

2-(1) Corporation Head Office

I. Overview of AY2020 Business

In accordance with its founding spirit of “nurturing truly internationally-minded people who possess unbiased harmony (*kotokushin*)” the Tokyo International University Foundation conducts educational initiatives through the establishment of three schools: Tokyo International University, the Japanese Language School Affiliated with Tokyo International University, and the Hitotsubashi Gakuin Preparatory School.

AY2020 was significantly affected by the spread of the novel coronavirus that triggered a global pandemic at end of the preceding academic year. From the perspective of making protection of the health and lives of students, Foundation employees, their families, and society in general, the top priority, each school has implemented remote learning and otherwise implemented measures to stop the spread, in a manner that was suited to the characteristics of the educational initiatives of each, and has continued educational initiatives accordingly. The entire Foundation worked to establish the infrastructure for online education and remote work through such emergency response, leading to early establishment of the infrastructure for collaboration between multiple sites in preparation for opening of the Tokyo International University Ikebukuro Campus in AY2023.

AY2020 is substantially the first year of the Tokyo International University Foundation Medium-term Plan that was formulated in December 2019. The spread of the novel coronavirus made it necessary to suspend implementation of part of the international educational initiatives stipulated in the Medium-term Plan for that academic year, but the other main elements were implemented nearly as stipulated in the plan, so the plan will not be revised.

II. Business Items

1. Organization and Structure

(1) Expansion of Tokyo International University organizations/structure

On April 9, 2018, the Board voted to adopt the Tokyo International University Undergraduate Capacity Medium-term Expansion Plan. In accordance with the plan, TIU applied for approval to (i) establish the School of Medical and Health Sciences and (ii) increase the capacity of the Department of Economics (School of Economics), the Department of International Relations (School of International Relations), and the Department of English Communication (School of Language Communication). Both were approved in April 2021. This increases the capacity of Tokyo International University by 820 students, from 6,420 to 7,240.

We had planned to increase the capacity of the Department of Economics (School of Economics) by 340 students, from 1,740 to 2,080, but this was reviewed in the process of applying for approval, and it was revised to an increase of 160 students, making the total 1,900.

We hired faculty members in preparation for the opening of the School of Medical and Health Sciences. The School of Medical and Health Sciences will start with one

department, the Department of Physical Therapy, a capacity of 320 students, and 21 faculty members (eight of whom are professors).

2. Facilities and Equipment

(1) Construction of the Tokyo International University Ikebukuro Campus

On September 30, 2020, the Urban Renaissance Agency transferred the land for the Tokyo International University Ikebukuro Campus (4-3277-202, Higashi-ikebukuro, Toshima-ku, Tokyo; lot size: 10,000.05 m²), and construction of buildings was started with the aim of completion in May 2023.

3. Finances

(1) Fund procurement

¥10 billion was borrowed from the Promotion and Mutual Aid Corporation for Private Schools of Japan for allocation to funds for acquiring the land for the Tokyo International University Ikebukuro Campus.

(2) Fund management

Financial assets were all held as cash equivalents in preparation for construction of the Tokyo International University Ikebukuro Campus.

2-(2) Corporation Head Office/Tokyo International University

I. Overview of AY2020 Business

In the spirit of its founding philosophy of “nurturing truly international-minded people who exemplify public morality,” TIU aims to cultivate human resources with vision, courage, and intelligence. To fulfill that goal, the University pours its energies into developing educational initiatives in two thematic areas: "TIU: An Institution of Athletic Excellence" and "TIU: An Institution of English Excellence."

An unprecedented spread of the coronavirus beginning at the start of the academic year forced us to make large-scale changes to the operation of classes, etc. However, from the perspective of making protection of the health and lives of students, Foundation employees, their families, and society in general, the top priority, Foundation employees united to build a system and master online classes rapidly, launched non-face-to-face classes before other universities, and ensured that students would be able to learn. In addition, we implemented economic support for students who are in distress due to the coronavirus pandemic, such as establishing a novel coronavirus response special scholarship system. Beginning in the Fall Semester, we partially restarted face-to-face classes in an aim to improve the quality of students' learning, and after implementing a variety of measures to prevent infection on campus, we launched operation of classes that are mainly face-to-face, beginning in AY2021. In recruitment of students as well, we implemented online open campus and online consultation, and in addition to face-to-face open campus, worked to ensure that there were contact points with entrance examinees and their parents. As for entrance exams, we implemented online interviews and at-home CBT entrance exams for entrance examinees from outside the Tokyo metropolitan area, in an effort to ensure candidates/incoming students over a wide area.

"TIU: An Institution of Athletic Excellence" revolves around taking advantage of the University's premier environment of facilities and world-class staff of coaches and trainers to help focus sports teams succeed. The academic support structure for student athletes is in place in every School, with the two sports-related departments in the School of Human and Social Sciences taking the lead. As of May 2020, 1,040 students (or around 17% of all undergraduate students) belonged to sports-related clubs.

Meanwhile, "TIU: An Institution of English Excellence" focuses on a diverse range of projects geared toward fuller globalization of the University. The "English Track Program" (E-Track), which began in AY2014, has a current enrollment of 1,138 students from 60 countries (as of October 2020), transforming the campus into a more diverse, global environment. TIU is working hard to enhance its structure for English language education through the Global Teaching Institute (GTI), an organization with 50 native English-speaking language instructors, by coordinating with the American Studies Program (ASP) study abroad program at Willamette University (a TIU sister

school), and through other related initiatives. In addition to ASP, International Student Exchange Program (ISEP) and a full lineup of other study abroad programs are available to meet the diverse needs of students.

As for TIU's educational initiative infrastructure, we received approval to establish a new School of Health Sciences, and opened it in April 2021 with one department, the Department of Physical Therapy, with an incoming student capacity of 80. In conjunction with this, we obtained approval to increase the capacity of the Department of Economics (School of Economics), the Department of International Relations (School of International Relations), and the Department of English Communication (School of Language Communication), and it was decided that capacity would be increased by 125 students in AY2021.

TIU conducts educational activities that stand on its founding philosophy of "nurturing truly internationally-minded individuals who embody Kotokushin." Institute for Japanese Cultural Research provides education to nurture internationally-minded individuals and to foster an education on Kotokushin with a focus on Japanese culture, through lectures etc.

TIU also held its eighth international symposium, a gathering of eminent scholars from Japan and the United States.

An urban-type campus that integrates TIU's global education functions will be built in the Ikebukuro subcenter. The land was handed over in October 2020, and the school is scheduled to be opened in September 2023.

E-Track and TIU's other global education functions will be centralized at the new campus, and we plan to move 3,500 of the Kawagoe Campus' capacity of approximately 7,000 people to the new campus. Teachers and researchers from around the world will be invited, and the campus will be built into an international brain circulation site in accordance with national policy.

It will be possible to travel directly to and from the Kawagoe Campus via the Tobu Tojo Line or the Tokyo Metro Yurakucho Line, and we will move ahead with development of various programs to connect the Kawagoe Campus, Sakado Campus, and Ikebukuro Campus.

Building an urban-type campus in Ikebukuro will further solidify the foundation of globalization education in unity with the Kawagoe and Sakado campuses.

II. Business items

1. Enhanced educational offerings

(1) Promoting "TIU: An Institution of Athletic Excellence"

Components:	Promoting sports around focus sports clubs and the two sports-related departments in the School of Human and Social Sciences
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Project details:	<ul style="list-style-type: none"> ● TIU's focus sports clubs will strive to achieve the highest-level results in student competition and help students develop holistically by taking advantage of top-flight coaching staffs and facilities. ● The focus sports clubs at TIU are the Soccer Club, Women's Soccer Club, Ekiden Club, Weightlifting Club, Baseball Club, Women's Softball Club, Golf Club, Tennis Club, American Football Club, Kendo Club, Cheerleading Club, and Archery Club. ● The multi-purpose ground at the 170,000-square-meter Sakado Campus (roughly equivalent to the size of four Tokyo Domes) is fully equipped with professional-grade facilities. ● In line with its efforts to bolster its focus sports teams, TIU has also established the Department of Human Development and Sport Sciences and Department of Sport Sciences in the School of Human and Social Sciences to help student athletes develop their academic skills more fully.
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(2) "TIU: An Institution of English Excellence" in practice

① Expanding English Track Program(E-Track)

Components:	Establishing E-Track in which students can obtain a degree in English in the undergraduate and graduate programs, accepting international students from various countries overseas, and using that diversity to help globalize the campus environment.
Project details:	<ul style="list-style-type: none"> ● In the case of undergraduate schools, in AY2014, the University established E-Track as a cross-School structure linking the School of Economics and the School of International Relations, and established the two majors Business Economics and International Relations. ● In addition, TIU established the Digital Business & Innovation major as the third major for the 2019 Fall Semester, and began full-scale recruitment of students in AY2020. ● As for the Graduate School, E-Track has been established in the Graduate School of Business and Commerce,

	<p>the Graduate School of Economics and the Graduate School of International Relations.</p> <ul style="list-style-type: none"> ● Enrolling students in both the spring and the fall, the program currently has a total of 1,138 students from 60 different countries as of October 2020. ● To propel E-Track forward, the University is now bolstering its faculty organization and working to strengthen its administrative systems for hiring foreign personnel and performing other functions. ● On-site locations in Vietnam, Indonesia, and Thailand are TIU's ongoing, proactive initiatives to recruit students from across the globe.
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② Establishment of the Global Business Course

Components:	Launch the Global Business Course in the School of Language Communication in AY2020 with the aim of cultivating business persons who can play an active role immediately.
Project details:	<ul style="list-style-type: none"> ● In addition to study abroad, thoroughly implement PBL, domestic/overseas internships, and other practical education in partnership with companies, and cultivate business persons with English proficiency who can play an active role immediately. ● Aim to recruit promising individuals through the Global Business Course entrance exam system.

③ Developing the Global Teaching Institute (GTI)

Components:	Improving English education through the Global Teaching Institute (GTI), a group of native English-speaking instructors
Project details:	<ul style="list-style-type: none"> ● GTI has 50 teachers who are native speakers of English. ● Under direct control of the President, GTI currently provides personnel for English education not only in the School of Language Communication but also in the E-Track Program, School of International Relations, and School of Economics. From AY2018, it has also been in charge of the Global Sports Program of the School of Human and Social Sciences. ● The project implements a US-style language approach that brings classes of around 10 students together for three

	<p>60-minute sessions per week, making it easier for students to enhance their English skills.</p> <ul style="list-style-type: none"> ● TIU also has an English-only lounge called the "English PLAZA" on Campus 1. Permanently staffed by GTFs, the English PLAZA creates an environment where students can improve their English skills outside of class.
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④ Developing the Japanese Language Institute (JLI)

Components:	Enhancing Japanese language education for E-Track students through the Japanese Language Institute (JLI), a Japanese language-education organization
Project details:	<ul style="list-style-type: none"> ● TIU has established JLI, a Japanese language-education organization, to help E-Track students improve their Japanese skills. ● JLI offers Japanese language education exclusively to students in the E-Track Program or Japan Studies Program (JSP).

⑤ Enhancing the American Studies Program (ASP)

Components:	TIU has positioned the American Studies Program (ASP) conducted at Willamette University as the flagship study abroad program, and is striving to improve the link to education through GTI and other effects on education.
Project details:	<ul style="list-style-type: none"> ● The ASP at Willamette University (Oregon, USA), which has been a sister school since TIU's founding, sends around 100 students on approximately year-long study abroad trips every year. The University strives to coordinate the educational approach of the GTI with the educational content of ASP, which represents a pillar of TIU's globalization education. ● With the increased seriousness of the spread of the novel coronavirus in the United States, TIU implemented measures to have all students at ASP in 2020 return to Japan at the beginning of April, after departure in February. ● We are working to reconstruct the program, with the aim of reopening in August 2022.

(3) Promotion of educational activities that stand on TIU's founding philosophy of "nurturing truly internationally-minded individuals who embody Kotokushin"

① Promotion of educational activities sponsored by Institute for Japanese Cultural Research

Components:	Conduct education to nurture internationally-minded individuals and Kotokushin with a focus on Japanese culture.
Project details:	<ul style="list-style-type: none"> ● Hold lectures each year on the common theme "Japanese Culture and the World." They were not held this year due to the COVID-19 pandemic.

② Holding regular international symposiums

Components:	Planning to "Japan Around The World: Part 6"
Project details:	<ul style="list-style-type: none"> ● Conventionally implemented Lecture and Panel discussion on various topics related to national security by Joseph Nye, a professor at Harvard University, and Yukio Okamoto, a diplomatic analyst and senior fellow at the MIT Center for International Studies. It was not held this year due to the COVID-19 pandemic.

(4) Fostering generic skills both on and off campus

① Promoting the Ministry of Education, Culture, Sports, Science and Technology's "Universities as Centers of Communities (COC)" program

Components:	Establishing a "Town Revitalization" program through "Koedo Kawagoe" Glocal Human Resource Development
Project details:	<ul style="list-style-type: none"> ● TIU promotes the "Universities as Centers of Communities (COC)" program, which has obtained official approval from the Ministry of Education, Culture, Sports, Science and Technology, on a school-wide basis. ● From community-based field work to internships, the program incorporates a wide variety of different experiential learning. ● Program participants are frequent entrants and prize-winners in community-revitalization contests featuring teams from areas throughout Japan.

② Launching the "Tourism-Oriented Country Program" in the School of International Relations

Components:	Working together with JTB Tourism Research & Consulting Co. in an academic-industrial alliance to enhance the "Tourism-Oriented Country Program"
Project details:	<ul style="list-style-type: none"> ● With the help of practitioners from JTB Tourism Research & Consulting Co., TIU developed practical content for tourism-related education. ● By establishing an innovative, practical program that includes a project on MICE industrial theory and a cooperative internship arrangement with the JTB Group, TIU is determined to train the human resources who will make Japan a "tourism-oriented country."

③ the Student Staff Growth Program

Components:	Providing on-campus student workers with planned, systematic training to benefit the University community with student energy and give students skills that they can apply in actual job settings.
Project details:	<ul style="list-style-type: none"> ● TIU has been expanding Student Facilitators (SFs) who serve in support roles for University Life Design Seminar classes, and is also responding to online classes. ● To get student staff fully involved in the process of globalizing the campus, the University is promoting Student Leadership Internships (SLIs). The SLIs assign students to roles in a variety of organizations, primarily the English PLAZA and the Japanese PLAZA. ● The University also implemented a "Student Staff Growth Program" to train and utilize student staff. SFs, SLI members, open campus staff members, and other student workers take part in the program, ● Featuring three levels: "Juniors," "Mid-level staff," and "Trainers."to encourage improvement of abilities.

2. Pursuing career path after graduation

(1) Enhancing the placement support structure

Components:	Enhancing the job-matching framework, providing support to students in sports-related clubs, and establishing a placement
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	<p>support platform for E-Track students.</p> <p>And also responding promptly to online interviews.</p>
Project details:	<ul style="list-style-type: none"> ● TIU hired counselors who specialize in matching students to their ideal jobs. ● The University has also created a support structure for varsity student athletes, who can now take advantage of professional counseling to embark on careers in sports-related company settings and other fields where they can apply their skills most fully. ● To provide E-Track students with the support they need, TIU will offer job guidance beginning in the first year of the program and help the students prepare themselves for succeeding in work settings at Japanese companies. The University is also expanding its internship program.

(2) Enhancing support of students through Establishment of Teaching Profession Support Center

Components:	Providing students who desire to become teachers with related information and support for taking teacher recruitment exams.
Project details:	<ul style="list-style-type: none"> ● Permanently station an adviser who has many years of experience working in educational administration. ● Provide individual consultation regarding teacher recruitment exams, as well as information and materials related to teacher recruitment, and host workshops on teacher recruitment exam strategies, and the "Teaching Profession Support Seminar," etc.

3. Expansion of the educational initiative infrastructure

(1) Approval of establishment of the School of Health Sciences

Components:	TIU applied for approval to establish a new School in AY2021, and was approved in AY2020.
Project details:	<ul style="list-style-type: none"> ● March 2020: Submitted an application for approval of the establishment of the School. October 2020: Approved.

(2) Approval to increase capacity

Components:	TIU applied for approval to increase the capacity of the Department of Economics (School of Economics), the Department of International Relations (School of International Relations), and the Department of English Communication
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	(School of Language Communication), in accordance with the Undergraduate Enrollment Capacity Medium-term Expansion Plan. TIU plans to increase the capacity as 125 students was approved on October 2020.
Project details:	<ul style="list-style-type: none"> ● March 2020: Submitted an application to increase capacity. October 2020: Approved.

(3) Application for approval to increase capacity

Components:	Apply for approval to increase the capacity (100 students) of the Department of Business and Commerce (School of Business and Commerce) and the Department of Social Welfare and Psychology (School of Human and Social Sciences), in order to accommodate an increase in the number of applicants for admission.
Project details:	<ul style="list-style-type: none"> ● We plan to submit an application to increase capacity in June 2021.

4. Establishment and maintenance of facilities and equipment

(1) Ikebukuro Campus Construction Plan

① Plan Overview

Programs, faculties, etc.	Plan to move focused on the School of Economics, the School of International Relations, and the School of Language Communication. TIU also plans to hold some courses of the School of Business and Commerce at the Ikebukuro Campus.	
Campus	Region name	Japan Mint area of Toshima-ku (Urban district A lot)
	Location	Part of 4-3277-202 Higashi-Ikebukuro, Toshima, Tokyo
	Land area	10,000.05 m ²
	Surrender	October 2020
	No. of floors	22 floors above ground
	Total floor space	Approx. 35,000 m ²
	Construction period	November 2020 through May 2023
	School opening	September 2023
	Student capacity	3,500

② Sequence of events leading to the official decision

May 29, 2013	Board resolves to build an "urban-type international campus"
July 3, 2017	Board resolves to acquire land for an "urban-type international campus" and to construct the school building
October 23, 2017	Board approves conclusion of a land transfer agreement for property in the Japan Mint area of Toshima-ku (Urban district A lot)
November 7, 2017	Concludes a land transfer agreement with the Urban Renaissance Agency
January 12, 2018	Board approves conclusion of contracts for design and supervision related to construction of the Ikebukuro International Campus
April 9, 2018	Board makes decisions on the Ikebukuro International Campus capacity configuration plan and the Undergraduate Enrollment Capacity Medium-term Expansion Plan

2-(3) Japanese Language School Affiliated with Tokyo International University

I. Overview of AY2020 Business

The novel coronavirus (COVID-19) pandemic and the accompanying restrictions on entering Japan from any other country significantly affected recruiting of students, and the number of incoming students dropped to nearly half of the number of incoming students for last year. Meanwhile, we introduced online classes as part of our measures to prevent the spread of COVID-19. That also made it possible for students who could not enter Japan to take courses while in their home countries. Although there was a decrease in the absolute number of graduates, our efforts to maintain the quality of education as "one of the best places in Japan to prepare for a Japanese university education" even with online classes resulted in an approximately 10% increase in the ratio of students who advance to a university over last year. In future track guidance as well, we increased the number of sessions and implemented other measures to prevent quality from decreasing due to the move to an online format.

II. Business items

1. Regular Courses/Past Numbers of Enrollees

Course	Japanese Education Course A	University Preparatory Course*	Japanese Education Course B
Total class time	Full-day (26 classes per week)		Half-day (20 classes per week)
Enrollment timing/length of course	April (1-year course) 47 July (1.75-year course) 7 October (1.5-year course) 22		April (1-year course/2-year course) 30 October (1.5-year course) 10
Total	116		

* University Preparatory Course: The University Preparatory Course is recognized by the Japanese Ministry of Education, Culture, Sports, Science and Technology as a program through which students from countries requiring less than 12 years of schooling to complete high school can acquire the qualifications needed to be admitted to a Japanese university. The number of enrollee for AY 2020 is 9.

2. Short-term Auditing (1 to 3 months)

Past numbers of enrollees: April : 4; October : 1; total: 32

3. Future Track Guidance

- First future track guidance session (Explanation of the circumstances of future tracks for international students, and introduction of the future track guidance annual schedule)
Held once, in April
- Second future track guidance session (How to create a schedule for taking entrance exams; the difference between a university and a technical school)
Held once, in April
- Third future track guidance session (Explanation of the key points in selecting schools for taking entrance exams, for universities and for technical schools)
Held seven times, in May and June
- Fourth future track guidance session (Entrance exam preparation that should be conducted

- during the summer break)
- Held twice, in July
 - On-campus Future Track Explanation Meeting/Consultation Meeting
Tokyo International University Future Track Explanation Meeting/Consultation Meeting
Held on August 28
 - Future Track Consultation Office Newsletter (No. 1 to No. 10; issued on an irregular basis)
Provision of original future track materials to students taking classes online from outside Japan
 - Individual guidance
In addition to guidance/advisement by Future Track Guidance Office staff members and faculty advisers, the curriculum coordinator and the director provide interview guidance in anticipation of real interviews.

The breakdown of the future tracks chosen by students who graduated in AY2020 is as follows.

Graduate school	University	Technical school	Employment	Return home	Other	Total
3	40	49	0	23	7	122

2-(4) Hitotsubashi Institute

I. Overview of AY2020 Business

1. External Environment

The continuing decrease of the 18-year-old population and intensified competition with other preparatory schools, as well as implementation of the Common Test for University Admissions and acceleration of the trend toward avoiding a wait for another chance after having failed an entrance exam due (so called “ronin”) to the spread of the novel coronavirus combined to make recruitment of enrollees struggle.

Further, in response to the declaration of a state of emergency following the temporary nationwide joint school closure in March, we quickly canceled face-to-face classes starting with the new semester in April, and switched to the presentation of pre-recorded videos for all classes until early June.

2. Medical Connect

"Hitotsubashi Gakuin Medical Connect," which was established in AY2019 as a new preparatory school for advancement to the School of Medicine, beginning in AY2019, through further development of the conventional "Prime National Medical School Advancement Class," began its second year.II. Business items.

The number of students doubled from last year's three students to six students. Meticulous guidance in small groups has allowed individuals to pass the examinations of their preferred universities, including national universities and top-level private universities.

3. 70th Anniversary

In addition to the renovation of the entire school building, the curriculum was revised for the new school year and the scholarship program was expanded, as we celebrate the 70th anniversary of our founding in August 2021.

II. Business items

1. Regular Courses

(1) In regard to courses for high school graduates, a wide range of lectures were held as appropriate for each class--public university humanities, public university sciences, private university humanities, and private university sciences--according to the individual's desired area and academic level.

(2) In regard to courses for high school students, lectures were established for each subject according to the individual's academic level. For third-year high school students in particular, Hitotsubashi Gakuin created a "prime seminar" featuring a special curriculum tailored to examinees aiming for admission to the University of Tokyo or Hitotsubashi University. Meanwhile, practice-centered "Individual Training" has been incorporated into classes themselves as a supplement, thereby responding to a variety of needs of students who are preparing for examinations.

(3) As for Medical Connect, in addition to holding classes focused on the

School of Medicine entrance exam, with only a few students in each class, we worked to strengthen academic abilities through individual guidance to supplement weak areas.

2. Courses by Semester

- (1) Spring courses were reorganized to have a focus on compact lectures held during high school spring break to prepare for the new semester.
- (2) Summer courses are important courses normally held over a period of a month and a half at the peak of entrance exam preparation. In recent years, individual high schools themselves have been conducting on-campus summer courses. In response, we have dedicated efforts to reorganization of courses to display an attractiveness that is unique to university entrance exam preparatory schools.
- (3) We conducted winter courses and courses immediately prior to the exams with the main focus on overall understanding of entrance exam strategies and measures for the entrance exams of their desired schools in the case of third-year high school students and high school graduates, and on showing the appeal of implementing entrance exam strategies early in the case of first-year and second-year high school students.

3. Others

- (1) Update of facilities and equipment
 - Measures against the spread of the novel coronavirus
We thoroughly implemented facial-recognition-type thermography, acrylic panels, placement of disinfectant, and other measures against infection.
 - Installed wi-fi equipment in all classrooms.
 - Repaired walls in all classrooms and stairway pillars, and repainted stairway surfaces.
 - Updated all self-study room chairs and LED illumination.
 - Changed the layout of the seventh and eighth floors, expanded the Medical Connect self-study rooms, and established a new individual guidance room
- (2) Review/revision of the curriculum for the new academic year
 - Enhancement of output
In addition to the usual tests every morning, we will implement weekly complete tests (review tests) for each subject, and weekly listening, and also make open mock-up entrance exams mandatory beginning in April, and otherwise strive to enhance output.
 - Encourage combination of courses for third-year high school students and high school graduates
We will integrate courses for third-year high school students with entrance exam research courses for high school graduates as much as possible, and fully encourage combination.
- (3) Expansion of the scholarship system for the new academic year
 - We will increase the reduced/waived amount of the tuition of scholarship

students with excellent grades.

- We will newly establish an incentive award for students who pass the entrance exam of the school they indicated as their first choice at the time of enrollment and an incentive award for students with an excellent rate of participation in the daily morning tests.

(4) Transportation advertisement

- Online advertisement
In addition to the usual SEO, Implementing listing advertisement (keyword search) and display advertisement.
- Traffic Advertising
Transportation advertisements were placed in key locations around Takadanobaba Station on each line.
- DM
Narrowing down the area of DM distribution and increase efficiency based on the track record of previous enrollees.