethics that are linked directly to human dignity. Specifically, we will: 1) promote the mobility of students and faculty and staff members; 2) secure diversity in the members of the Sophia family and in the campus culture; and 3) work to strengthen collaborative frameworks with overseas universities, graduate schools, international organizations, and industry. Moreover, by taking advantage of the merits of a metropolitan university, we will position ourselves as an international academic platform and make Sophia University a “connecting hub” that serves as a base for circulating the global human resources active in the world today, leading to a new role for ourselves as a node for an international network of higher education and research.

#### 3. Governance Reforms to Achieve a Level of World Recognition in Education and Research

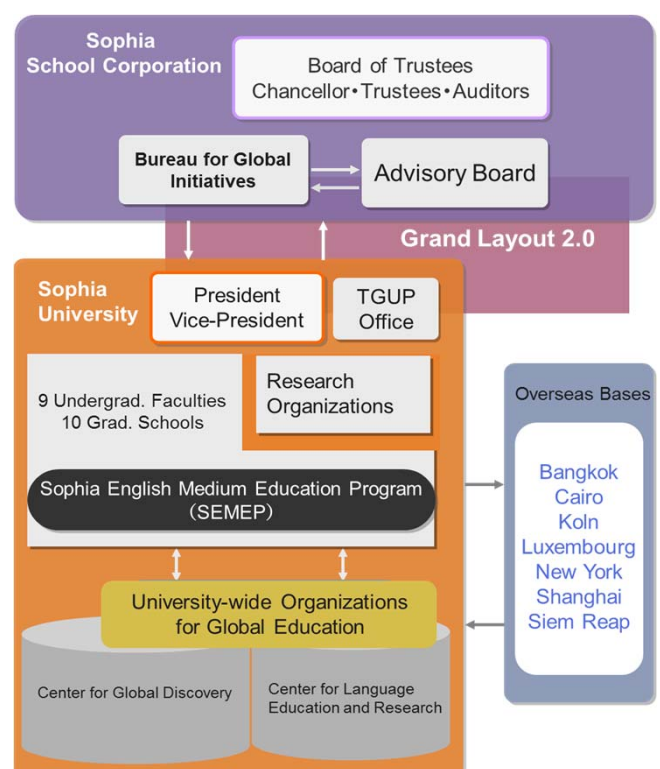
We will focus on: 1) establishing a system combining both originality and universality as a university achieving world recognition; 2) pursuing flexible system design and management as a “small comprehensive university,” 3) introducing cutting-edge initiatives in personnel performance assessments and in the composition of the faculty and staff members.

### The Purpose of the Project



In the spirit of “Wisdom (Sophia) bringing the world together” and realizing a world-class university, Sophia University will maintain its excellence in education, research, and commitment to society based on its founding spirit and educational traditions.

### Implementation Structural Chart



## 【Summary of the 10-year plan】

### ○ Establishing Sophia English Medium Education Program: SEMEP

We will promote the development of trans-disciplinary global education centering on the Sophia English Medium Education Program (SEMEP) conducted in English and aim at solving global issues. This program will be carried out in 8 departments and 5 Faculties.

### ○ Expanding the integrated study abroad system

We will implement collaborative programs with overseas universities and institutions taking advantage of our overseas offices and the network of partner universities abroad. Through the integrated study abroad system, the Department of German Studies at Sophia and its partner institutions, i.e. Freie Universität Berlin, will provide an environment in which the students from both universities can learn the languages and culture of both countries for one term in Germany and Japan. This system designed as an international education exchange on the department level enables students to take courses in English, Japanese, and German. We are planning to implement this system in other departments, such as the Departments of English Literature, German Literature, French Literature, French Studies, and Hispanic Studies.

### ○ Strengthening Catholic networks

We aim to strengthen our networks with Jesuit and other Christian institutions of higher learning by increasing the number of our foreign exchange partner universities (239 institutions in 49 countries as of June 2015) and overseas affiliated high schools. In this way we will strengthen the network of Sophia's education and research and aim to enhance student mobility.

### ○ Implementing an admissions system that meets the needs of diverse students

We will start admitting IB (International Baccalaureate diploma) holders in all faculties to make admission opportunities more flexible and diverse. A system of taking exams in student's home countries and remote interviews will be set up to improve international student mobility. We will also use our networks of Christian universities to admit applicants from designated schools overseas.

### ○ Introducing annual remuneration system

We will introduce an annual remuneration system for administrators in highly specialized fields, i.e., research administrators, admissions offices, curriculum coordinators, IR (Institutional Research), personnel and human resources development professionals.

### ○ Introducing a faculty evaluation system

We will set performance targets and evaluate actual performance from the perspective of "education," "research," "contribution to society," and "university administration." Assessment results will be used to determine promotions, compensation, allocation of research funds, burden reduction in the committees, and sabbatical leave; and aim to enhance the motivation of faculty members, and attempt an organizational restructuring.

## 【Featured initiatives (Internationalization, University reform, Educational reform)】

Sophia University will implement the following distinctive initiatives to create a multi-tiered global campus as a metropolitan "small comprehensive university" having the advantage that all its faculties and departments are on a single campus, and with a rich network, including overseas bases and overseas partner institutions, that allows us to serve as a platform for education and research.

### Creating "Sophia — Bringing the World Together"

#### 1) Individualizing and networking our education as a Catholic university

We will seek to deepen humanistic education based on our founding ideals and educational spirit. In short, orient ourselves toward systematizing an education that can contribute to the resolution of issues such as poverty, the environment, education and ethics that threaten human dignity, and with the aim of supplementing the above, further seek to globalize the campus using the Catholic university network.

#### 2) Systematizing and implementing global liberal arts education and coordination with specialized education

We have developed a trans-disciplinary global education centering on SEMEP, Sophia English Medium Education Program, conducted in English. With several Faculties and Departments mutually cooperating with one another, it will not only make trans-disciplinary global education courses possible in English but also help develop into a pioneering program that will foster individuals who can contribute to the creation of harmonious multicultural societies. Advanced general education courses for global liberal arts will be constructed in such a way as to bring about effective coordination with specialized education.

#### 3) Improving graduate schools and setting up research centers that can appeal to the world

We will initiate collaborative programs with overseas universities and graduate schools by making full use of the network of our overseas offices and partner institutions. The integrated study abroad system will be expanded. We will expand the affiliated schools for double degree and joint degree programs and for a system of special graduate admission.

### Building a global campus with multiple hub functions

#### 1) Promoting student mobility

Promoting the mobility of students, faculty and staff members; and securing the diversity of the Sophia family and the campus culture. To boost the mobility of students we will establish a new pre-enrollment language education program and introduce both autumn semester enrollment and a quarter system. We will expand the scholarship system for students from overseas. In order to bring in more diverse students we will work to create a more flexible admissions system as well as increase the number of student-exchange partner institutions and overseas affiliated schools.

#### 2) Guaranteeing diversity of campus culture and Sophia's constituent members

With the acceleration of globalization, we will hire more foreign instructors and increase the proportion of Japanese instructors with degrees obtained abroad. We will revitalize educational and research activities in order to gain global competency that can contribute to problem-solving.

#### 3) Strengthening of collaboration with international organizations, overseas universities and industry

Sophia University will expand its three-way program in collaboration with two foreign universities. We will steadily expand the use of overseas offices. A mutual collaboration of programs set forth by 3 universities can create an academic and international educational program. We will establish a "Global Competency Program" enabled by collaborative measures taken with international organizations and industry. Through this program we aim to cultivate and send students into society to take leadership roles that reflect on our educational principles and values.

### Governance reforms to support world-ranking education and research

We aim to create a flexible system and operation as a metropolitan "small comprehensive university," enhance IR promotion, and establish a fast and systematic decision-making process. We will promote "global" faculty development (FD) and "global" staff development (SD) in order to improve the global competency of faculty and staff members. We will establish an international advisory board, and secure international recognition by exchanging opinions and studying the information provided by knowledgeable people overseas.

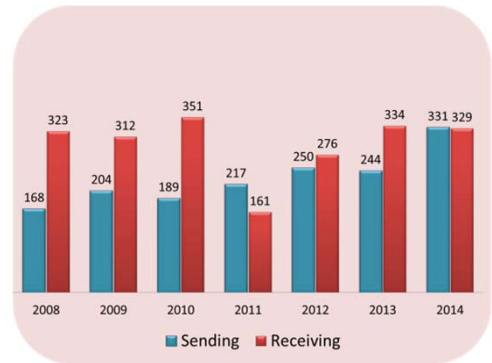
## 2. FY2014 Progress

### ■ Common indicators and targets

#### Internationalization

##### ○ Expanding the Integrated Study Abroad System

Under the integrated study abroad system initiated in the Department of German Studies, Faculty of Foreign Studies, the number of our partner universities increased from 4 to 17 in 2014 and we accepted 20 partner-university students who have interacted actively with Sophia students. We are planning to accept 31 students from the partner universities in 2015 and send 57 students to those universities in the autumn of 2015, which will be the equivalent of 79% of the sophomores in the Department of German Studies. Currently, we have an ongoing plan to increase our partner universities and will further expand this system to promote interaction among students. We are taking measures to introduce similar systems in other departments as well.



(Changes in the number of students sent and received based on agreements)

##### ○ Establishing the Center for Global Discovery

The Center for Global Discovery, established in 2012 within the Faculty of Foreign Studies, was expanded to a university-wide organization in 2015. The Center is proactive in planning long and short-term study abroad programs, expanding active learning programs and general education programs aimed at developing human resources, and designing internship programs at home and abroad. (Newly opened courses: about 60)

##### ○ Professional counseling for study abroad

A well-trained study abroad counselor has been giving individual counseling to students interested in study abroad since January 2015. Students are advised on the educational systems in foreign countries, study abroad procedures in different countries and visa acquisition. (Number of consultations: 105 in March 2015)

#### University reform

##### ○ Constructing an IR Related system

All the information necessary for policy and decision-making in education and research as well as school management will be consolidated. We have set up a data warehouse for improving the quality of data processing and data management tools in such areas as academic affairs, admissions, personnel affairs, and financial affairs in order to facilitate governance reforms.

##### ○ Conducting a questionnaire survey to alumni, including exchange student alumni

During February and March, 2015, we have conducted a survey via the web with the purpose of improving our globalization projects in the future. The comments and opinions received in the questionnaire from 359 graduates (including exchange student alumni) will be used to grasp the needs of our graduates and form the basis of the database on matters concerning globalization.

#### Educational reform

##### ○ Introducing entrance examinations using TEAP

We have started to use TEAP (Test of English for Academic Purposes) in our entrance examinations for 2015. This new system enables the admission of students with different backgrounds and the selection of diverse applicants. We had a total of 9,106 applicants in the 2015 entrance examinations using TEAP.

##### ○ The system of rolling admissions

There are 4 schools out of the 7 designated schools that can apply for Fall admissions. Since each school has its own respective academic schedule and selection process, we are trying to apply a more flexible system for the 2015 Fall applicants, namely, "rolling admissions", in which there will be no previously specified deadline for submitting an application. The university will review the application by pre-arrival screening and interviewing by Skype if necessary.

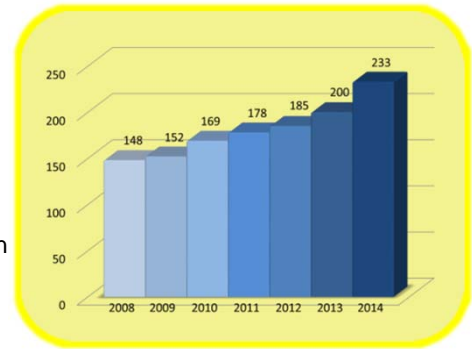
##### ○ CLIL workshop for faculty members

We have invited Professor Christiane Dalton-Puffer of the Universität Wien, the world's foremost authority in CLIL, to give seminars and workshops to introduce teaching methods in foreign languages. We have already implemented CLIL in freshman compulsory language courses and language courses for sophomores and above. The introduction of CLIL has improved the quality of the classes.

## ■ University's own indicators and targets

### ○ Strengthening collaborative programs with foreign universities and graduate schools

As of 2014, a double degree program with SOAS, the University of London has been offered to students, and we have also initiated a special graduate admission system with Fordham University. The possibility of opening a new double degree course for Japanese studies is now under discussion between the Sophia University Graduate School of Global Studies, Graduate Program in Global Studies and the Freie Universität Berlin. A trial program is planned to take place in 2015. Sophia will enter into an agreement with both Georgetown University and Teachers College Columbia University in 2015 to initiate a special graduate admission system.



〈Changes in the number of overseas partner institutions〉

### ○ Admitting overseas students from diverse countries and regions of the world

As a measure to develop a model for a global campus, we are trying to build a diverse student body by admitting applicants from overseas partner institutions in various countries and regions of the world. For 2014 we have admitted 5 students from 7 partner institutions in China, Korea, Indonesia, and the Federated States of Micronesia.

### ○ Flexible and various systems of admission

The Faculty of Liberal Arts and English-taught courses in the Department of Science and Technology for the Fall semester have already implemented admission based on the International Baccalaureate diploma (IB). From 2016, all Faculties will accept applications of IB holders for "admission by recommendation" and consider the implementation of a new admission system for IB diploma holders.

## ■ Featured initiatives based on the characteristics of the university

### ○ Signing of Collaborative Agreements with industry and international organizations

In November 2014, we signed a partnership agreement with the Volvo Group. We have also concluded a number of partnership agreements with international organizations, such as UNDP, UNHCR, APIC (Association for Promotion of International Cooperation), AfDB (African Development Bank), UNESCO, and SEAMEO-RIHED (Southeast Asian Ministers of Education Organization – Regional Centre for Higher Education and Development). Educational partnership with these international organizations will provide our students with internship opportunities and enable us to hold joint symposiums and seminars. During the spring vacation in 2015, 6 students joined a four-week internship program in the marketing and IT division of UD Trucks which is one of the companies of the Volvo Group.



〈Signing Ceremony with UNDP and UNHCR〉

### ○ Establishment of the Global Admissions Office

The Global Admissions Office was set up within the Admissions Office in January 2015. The office aims to expand designated schools and implement a special admission system for foreign applicants. (There are 4 staff members in the office.)

## ■ Free description

### ○ Future development of overseas offices

In addition to our offices in Luxembourg, Cambodia, Egypt, and Shanghai, we have opened a Sophia ASEAN Hub Center in Bangkok in February 2015. The Center will strengthen the relationship with universities in the ASEAN region and the Greater Mekong Subregion Tertiary Education Consortium; liaise with regional companies and partner institutions of higher learning; strengthen university-industry linkages in the ASEAN region for developing internship programs and recruiting strategies. In March 2015 a commemorative symposium was held to inaugurate the opening of the Sophia ASEAN Hub Center. The event brought together participants from 8 countries in the ASEAN region to present different perspectives on topics such as the internationalization of higher education in the ASEAN region and the vision of Sophia's role in the region. The participants in the symposium were inspired by the presentation of Sophia's educational model. In April 2015 our offices opened in New York and Köln and will initiate various global programs.



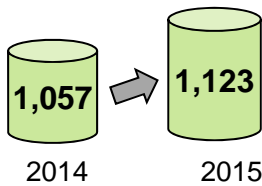
〈Sophia ASEAN Hub Center Symposium〉

### 3. FY2015 Progress

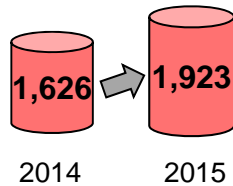
#### ■ Common indicators and targets

##### Internationalization

〈Outbound students〉



〈Inbound students〉



##### ○ Expanding student exchange (1,123 outbound students ; 1,847 inbound students)

As of March 1, 2015, we have 266 overseas partnership institutions in 51 countries. 33 universities from 3 countries have been newly added to the list since 2014. Number of outbound students has seen an increase with 66 more students for a total of 1,123; whereas, 297 students have brought the total of inbound students to 1,923 since 2014. We are expecting to step up student exchange in the future and aim to realize our goal of “Establishing a Global Campus “on a university-wide basis.

##### ○ Starting Integrated Study Abroad System in the Department of German Studies

The Integrated Study Abroad System allows students in the Department of German Studies to take some of their required language courses in the partner institutions in Germany. 51 students have been sent to Germany and studied German at the partner institutions for 6 months; whereas we have accepted 31 students from Germany. The development of this system has helped us create a good learning environment for students after they have returned from abroad. Increase in the number of German students has also enabled us to establish courses in which Sophia students can study together with them.

##### University reform

##### ○ Advisory Board has been held

We have set up an advisory board in 2015 to assist the Bureau for Global Initiatives which was established to promote Sophia's overall globalization. The purpose of the advisory board is to provide us with assessment on world-class education and research. The Board consists of both foreign and Japanese specialists invited from outside the university. As third-party observers, the board members will give advice on the process of creating and implementing globalization projects. The first meeting held in December was attended by 8 out of 11 advisory members and the participants exchanged their ideas and opinions on a theme “Liberal Arts Education for today's globalization, with general and specialized components.” In consideration of our ongoing effort to improve the quality of liberal arts education, the board members recognized our long-established methods of fundamental education; on the contrary, they pointed out that if we were to focus the role of liberal education in this rapidly progressing global society, we would need to reexamine a liberal education and globalization of education as well as redefine human traits that a liberal education aims to create.

##### ○ Global SD

We sent one full-time staff member to AJCU-AP (Association of Jesuit Colleges and Universities in Asia Pacific), IFCU (International Federation of Catholic Universities), and ASEACCU (Association of Southeast and East Asian Catholic Colleges and Universities) to attend the respective conference. Mutual exchange with people representing the respective associations and federation gave us an opportunity to strengthen the network with overseas Jesuit institutions. Also, we carried out a practical training course by sending one full-time staff member to the UN Headquarters to learn about the United Nations Global Compact (UNGC) and studied ways in which Sophia could collaborate with international organizations. Furthermore, we sent 2 full-time staff members to “Service Learning in India” to accompany the students to travel and participate in practical training to deepen the understanding of international situation. Such participation by staff members has proven successful in support of our goal to nurture individuals who can promote the challenges of global education.



〈Service Learning in India〉

##### Educational reform

##### ○ Reorganization of Center for Global Discovery as a university-wide organization

The Center for Global Discovery was reorganized as a university-wide organization in April 2015, and carried out the following featured initiatives.

##### ● Introduction of Internship courses

We have established 3 new internship courses, namely “Global Business,” “Issues and Challenges on International Cooperation,” and “Volvo Group Internship.” We sent 55 students to 28 companies and international organizations during the spring and fall semesters together. Among the internship students, some have obtained an opportunity to study abroad as an exchange student or to take part in a long-term internship program. The internship program provides students with an opportunity to make full use of university-acquired specialized knowledge and skills in global society. The internship program will give them a chance to find out things they need to learn during the remaining school years.

##### ● Introduction of variety of courses in collaboration with companies and international organizations

We have opened three new courses: 1) “The Dynamics of a World Leader in Sustainable Transport Solutions” in collaboration with Volvo Group, 2) “Business and Development Projects in Africa” with Toyota Tsusho, JICA, and the African Development Bank and 3) data science related courses with Mitsubishi Research Institute.

##### ○ Study abroad counselor and introduction of English learning advisor

The system of study abroad counseling which was started in January 2015 has been providing counselling to students by a specialist. In the past one year (from January to December 2015), more than 1,000 students (83 students per month) have received study abroad counselling. Also, a professional advisor specialized in English learning has been helping many students since September 2015 in shaping their speaking and listening skills as well as how to study for TOEFL and IELTS. (200 inquiries received from October to March 2015)

## ■ University's own indicators and targets



〈Sophia-CUTC Educational Cooperative Agreement Commemorative Symposium〉

### ○ Strengthening of collaborative programs with overseas universities and graduate schools

Sophia University and Columbia University Teacher's College (CUTC) in NY had entered into an education cooperative agreement concerning special affiliated overseas graduate school. By entering into this agreement, Sophia students with recommendation wishing to pursue their study at CUTC will have a benefit of being notified of their result earlier than students taking usual admissions process. In this way the student may have advantage in selection process. CUTC is the second institution with which we have entered into a similar agreement following Fordham University in New York. Two Sophia students passed the admissions process to advance to CUTC under this cooperative agreement; whereas one student passed to study at Fordham. We will increase the number of affiliated overseas graduate schools to widen the choice of universities for Sophia students to select from. In commemoration of entering into an agreement with CUTC, a joint

symposium was held on October 25, 2015, at Sophia University. The theme of the symposium was "Why we need evidence-based education policy and practice" and many specialists from both universities representing different fields of profession actively participated in the discussion paving the way toward a future partnership between the two universities.

### ○ Increasing designated overseas high schools

In 2013 we started to admit students from designated overseas high schools and we now have 13 partner institutions in 6 countries, one in China, one in Thailand, one in the Federated States of Micronesia, 2 in Indonesia, 3 in Korea, 4 in Taiwan and one in Vietnam with one high school in Vietnam and 4 high schools in Taiwan that we have recently entered into an agreement, respectively. By entering into partnership agreement with high schools in various countries, we can ensure the admittance of excellent students with various backgrounds, which in turn can contribute to the creation of global campus. We will seek to expand the relationships with overseas high school of good standing around the world.

## ■ Featured initiatives based on the characteristics of the university

### ○ Inviting faculty and staff members from overseas partner institutions and holding a workshop and a symposium

We have invited some faculty and staff members from partner institutions in Asia and held a workshop and symposium on the theme of globalization of staff members. 3 faculty and staff members are in charge of handling globalization at their universities, namely Ateneo de Manila University in the Philippines, Chulalongkorn University in Thailand and the National University of Malaysia with whom we have a long mutual relationship. At the workshop held the day before the symposium, the participants introduced the situation in their universities and exchanged their opinions. At the beginning of the symposium, the participants made the presentation on globalization and talked about their success stories. Sophia staff members joined the panel discussion and introduced how the staff members are involved in the globalization of the university and set forth their opinions on how we should deal with this issue in the future.

It is important to note that this symposium has served as part of our Global SD by having the symposium planned, prepared, and managed by the younger members of our administrative staff.



〈Four Asian Universities' International Symposium〉



〈Students of Department of German studies taking the final exam at the Cologne Office〉

## ■ Free description

### ○ Future development of overseas offices Cologne Office, New York Office are now open

With the opening of our offices in Cologne and New York in April 2015, we now have 7 overseas offices all together. The Cologne Office supported students from the Department of German Studies (51 students from Sophia University) and supported the implementation of the final exam.

The New York Office has cooperated in managing the training program carried out in the UN during the spring and summer vacations.

The Sophia ASEAN Hub Center in Bangkok arranged a study tour to international organizations and Japanese companies for Sophia students studying in Thailand. The Center played an important role in managing the tour. By emphasizing the features of individual offices, we aim to have our overseas offices play an important role of hub function for education and research.