

Chiba University of Commerce
Integrated Report
2022

Towards the Achievement of a Sustainable, Literate and Virtuous Society

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Introduction

What do we need to achieve a sustainable society?

We are confident that to shift the world in a better direction will require nothing less than literate and virtuous individuals.

These are leaders with high ethical standards who can see the bigger picture, anticipate the changing times, and bring knowledge and wisdom to solving society's problems.

Our mission is to produce professionals who are literate and virtuous.

Socioeconomic conditions surrounding universities are undergoing major changes, including a shrinking population of 18-year-olds, environmental issues such as climate change, advancing globalization, and the social and economic impact of the COVID-19 pandemic. Through its diverse business activities, however, the Chiba University of Commerce is constantly pursuing its significance in and the creation of value for society.

This integrated report is designed to provide you with an easy-to-understand summary of CUC as an institution, and is imbued with our sincerest aspirations for the future.

Will CUC be the university society needs going forward?

And will CUC be a university society can trust?

We hope you will take a hard look at what this report has to offer.

At a Glance – Learning about the Chiba University of Commerce from Data

Introduction of some of the projects at CUC that take on various challenges in the fields of information, research, education, and employment.

* AY 2021 results (including some information from 2022)

Chiba University of Commerce

Number of applicants for the AY 2022 entrance examination (Including graduate schools) **7,875**

Number of students As of May 1, 2022 **6,424**

University	Total of undergraduate students	6,175
Faculty of Commerce and Economics	3,632	Faculty of Humanities and Social Sciences 856
Faculty of Policy Informatics	565	Faculty of Global Studies 258
Faculty of Service Innovation	864	
Graduate Schools	Total of graduate school students	249
Graduate School of Commerce Master's Program	77	Graduate School of Policy Studies Doctoral Program 15
Graduate School of Economics Master's Program	3	School of Accounting and Finance Professional Degree Program 154

Number of faculty and staff As of May 1, 2022 **719**

University that is proactive in SDGs initiatives and activities **34th** Nationwide
 Tokyo metropolitan area **24th**

Renewable energy production-to-usage rate (electricity) **133.7%**

Renewable energy power generated: **4,176,000 kWh**

Number of solar panels **13,310 panels**

University with a high capacity for reform (Kanto / Koshinetsu Area) **10th**

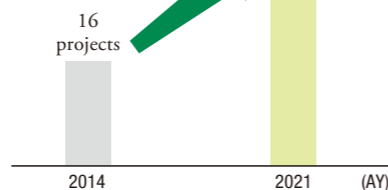
Student satisfaction rate **93.6%**

Research

Grants-in-Aid for Scientific Research Projects selected / Amount of grants

34 projects / ¥27,950,000

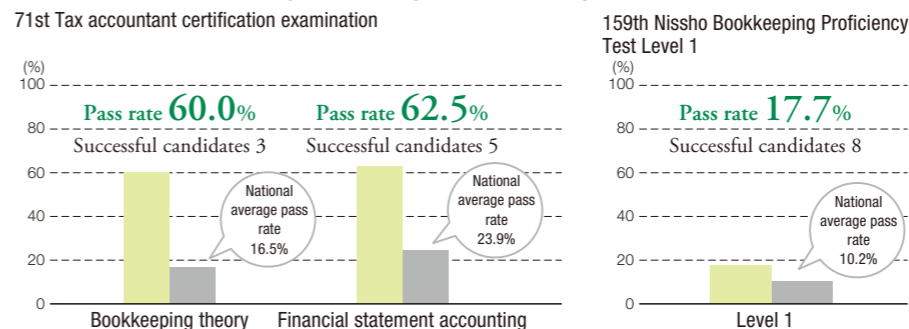
Changes in the number of projects selected



Number of projects selected: Number of projects for which a researcher affiliated with the university serves as the principal investigator

Education

Accounting Pass rate of the tax accountant certification exam and the Nissho Bookkeeping Proficiency Test Level 1 by Mizuhokai members



Accounting Championship (June 2022)

Organized by: Qualification prep school TAC

Level 1 Team Competition
Level 1 Individual Competition

1st place

Internationalization Number of partner universities overseas

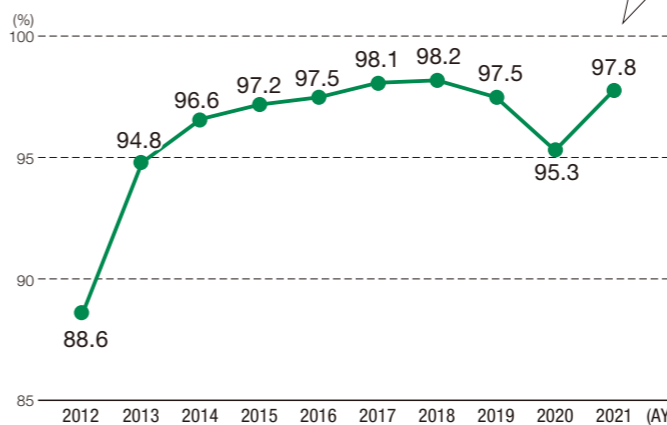
19 countries and regions
41 universities



International exchange facility CUC International Square Annual number of users **5,198**

Finding Employment

Employment rate over the last 10 years **97.8%** March 2022 graduates



Number of CUC Alliance Companies **910**

As of May 1, 2022

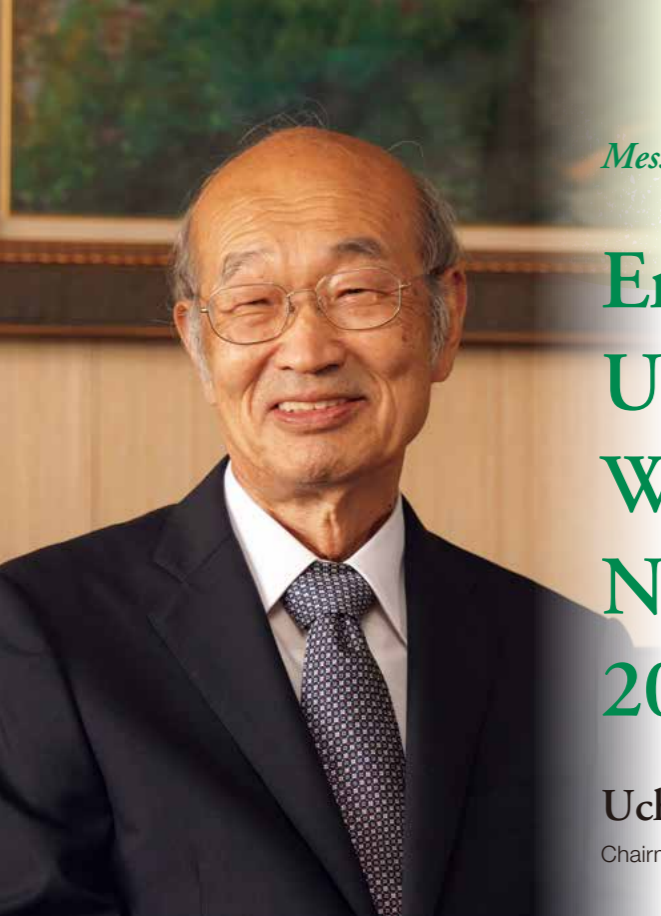
Employment rate at CUC Alliance Companies **33.4%**

As of May 1, 2022

Number of CUC Alumni who are company presidents **1,279**

As of June 1, 2022
Source: Teikoku Databank, Ltd.

nationwide **57th**



Message from the Chairman

Ensuring the Chiba University of Commerce Will Remain a University Needed by Society 10 or 20 Years from Now

Uchida Shigeo
Chairman Chiba Gakuen

Adopting Intermediate and Long-term Plans for the University and Taking up Comprehensive, University-wide Reforms in Research and Education Systems

AY 2021 was a year in which we realized that near-term socioeconomic conditions surrounding the university were beginning to undergo significant change. The COVID-19 pandemic showed no signs of abating, even after two years, and in February 2022, Russia unilaterally invaded the sovereign state of Ukraine. This should be seen as marking the end of an era of global economic prosperity that lasted for 30 years following the collapse of the Cold War.

In addition, Japan's population decline has entered a phase in which it has actually begun to put pressure on the management of universities. The population of 18-year-olds, which had remained largely stable for the past decade or so, began to decline after 2018. According to the Ministry of Health, Labour and Welfare, there were 810,000 births in 2021. In 18 years, this group will form the core of new college applicants. Given that the number of births resulting in the current group of exam-takers was around 1.15 million, this represents a decline of more than 30%. What, then, should be done to maintain sound management in the face of this extremely challenging external environment, once in which the domestic market will shrink over the long term? I believe this is the most significant issue facing university management today.

The Chiba University of Commerce launched its first management plan in AY 2014. While such plans were perfectly normal in private enterprise, the number of universities creating mid-to long-term plans was extremely small at the time. In the early 1990s, CUC attracted as many as 17,000 applicants. Over a long period of time, however, that number declined, dropping to as low as 2,500 applicants in AY 2013. As a result, in AY 2014, the first year of our plan, the university as a whole was unable to secure its full quota of students, and was forced to record significant losses. We could afford no delay in formulating a management plan.

Our vision for the future of Chiba University of Commerce was set out in conjunction with our First Intermediate-term Management Plan, defined as being a "university needed by society," based on the CUC Vision 100, which envisions our future leading up to 2028, the 100th anniversary of our founding. The plan presented six specific visions, demonstrating the management's determination to make CUC a university that serves a useful purpose in society and that creates social value.

Our First Intermediate-term Management Plan (AY 2014–AY 2018) defined our top-priority goals for laying that groundwork as attracting students, reducing the dropout rate, and improving the job placement rate. In addition, we actively promoted the distinguishing features of the Chiba University of Commerce learning style, including active learning* with the catchphrase "Learning by Trying." As a result, CUC's brand value skyrocketed. The number of applicants increased so dramatically that it was even picked up as a topic by weekly magazines, and our financial base also strengthened. This enabled us to secure a profit in our education operation, which

is of course the core business of the university.

During this period, as part of our management plan, the Board of Directors also undertook educational reforms. At the undergraduate level, we reduced the number of courses offered (classes), which had grown excessive, by about 30%, and established foundation education subjects common to all faculties, with the Platform for Arts and Sciences as the main body in charge. The postgraduate courses were reorganized to make the three master's programs into a single graduate school, in an effort to improve efficiency.

Under the Second Intermediate-term Management Plan, which began in AY 2019, we decided to outline a clearer path to becoming a "university needed by society," based on our founder Dr. Endo Ryukichi's principles. The founding spirit Dr. Endo set out was to develop *chidoka*, businesspeople with high ethical standards who would lead society. In light of the current social situation, in which egoism is as prominent as it was in the 1920s when the university was founded, a time when the world was running wild in a bubble economy and profit supremacy was rampant, we decided we needed to state more clearly the importance of these "Endo-isms" as the backbone of the university's research and education.

Considering the direction social changes will take going forward, we decided on the IST Strategy as our plan's key strategy. IST stands for Information, to lead the information society, Sustainability, to contribute to realizing a sustainable society, and Trust, to develop professionals who will be trusted by society. We believe these key concepts can be used to express the social megatrends to come, 10 and 20 years into the future.

The COVID-19 pandemic hit just as we were about to fully implement this Second Intermediate-term Management Plan. Today, we are moving forward with efforts to revise and strengthen the plan under the slogan "sustainable management."

First are the comprehensive, university-wide reforms to CUC's research and education systems.

Keep Asking the Social Significance of CUC's existence

In a drastically changing environment, what kind of research and education systems does the Chiba University of Commerce require to continue being a "university needed by society" 10 and 20 years from now? It is clear that we cannot keep up with these changes if we remain content with the status quo. With an awareness of these issues, in July 2020 the Board of Directors consulted with the Management Reform Headquarters to consider a reform proposal. The Executive Department proposed the creation of a second pillar after the Faculty of Commerce and Economics—which carries on the university's founding traditions—and modifications to teaching content in line with the IST Strategy. There were strong

* Active learning: A method by which the learners actively participate in the learning process.

opinions among faculty, however, that there were no major problems with the status quo, and discussions remained deadlocked until mid-2021.

We thus decided to meet directly with all faculty and staff to exchange opinions. We wanted each member of the faculty and staff to think about this problem as a personal issue. Since the latter half of 2021, small groups formed across organizational, faculty and staff boundaries held nearly 20 meetings to exchange ideas, presided over by the chairman and the president. These discussions have since been handed over to the CUC Future Conference, a body comprised of junior and mid-career faculty and staff. These meetings have resulted in very active, future-oriented discussions. During this period, in order to avoid a too-hasty process, we decided to shift the target date for starting the transition to a new structure by a year, from AY 2024 to AY 2025. Based on these discussions, the Management Reform Headquarters compiled a reform proposal and presented it to the Board of Directors in September 2022.

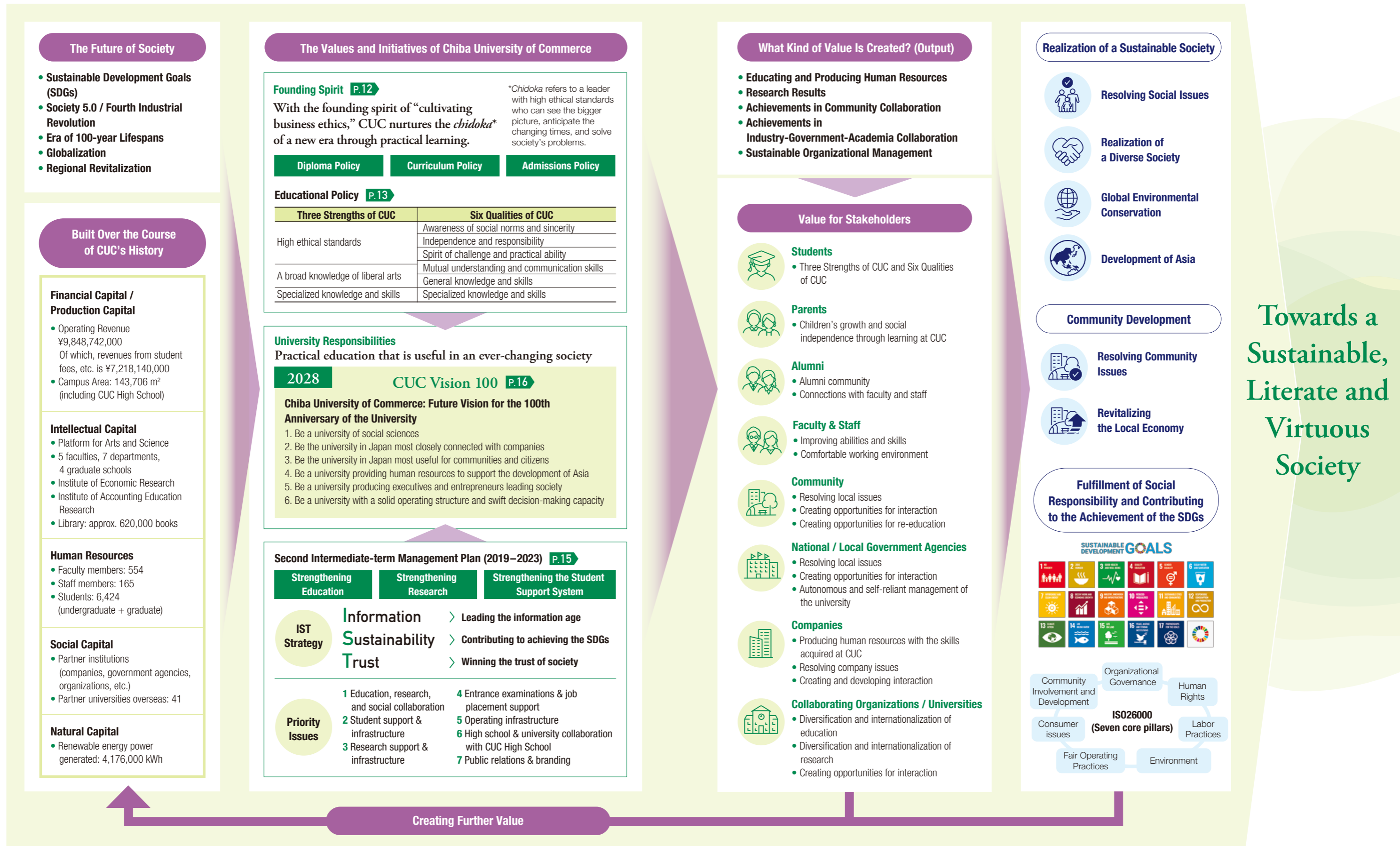
In addition, to generate social value as Chiba Gakuen, we decided to radically strengthen the educational collaboration between the Chiba University of Commerce and CUC High School. We have already undertaken integrated education in the areas of bookkeeping & accounting, information technology (IT), and SDGs education, with faculty members going to CUC High School and teach classes. In 2021, we formulated the Chiba Gakuen Educational Vision to clarify the principles behind this integrated education. In line with this policy, we have decided to incorporate financial literacy education into the curriculum as a new, seven-year integrated program offered at CUC High School and CUC.

In preparing this program, we entered into a comprehensive agreement with the Japan Association for Financial Planners, a non-profit organization, and asked for their full cooperation. The goal of this program, based on the educational philosophy of "Financial Literacy and the SDGs," is to enable each individual to put together a sustainable life plan in this era of 100-year lifespans.

Under "sustainable management," we have also decided to revise our financial policies. Based on the premise that sound management can only be maintained with an enrollment quota replenishment rate of 100%, we are formulating a long-term plan with the goal of controlling labor expenses, the largest expense item, and reducing ordinary expenses in stages. We are also switching to a budgeting process based on the principle of scrap-and-build, a policy by which each expense item will undergo a rigorous assessment.

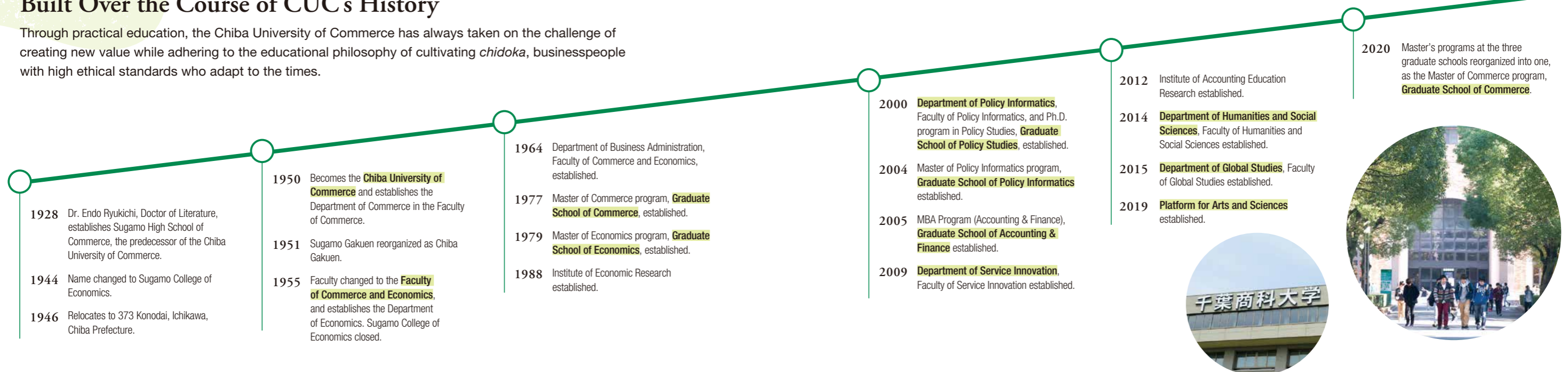
What significance does the university's presence have for society? This is something we must always keep in mind as we continue to reform and evolve.

In order to fulfill our responsibilities to society as a whole, and for a sustainable, literate and virtuous society, we are strategically operating our business based on our Purpose (= founding spirit) and utilizing all of our assets. The results of our activities bring diverse value to our stakeholders, leading to the realization of a sustainable society and the development of the local community. CUC's process of creating value is represented below.



Built Over the Course of CUC's History

Through practical education, the Chiba University of Commerce has always taken on the challenge of creating new value while adhering to the educational philosophy of cultivating *chidoka*, businesspeople with high ethical standards who adapt to the times.



Chronology of major activities toward achieving the SDGs (Partial excerpt from 2013 to March 2022)

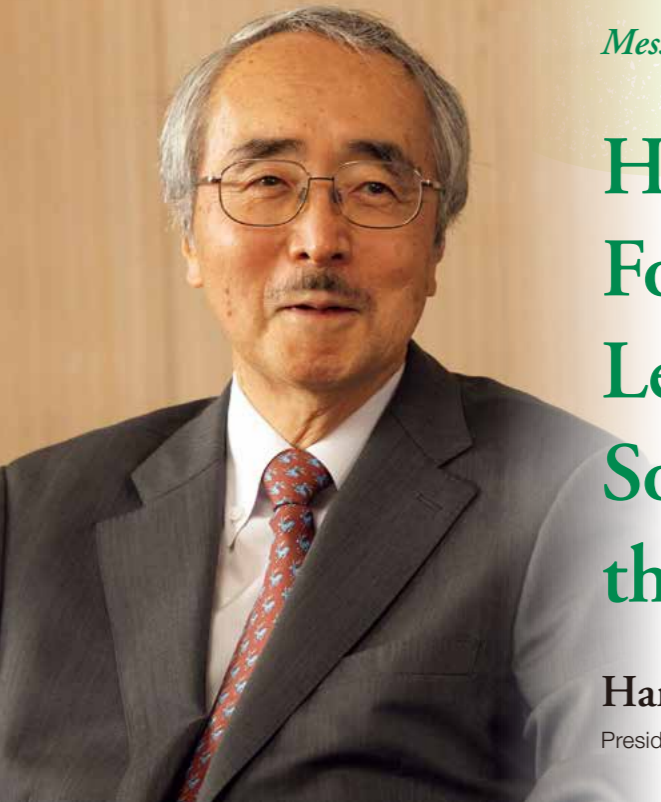
- 2013**
November Started constructing Japan's largest mega solar power plant as a university built on own land in Noda City, Chiba Prefecture.
- 2014**
April Launched solar power generation business at Noda Mega Solar Power Plant, by selling power to Tokyo Electric Power Company, using the Japanese government's FIT scheme to support the distribution of renewable energy.
- 2015**
July Faculty of Policy Informatics launched the Energy Conservation and Production Project to study the possibility of a net zero energy campus.
- 2016**
April The Faculty Project expanded to all CUC to become the Net Zero Energy Campus Project.
- May** Launched CUC Energy Inc.
- July** Held the first *Uchimizu* event, Cooling Down by Sprinkling Water.
- 2017**
April Dr. Harashina Sachihiko, the Dean of the Faculty of Policy Informatics, became President and started the President's Projects, educational and research activities covering many of the SDGs, with the aim of contributing to society. The Net Zero Energy Campus Project was designated as President's Project 4: Environment and Energy.
- November** With the aim of becoming a 100% renewable energy university, declared the first Environmental Goal of producing electricity at the Noda Mega Solar Power Plant and other sources equal to

the electricity consumed by CUC by the AY 2018. The second Environmental Goal was producing electricity at the Noda Mega Solar Power Plant and other sources equal to the total energy consumed by CUC by the AY 2020. CUC became the first educational institution to be registered on the 100% Renewable Energy Platform.

- 2018**
March Student Organization for Natural Energy (SONE) established. Installed additional solar panels at the Noda Mega Solar Power Plant. Switched to LED lighting throughout the Ichikawa Campus. Implemented the Energy Management System (EMS).
- April** Reduced the number of vending machines on the Ichikawa campus and switched to energy-saving machine models as a result of student proposals and research.
- May** Initiated ESG investment.
- July** Installed green screens outside the student cafeteria The University Dining.
- September** Relaunched the National High School Student Speech Contest on the Environment.
- November** Held "Our Company's SDGs Workshop," co-organized with Nikkan Kogyo Shimbun, to support management of companies (three times).
- December** Installed solar sharing in a field converted from the former pitching practice ground on campus.
- 2019**
January Launched the CUC 100 Wine Project as an initiative to tackle environmental problems and contribute to the community.
- February** Announced the achievement of the first Environmental Goal. The electricity production-to-usage rate for 2018 reached 101.0%. Installed more solar panels on the rooftops of 10 buildings on the Ichikawa Campus.

- July** Held the CUC Ethical Days event to encourage dialogue about ethical consumption.
- August** Switched the power used on the Ichikawa campus to electricity from renewable energy sources, as a result of which the renewable energy rate of power used on the Ichikawa campus becomes 100%.
- September** Formulated SDGs Charter. Joined the Japan Climate Initiative (JCI).
- October** Issued Urgent Message concerning Intensifying Climate Change. Became the first university to participate in Renewable Energy 100 Declaration RE Action.
- October** Dining Service Design Lab and students from the Faculty of Service Innovation developed boil-in-bag *Tori-san-no-Curry* as a measure against food loss and as emergency food supply. The University Dining switches its coffee to certified fair trade coffee.
- November** Concluded memorandum with Chiba Center for Gender Equality.
- 2020**
March Became the first university in Japan to sign the climate emergency declaration, issued by three international higher education institutions working on environmental issues, EAUC (UK), Second Nature (USA), and Youth and Education Alliance (UNEP).
- July** Changed the target year for achieving the second Environmental Goal to AY 2023 due to the COVID-19 pandemic.
- August** Became the first educational institution in Japan to approve the proposal by RE-Users (Renewable Energy Users Network) to expand the use of renewable energy.
- October** Held online seminars about becoming a 100% renewable energy university (three sessions).
- December** Began investing in COVID-19 Response Social Bonds issued by JICA.

- 2021**
March Issued the Diversity Commitment Declaration.
- April** Announced support for the JCI message: Calling for an Ambitious 2030 Target for Japan to Realize the Paris Agreement Goal.
- June** Established the Renewable Energy University League with President Harashina as the representative organizer.
- July** Held the CUC SDGs Week, focusing on ethical consumption and fair trade.
- September** Launched the CUC x SDGs: All You Need to Know Project, a short-term, intensive extracurricular program in which students acquire the basic knowledge of the SDGs and develop the ability to think for themselves through interviews with companies.
- October** Introduced the student proposed Save That Can Project, which delivers unexpired surplus canned bread to disaster-stricken areas in Japan and overseas, as well as countries and regions suffering from hunger and food shortages.
- November** Held Diversity Week as an opportunity to recognize diversity.
- 2022**
February Installed batteries to store and utilize electricity generated by rooftop solar power generation as an emergency power source.
- March** Started a beekeeping business with the aim of contributing to the greening and maintenance of the ecosystem around the university.
- March** Published the president's projects book *SDGs and Universities: the Challenge of Becoming a 100% Renewable Energy University*.



Message from the President

High Ethical Standards Fostered by Practical Learning Will Change Society from the Ground Up

Harashina Sachihiko
President, Chiba University of Commerce

Affinity Between “Respectable Business Practices,” Our Founding Spirit, and the SDGs

Chiba University of Commerce’s distinctiveness lies in its founding spirit, which clearly sets out the ethics of management. The world has probably never seen a time when ethics have been in such great demand as they are today. Our institution was founded in 1928, the year before the Great Depression. In the midst of a global economic boom, Dr. Endo Ryukichi, a Doctor of Literature, lamented the trend toward wild pursuit of profit that characterized the time and deplored the degradation of business ethics. He thus established Sugamo High School of Commerce, our predecessor, with the founding spirit of cultivating business ethics.

Business should not be thought of solely as a means of making money. By providing goods and services that people need, we contribute to society in various ways and as a result, profits follow. This is the ideal of business as envisioned by our founder, and such respectable business practices are the goal of learning at CUC. Dr. Endo believed that a warrior spirit lies at the root of the business ethics of the Japanese; I believe that spirit refers to *Bushido*. There was a time prior to World War II when blindly following the orders of a superior was trumpeted as a kind of *Bushido*. Originally, though, *Bushido* was a source of Japan’s moral code, the roots of its ethics. Of the seven key words* noted in *Bushido*, a compilation written by Nitobe Inazo, I think the three most important to modern leaders are righteousness, bravery, and

compassion: righteousness meaning the ability to tell right from wrong, and bravery, the courage to act on that judgement. Leaders who are both righteous and brave will make decisions quickly and will likely prevail in business. Still, without compassion, those around them will not follow. Compassion is concern for others, the ability to think of everyone else. This quality of righteousness may clash with others, depending on one’s position, but can’t we all work together to seek the best way forward while accepting the righteousness of others? This question is consistent with the spirit of the SDGs, which set out to “leave no one behind.”

Though the United Nations SDGs have a limited timeframe of 2016 to 2030, their essence—the creation of a sustainable society—is an issue common to all mankind and is based on universal ethical principles. Humankind has refined its ethical values in the context of its respective histories and cultures; this is true both for the Christian-based ethics of the West and the ethics of the Islamic world. It is thought that *Bushido*, seen as the source of Japanese ethics, was refined during the Edo Period (1603–1868), following the uprisings that characterized the Warring States Period (1467–1573). Perhaps the Japanese realized early on that there was something wrong with a world in which power was gained and dominance held by the power of money. In the past, a group of merchants known as the *Omi Shonin* had a business philosophy of *Sanpo Yoshi* (satisfaction for three parties), meaning good for the seller, good for the buyer, and good for society—a philosophy which was likely affected by the *Bushido* spirit.

After the Meiji Restoration, pragmatism swept Japan, with calls for the country to become a wealthy nation with a strong

military to counter Western powers. It was at just such a time that Dr. Endo advocated that “Those becoming businesspeople must be infused with business ethics, and most urgently be instilled with the warrior spirit, in particular.” Dr. Endo called this image of a leader with high ethical standards who combines righteousness, bravery, and compassion a *chidoka*. Ethical standards are not something one can acquire simply by studying theory; they are fostered through the experience of being pressed to make a variety of decisions in the real world. Active learning, in which students think and learn for themselves through studying actual social issues, and internships, in which students learn on the job, may seem like new terms, but in fact these are long-established methods of business education. CUC offers many opportunities for practical learning that create a foundation for ethics.

New Potential for Accounting to Record and Analyze Value for the Future

With beliefs such as “whatever is good for our company...” and “as long as we protect our own national interests,” egoism runs rampant in the world today. We believe our mission is nothing less than to develop, through practical learning, *chidoka* for this new age. Our institution has set out Three Strengths that form its basic educational objectives—high ethical standards, a broad knowledge of liberal arts, and specialized knowledge and skills—as well as six corresponding Qualities. The *chidoka* for a new age that the Chiba University of Commerce aims to develop are those people who have these strengths and skills.

The first of these, high ethical standards, is an ability that leads to the discovery and solving of social issues. Leaders need to look at the big picture and anticipate the changing times, not focus on short-term gains. The third strength,

specialized knowledge and skills, is the ability to live as a member of society, in other words, to be “the sharp sword,” as it were. The basis for determining how one uses that sword in the light of ethics is the second strength, a broad knowledge of liberal arts. This knowledge is more than just window dressing. In addition, accounting, the starting point of CUC, which can be studied in any faculty, serves not only as the common language of business, but also holds enormous potential as the foundation of ethical standards. The word “account” originally meant “to record or write down.” It refers to recording the flows of money based on accurate data; it is also possible to record a variety of values that may not yet be apparent, including future profits and losses. The concept of the “triple bottom line” is an accounting framework that records and assesses the results of corporate activity in economic, social, and environmental terms. As a specialist of environmental assessment, I think knowledge of accounting will become increasingly important from an environmental protection perspective. Another word which developed from “account” is accountability, which is often translated in Japanese as “the responsibility to explain,” but more than simply explaining, it is “the responsibility to clarify how things happened, based on accurate records.”

People make judgements based on facts. Actual information should be accurately recorded, preserved, and disclosed. Facts should be analyzed without distortion. These kinds of ethical standards can be developed through the study of accounting. This will lead to winning trust, both in business and in the community at large.

In fact, CUC has produced numerous businesspeople who are trusted by the public. There are currently about 1,300 alumni of CUC serving as presidents of companies, a number that ranks high among the nearly 800 universities nationwide. Though we may be small in size, we are proud of the fact that many of our alumni are business leaders with skill, strength, and credibility who embody “respectable business practices.”

Founding Spirit



Founder
Dr. Endo Ryukichi,
Doctor of Literature

The degradation of today’s business ethics is highly deplorable. Slumps in foreign trade are also ultimately attributable to this travesty. Those becoming businesspeople, therefore, must be infused with business ethics, and most urgently be instilled with the warrior spirit, in particular.

Commentary

Dr. Endo Ryukichi lamented that the warrior spirit was forgotten at the time, leading to the degradation of business ethics. He pointed out the urgent need to instill that warrior spirit in those who aspire to become businesspeople in the world. Commerce is the interaction between people; to interact with other nations and ethnicities, one must have the ethics to trust one’s counterpart and keep one’s promises. It is therefore important to develop the perspective to think about the world based on the Japanese spirit and to cultivate the warrior spirit.

The warrior spirit referred to here is *Bushido* advocated by Nitobe Inazo, which means the mentality to cherish others, or compassion, leading to the ability to trust others.

* Seven virtues: Righteousness, Bravery, Compassion, Respect, Honesty, Honor, Loyalty

Deep Practical Learning through Education in the Faculties, and Foundation Education to Survive in the Era of 100-year Lifespans

CUC, which started out as a single-department university with only the Faculty of Commerce, has increased its faculties in anticipation of social issues, and today has five faculties, including Commerce and Economics, Policy Informatics, Service Innovation, Humanities and Social Sciences, and Global Studies. Each of these faculties offers a solid grounding in theory, while also providing many opportunities for active learning with an awareness of the real world of work. Students learn in a way that lives up to the name, practical learning every day.

As a foundation for the specialized knowledge and skills that can be studied in each faculty, in 2019 CUC launched “foundation education,” a common curriculum for the first-year students in all the faculties. The foundation education program is designed to provide students with the foundation for learning at CUC, so that they can acquire high ethical standards, a broad knowledge of liberal arts, and the ability to engage in evidence-based discussions.

To improve overall communication skills, CUC takes a unique approach in requiring three kinds of language to be studied: natural language, such as Japanese or English; artificial languages, required for computer-based information processing; and accounting language, the common language of business activity. In addition, in anticipation of an era of 100-year lifespans, we emphasize both career formation and physical education as a foundation for surviving 100 years. In July 2022, we also entered into a comprehensive agreement with the Japan Association for Financial Planners. This was done to launch a unique financial literacy education program that will teach students life planning and how to use money sustainably. Physical education refers not to the sole pursuit of

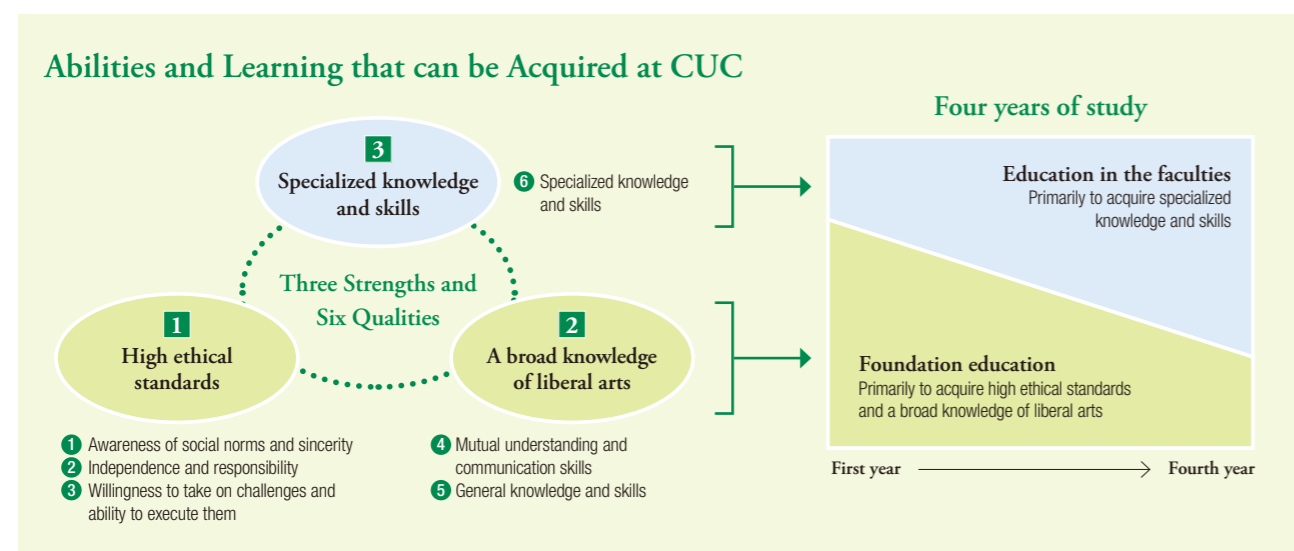
winning through sports, but rather the practice of “nurturing the body” to maintain good health.

We take pride in the extremely high quality of our foundation education curriculum, which allows students to choose from and build basic strengths in approximately 150 subjects according to their own interests, including social sciences, humanities, natural sciences, and knowledge of Japanese culture.

Advancing the SDGs, as Individuals and Communities: Achieving the Goal of a 100% Renewable Energy University

The SDGs are highly compatible with CUC's educational philosophy. When I assumed office as president in 2017, I launched the President's Projects, a series of four projects with the aim of contributing as a university to the creation of a sustainable society. The projects include New Developments in Accounting; CSR Research, Promotion and Awareness; Urban and Community Development for Safety and Security; and Environment and Energy. I named these the President's Projects to get the entire university involved in these activities across faculty boundaries. Today, many people from diverse fields are involved, including faculty and staff, students, outside experts, and members of the community.

The 2030 Agenda, the starting point of the SDGs, sets out the keywords for sustainable development, the five “P’s”: People, Prosperity, Planet, Peace, and Partnership. Each of the 17 goals of the SDGs corresponds to these five “P’s.” Peace and cooperation are essential for the equitable prosperity of mankind and the preservation of the global environment. This may seem like a grandiose goal, but I believe we must first evaluate where we stand as individuals and do what we can to change things. In that sense, our tradition of practical learning, “Giving It a Try,” fits in perfectly with the SDGs.



Four President's Projects

PROJECT 1 New developments in accounting

Accounting is the basis of accountability. This project will seek new developments in accounting in this age of digital transformation (DX) and address the problems of the information-oriented society. At the same time, it will ensure transparency in the decision-making process, which is the role of accounting in society. It will also explore measures to ensure accountability in corporate management and business activities, while communicating relevant information.

PROJECT 2 CSR research, promotion and awareness

Corporate Social Responsibility (CSR) requires companies to act with more consideration toward the environment and society based on business and policy ethics. This project explores the social responsibility (SR) of organizations, both public and private, needed by society. Efforts include carrying out assessment research, in a broad sense, with an environmentally and socially minded approach, ESG investment, and developing new university ranking indices from a social responsibility perspective, as well as developing ethical merchandise. SR of universities is known as USR.

PROJECT 3 Urban and community development for safety and security (Resilience)

The Konodai area of the city of Ichikawa, where the university is located, is an evacuation site in the case of disasters as it is on high ground facing the Edogawa River, which marks the eastern edge of Tokyo. This project aims not only to make Ichikawa and the Edogawa area a regional disaster prevention base, but to form the Konodai Consortium through partnerships with neighboring educational institutions and hospitals. We also established the University Consortium Ichikawa. Working in collaboration with various entities, the project is also engaged in efforts to build a community using local resources and to establish safe local transportation systems.

PROJECT 4 Environment and energy (Sustainability)

In the spirit of starting with the first step, this project is working to make the Chiba University of Commerce a base for creating a 100% renewable energy society. In 2019, the university became the first in Japan to succeed in becoming a 100% renewable energy university for electricity (an RE100 University) through efforts to offset the amount of energy consumed by the university with power generated through such sources as our university-owned mega solar power plant and the rooftop solar power generated on our Ichikawa campus. In 2020, we achieved 100% (as actually measured) for total energy, both electricity and gas. Based on this experience, CUC has taken the initiative in establishing the Renewable Energy University League in 2021, part of an effort to promote RE100 Universities nationwide. The university aims to become the nucleus of a sustainable, distributed energy society by providing support for the startup and management of energy business operators that contribute to the community.

Changing the World by the spirit of *Sanpo Yoshi* (Satisfaction for Three Parties) through Communication

Considering the post-COVID-19 era, I believe that going forward, Japan should aim for a regionally distributed, decentralized society, rather than relying so heavily on global interaction. This means making maximum use of the regional natural environment and climate and engaging in a diversity of lifestyles suited to each region. It means right-sized local governments that maintain diversity and independence while cooperating in open relationships with one another. This vision represents the key to sustainability. For example, the populations of Finland and Norway, considered advanced in their efforts to realize the SDGs, are less than six million, and the scale of their social systems is small. Looking at the autonomous states of Germany, the UK, the USA, and others, some have populations in excess of 10 million, but I think that a society of about five to six million people would be easier to manage.

Transitioning to a regionally distributed society will require shifting to local production for local consumption whenever possible, for both food and energy. Basic consumption would be covered within the local community, and what is lacking would be obtained through sharing with other regions and countries. The 100% renewable energy university initiative is one experiment intended to achieve that ideal. In addition, a sixth-sector industry project combining agriculture and commerce, including winemaking using grapes grown on campus and a beekeeping business, is also underway. As leaders of small and medium-sized enterprises, in our communities and elsewhere, each of us will play an active role and from there, change the world. These kinds of people represent CUC's vision for the *chidoka* it aims to nurture. Through the cooperation of our many alumni and our community, various projects are beginning to take shape—surely an exciting moment for our students.

Peace is in crisis, threatened by Russia's invasion of Ukraine, and our Planet is in crisis from climate change; we are faced with the question of how to confront these problems. That said, as I look at our students and their exuberant efforts to address our social issues, I have hopes that the future will be bright for Japan, and for the world.

In the business ethics of the Edo Period, it was considered a positive thing to perform good deeds in secret. This was because most activities were confined to small, regional communities, so the information always got out. This is no longer the case today, though, in an increasingly diversified, globalized world. Part of our social responsibility is, in fact, to properly communicate and share the process and results of our efforts, what might be called “*Sanpo Yoshi* (satisfaction for three parties) through communication.”

We will continue to communicate to all our stakeholders the learning and initiatives taking place at the Chiba University of Commerce, and we look forward to your continued warm support.

Management Plan – Intermediate-term Management Plan

Toward the 100th anniversary of CUC's founding in 2028, a management plan using the CUC Vision 100: Future vision for the 100th anniversary of the Chiba University of Commerce as a base has been formulated. CUC aims to be a "university needed by society" and a "university trusted by society."

Future Vision /
Management Plan



To realize its future vision, CUC is promoting a five-year intermediate-term management plan to realize its future vision, CUC Vision 100, which targets the 100th anniversary of the university's founding in 2028. In the First Intermediate-term Management Plan, almost all targets, including the three most important numerical targets of attracting students, reducing the dropout rate, and improving the job placement rate were achieved because of the efforts of all faculty and staff members. Following the First Intermediate-term Management Plan, from AY 2019, the Second Intermediate-term Management Plan 2019–2023 has been implemented.

The Future of Society

- Sustainable Development Goals (SDGs)
- Society 5.0 / Fourth Industrial Revolution
- Era of 100-year Lifespans
- Globalization
- Regional Revitalization

University's Responsibilities

Practical Education that is Useful in an Ever-changing Society

AY 2014 – AY 2018

First Intermediate-term Management Plan

AY 2019

AY 2020

AY 2021

AY 2022

AY 2023

AY 2024 – AY 2028

Third Intermediate-term Management Plan

CUC Vision 100

Chiba University of Commerce: Future Vision for the 100th Anniversary of the University (2028)

Most important numerical targets

1. Attracting students
100.0% + α
2. Dropout rate (yearly)
2.0% or less
3. Job placement rate
95.0% or over

Reform Plan to Remain a University Needed by Society

In order to remain a university needed by society, CUC has initiated the IST Strategy reform plan, which aims to reform CUC's management base, education, research systems and finances. The plan divides priority issues by category.

IST Strategy

Information

To develop human resources who can respond to digital transformation and lead a super smart society, CUC will reform its curriculum, improve the educational environment, and enhance its support system.

Sustainability

CUC will contribute to the construction of a sustainable society by leading the United Nations SDGs in our educational and research activities.

Trust

CUC aims to be a university that is trusted by students, parents, companies, and the community, etc. by promoting education and research that flexibly responds to the changes of the times and by properly sharing the results.

Using the IST Strategy as a common language, CUC will work to achieve goals in each category

- Education, Research, and Social Collaboration
- Student Support & Infrastructure
- Research Support & Infrastructure
- Entrance Examinations & Job Placement Support
- Operating Infrastructure

- High School & University Collaboration with CUC High School
- Public Relations & Branding

Becoming a university needed by society

- 1 Be a university of social sciences
A solid liberal arts education and a wide range of specialized majors are essential to developing human resources who can support and develop a rapidly changing society. For this reason, CUC will become a comprehensive university of social sciences based on the tradition of "practical learning."
- 2 Be the university in Japan most closely connected with companies
CUC has built a unique network with various companies centered on more than 900 CUC Alliance Companies (a group of companies that actively recruit and train CUC students). CUC will reinforce this network.
- 3 Be the university in Japan most useful for communities and citizens
CUC has formed various community networks, including a comprehensive agreement with the city of Ichikawa, the Konodal Consortium, and the University Consortium Ichikawa Industry-Government-Academia Collaboration Platform and will further develop these networks as the university at the core of the community.
- 4 Be a university providing human resources to support the development of Asia
Centered on Shanghai Lixin University of Accounting and Finance, CUC has established an educational and research network with various universities in Asia. CUC will further enhance this network to provide the business personnel that Asia needs.
- 5 Be a university producing executives and entrepreneurs leading society
CUC has produced many presidents and executives of major companies. Going forward, CUC will continue to develop human resources who will lead corporate management by further enhancing practical education, and at the same time, will further strengthen support for students aspiring to become entrepreneurs.
- 6 Be a university with a solid operating structure and swift decision-making capacity
A stable operating structure and a governance structure with clear responsibilities and authorities are essential to promoting university reforms flexibly. CUC will pursue efficient management to strengthen its investment capabilities and realize education with high market value.

Japan's First 100% Renewable Energy University—Becoming the Most Eco-friendly University of All

CUC became a "100% Renewable Energy University" for electricity in 2019 and continues to take on further challenges towards achieving a decarbonized society.

The project leader for these initiatives, Associate Professor Teshima Susumu of the Platform for Arts and Sciences, explains.

We Generate the Energy We Consume on Campus!

We produce the energy that we consume. This initiative helps us to meet Sustainable Development Goal 12: Responsible Consumption and Production. CUC's Noda Mega Solar Power Plant is Japan's largest solar array belonging to a university. In addition, solar panels are installed on all available rooftops on the Ichikawa campus. Together, these efforts to generate enough electricity to cover all the energy used on campus (including both electricity and gas) began in 2017 as President's Project 4 and is being pursued as a university-wide effort. The net-zero point was reached for electricity in January 2019 and a 100% offset rate for all energy consumption including gas is the goal for 2023. The Student Organization for



Noda Mega Solar Power Plant—the largest solar power plant owned by a university in Japan

Natural Energy (SONE) has been a core member of this project. SONE plans and implements various activities, conducts surveys, and publishes information to promote the awareness of energy conservation among students, faculty, and staff. SONE student leader Mizude Sho decided to come to CUC because of his interest in this 100% renewable energy initiative, and he works actively in the hope that SONE's efforts will help to improve energy conservation.

Aiming to Achieve a Decarbonized Society through University Collaboration

To achieve a 100% offset rate for energy consumption requires careful planning of a series of measures. Currently under consideration are about 20 energy policy items for energy conservation and production. But it is not so easy to implement policies. For

example, even installing solar panels on building rooftops has required repeated verifications of cost-effectiveness and gradual implementation. A scheme resulting in a deficit would be unsustainable, so CUC has conducted its own experiments and widely promoted only those plans that have shown improved effectiveness. CUC encourages greater social awareness and behavior changes and is working to bring more people into its fold.

SONE's activities, too, have been attracting the attention of other universities seeking advice, which the students are happy to oblige. CUC established the Renewable Energy University League in 2021, aiming to achieve a decarbonized society. Chiba University of Commerce is providing a model case for other universities to follow that will lead to society-wide sustainability.



SONE members

I want to develop new ways to promote energy conservation to inspire more people to engage in these efforts.

SONE leader **Mizude Sho**
Third-year student, Department of Economics, Faculty of Commerce and Economics



First, we shall lead the way as a university to promote local energy production for local consumption. We will experiment and then share our knowledge widely.

Teshima Susumu
Associate Professor
Platform for Arts and Sciences

Environmental and Energy Initiatives



Growing Grapes as a Study for the Future of Agriculture and the Environment Expanding Local Ties through the CUC 100 Wine Project

What is the CUC 100 Wine Project, with its aim to produce an original wine? Professor Wada Yoshito of the Faculty of Humanities and Social Sciences, supervisor of the project, explains.

Solar Sharing—A New Form of Local Production for Local Consumption

The CUC 100 Wine Project was started in 2019 with the idea of producing Konodai wine for CUC's 100th anniversary in 2028. The key to this project is an experiment in growing grapes using solar sharing. Solar sharing (also known as agrivoltaics) is a new form of agriculture that combines crop-growing with solar power generation. We enlisted Chiba Ecological Energy Inc., a company with its own farm business, to design and construct the solar panels, and Shirayuri Winery of Yamanashi Prefecture to supervise the grape cultivation and winemaking. The photovoltaic power is used at the vineyard's log house and to power the super-compact electric vehicles used on site, but there are plans to add a battery storage system to store power for use in times of disasters. Blueberries and vegetables are also being grown on the land beneath the solar panels. The harvested vegetables are supplied to the student cafeteria



Members of the project—carrying on the thoughts of those who came before them

and also planned to be used at local events. Leftover food from the cafeteria is composted to create fertilizer which is used in the fields. This is a sustainable project that recycles resources in the fields.

Developing Many Connections through the Vineyard

This project got off the ground thanks to many supporters of crowdfunding and has involved the local community to generate a great deal of excitement. In addition, beekeeping was begun in March 2022 and Konodai Honey went on sale at the end of May. The vineyard has been a venue for a garden party to which supporters were invited, an indigo dyeing workshop for children, and various other events. The events brought together a diverse range of people, including those with disabilities,

business people, and farmers, for social exchange.

At present, student leader Konishi Shuntaro and assistant student leader Kumagai Haruna, joined by many other students, are learning from their predecessors and have taken over the project. Not only have the students been doing a good job with the support of the companies and the local community, but they also feel inspired and happy that the seeds of their ideas have been developed so much by the supporters and the community.

In 2021, the grapes were hit hard by a typhoon and also damaged by birds and animals, so the effort to grow grapes has by no means been smooth sailing. Nevertheless, it is certain that the vineyard is fostering the community for the future.

This wine is going to be the fruit of all our wishes!

Konishi Shuntaro
Third-year student, Department of Humanities and Social Sciences Faculty of Humanities and Social Sciences



This project has given rise to many activities and local ties.

Kumagai Haruna
Third-year student, Department of Humanities and Social Sciences Faculty of Humanities and Social Sciences



The CUC 100 Wine Project



Creating an Environment that Gives Everyone a Chance! The CUC Diversity Commitment Declaration

Declaration

At the Chiba University of Commerce, we declared our commitment to promoting diversity throughout the university in March 2021. Vice President Imai Shigeo, who heads the Committee for Promoting Diversity, explains the efforts.

Rethinking Diversity at CUC—Students, Faculty, and Staff Together

The founding spirit of CUC is focused on nurturing individuals who can contribute to society by going beyond their own self-interest to considering the happiness of others (*chidoka*). The promotion of diversity—aiming to build a society in which diversity is respected and people of all stripes can participate—leads directly to nurturing individuals of high morality. When creating the Second Intermediate-term Management Plan for AY 2019–AY 2023 and preparing to launch the Committee for Promoting Diversity, we observed progressive steps taken by Waseda University and Chuo University. In the process, we felt a strong need to involve not only faculty and staff but students as well in order to change the university environment. In the gender gap index, Japan is noted for having a very low workforce participation of women. CUC, too, has a low rate of women in leadership positions. Many issues need to be faced, including creating a work environment premised



on both men and women caring for children, offering support for people with disabilities in ways that include their voices, and making the campus barrier-free. But to change anything, first we need to raise the awareness of faculty, staff, and students.

Devising Ways to Make Diversity Familiar to People

The Committee for Promoting Diversity was launched in January 2021 with four subcommittees covering globalization, gender parity, disability support, and the work environment. Diversity Week 2021 was held in November as an online event that included a symposium, a film screening, and a student roundtable. A lecture on “Gender and the Work Environment” was also attended by businesspeople in charge of recruitment.

An example of an effort to help

people directly is the free distribution of feminine hygiene products. We also relocated the Prayer Room in the fall of 2022 for easier access by students and faculty.

Promoting diversity at CUC has only just begun, and we value each idea that encourages everyone’s participation. We want every student to become familiar with diversity, realize the presence of unconscious prejudice, engage in resolving those issues, and go out into the world with such awareness.



Prayer Room for students, faculty, and staff (Main building 1F)



CUC Diversity Times, published regularly to report progress

I would like our students to go out into the world feeling that diversity is natural and proper.

Imai Shigeo
CUC Vice President and Director,
Educational Innovation Center
Chairman, Committee for
Promoting Diversity



Diversity Promotion



Research Activities Contributing to Achieving the SDGs

CUC engages directly with the SDGs and actively promotes and encourages research related to meeting the goals. Research related to 368 SDG items is now taking place, producing significant results.



Number of Research Projects Corresponding to SDGs Items and Major Research Themes

Number of Individual research projects: **173** Total Number of SDGs corresponding items: **368**

* Total SDGs-corresponding items related to the research themes listed in the AY 2021 Individual Research Reports / Results Reports
* Up to 4 SDGs-corresponding items listed per research theme

- 1 NO POVERTY** 13
Example: Research to clarify prefectural poverty rates in 2017 and propose measures to end poverty
- 2 ZERO HUNGER** 2
Example: Research on recent conflicts, political instability, and natural resource development, primarily in Africa
- 3 GOOD HEALTH AND WELL-BEING** 19
Example: Research on the management of livelihood support services (paid volunteers)
- 4 QUALITY EDUCATION** 48
Example: Building education systems using ICT in high school commerce education
- 5 GENDER EQUALITY** 11
Example: The role of rural industrialization and improving women’s income in farming communities in Vietnam
- 6 CLEAN WATER AND SANITATION** 1
Example: The conservation and restoration of springs and inland waters through local collaboration
- 7 AFFORDABLE AND CLEAN ENERGY** 10
Example: Research on regional revitalization measures supported by energy policy
- 8 DECENT WORK AND ECONOMIC GROWTH** 42
Example: Technology management in small and medium-sized manufacturing companies to survive in the post-pandemic era and Society 5.0

- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE** 49
Example: Research on R&D in the automotive industry
- 10 REDUCED INEQUALITIES** 39
Example: Research on community and social cohesion from the perspective of social work
- 11 SUSTAINABLE CITIES AND COMMUNITIES** 32
Example: Current status of and issues related to transportation in peri-urban areas
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION** 28
Example: Research on the ethical basis of activities and systems of individuals and organizations with a focus on Corporate Social Responsibility (CSR)
- 13 CLIMATE ACTION** 13
Example: Renewable energy market integration and sector coupling
- 14 LIFE BELOW WATER** 4
Example: A behavioral and physiological understanding of living organisms from their sleep and recovery from fatigue
- 15 LIFE ON LAND** 7
Example: Sociological research on rebuilding the connectivity between food and agriculture
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS** 25
Example: A multifaceted examination of trends in global trade, investment, and development assistance and the governance functions of international organizations
- 17 PARTNERSHIPS FOR THE GOALS** 25
Example: Empirical research on the facilitative effect of public-private partnerships (PPP) on regional economic circulation

Individual Research Reports / Results Reports



Supporting Sustainable Development with a More Stable Financial Structure

Incorporated educational institutions are public entities aiming to maintain and develop educational and research activities, so unlike ordinary businesses, they do not pursue profits. Therefore, a large difference between operating revenues and expenses balance (revenue–expenses) does not mean that the incorporated educational institution is highly successful. However, just like ordinary companies, in order to continue sustainable development, it is necessary to secure a surplus to carry out the necessary investments for the future, such as campus development to improve the level of education and research.

In the Second Intermediate-term Management Plan, CUC set a financial target for operating infrastructure as “achieving a ratio of 8% difference between operating revenues and expenses” and implemented an action plan. To achieve “sustainability management,” CUC’s goal is to steadily develop

an educational and research environment that responds to changes in the environment. The ratio of difference between operating revenues and expenses in AY 2021 was 7.9%, higher than AY 2020.

Chiba Gakuen will continue to take on the challenge of transforming itself into an organization that can efficiently create educational value, with a financial structure that can stably generate profits with a low break-even point.



Watanabe Kanau
Accounting Department Director
General Manager of Corporate Planning
Chiba Gakuen

Financial Information

PDF is available on our website.

I Statement of Activities

Balance Before Transfer to Capital Funds Increased by 48.8% Compared to AY 2020

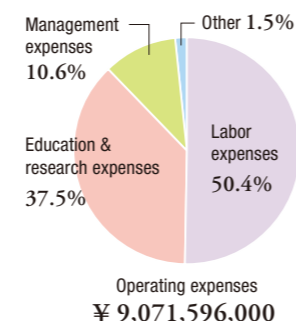
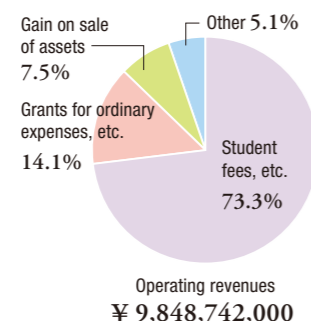
The balance before transfer to capital funds is the amount remaining after subtracting operating expenses from operating revenues, which was **¥777,145,000**^①, an increase of 48.8% from ¥522,403,000 in the previous year (AY 2020). In educational activities, which are CUC’s core operation, had a profit of **-¥4,357,000**^② after balancing revenues with expenses. This was a decrease from ¥99,360,000 in the previous academic year. CUC’s ordinary profit including non-educational activities decreased 44.0% year-on-year to **¥126,734,000**^③. After reviewing the fund management portfolio, CUC recorded a gain of **¥734,194,000**^④ in extraordinary revenues from the sale of some of the mutual funds that were being held as specified assets. As for revenues collected by the schools increased by 2.4% year-on-year due to effects from factors including increased student numbers, the second year of increased tuition, and decreased dropout rate.

(Unit: ¥ thousand)

Operating revenues		Operating expenses	
Item	Amount	Item	Amount
Student fees, etc.	7,218,140	Labor expenses	4,569,076
Administrative fees	141,484	Education & research expenses	3,399,967
Donations	27,226	Management expenses	959,173
Grants for ordinary expenses, etc.	1,385,203		
Revenues from incidental operations	51,460		
Miscellaneous revenues	100,345		
Total revenues from educational activities	8,923,858	Total expenses for educational activities	8,928,215
Interest & dividends received	88,820	Interest for loans, etc.	19,729
Revenues from profit-earning operations	62,000		
Total revenues from non-educational activities	150,820	Total expenses for non-educational activities	19,729
Gain on sale of assets	④ 734,194	Loss on disposal of assets	123,652
Other extraordinary revenues	39,869		
Total extraordinary revenues	774,064	Total extraordinary expenses	123,652
Total operating revenues	9,848,742	Total operating expenses	9,071,596
		Balance before transfer to capital funds	① 777,145
		Amount included in capital fund	-361,663
		Balance of income and expenditure for the current academic year	415,483
		Balance to brought forward from last academic year	-5,472,809
		Balance to bring forward to next academic year	-5,057,326

Educational activities after balancing revenues with expenses ② **-¥4,357,000**

Ordinary profit including non-educational activities ③ **¥126,734,000**



II Balance Sheet

Phase I of CUC High School’s New School Building Construction Completed

A balance sheet is a list of assets, liabilities, and equities held by Chiba Gakuen in order to clarify the school’s financial situation at the end of the academic year. In AY 2021, fixed assets increased by **¥1,204,393,000** compared to the previous academic year. This is mainly due to the construction of the first phase of CUC High School’s new school building. As a result of borrowing of ¥1 billion from the Promotion and Mutual Aid Corporation for Private Schools of Japan for the second phase of the construction of the CUC High School, fixed liabilities also increased by ¥1,080,947,000 from the previous academic year.

(Unit: ¥ thousand)

Assets		
Item	AY 2020 Amount	AY 2021 Amount
Fixed assets	43,847,027	45,051,420
(1) Tangible fixed assets	25,093,216	26,286,599
(2) Specified assets	18,156,733	18,215,435
(3) Other fixed assets	597,078	549,386
Liquid assets	3,605,214	4,272,730
Total assets	47,452,241	49,324,150

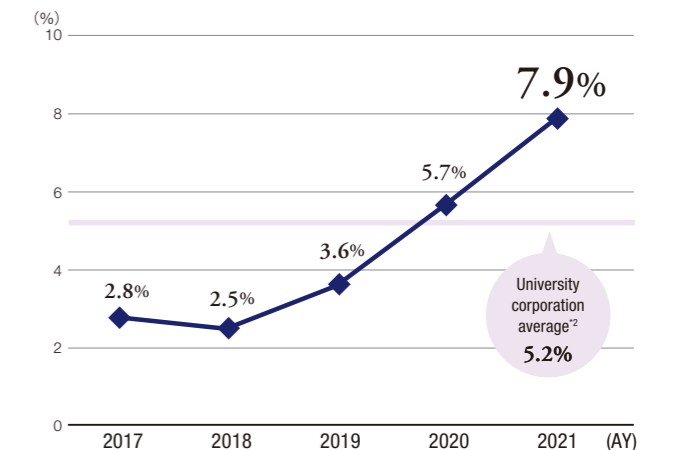
Liabilities & Equity		
Item	AY 2020 Amount	AY 2021 Amount
Fixed liabilities	4,436,075	5,517,022
Current liabilities	2,811,618	2,825,434
First Capital Fund	42,765,195	43,126,857
Third Capital Fund	2,366,163	2,366,163
Fourth Capital Fund	546,000	546,000
Brought forward	-5,472,809	-5,057,326
Total liabilities & equity	47,452,241	49,324,150

III Ratio of Difference Between Operating Revenues and Expenses

The Road to Achieving the Financial Targets of the Second Intermediate-term Management Plan

In the Second Intermediate-term Management Plan, CUC has targeted an 8% ratio of balance before transfer to capital funds relative to total operating revenues (ratio of difference between operating revenues and expenses^①).

In the third year of the plan in AY 2021, this ratio was **7.9%** (compared to 5.7% in AY 2020).



^① Ratio of difference between operating revenues and expenses: Balance before transfer to capital funds (operating revenue - operating expenses) ÷ operating revenue
^② Figures exclude medical and dental corporations (*Private School Finance Today*, Promotion and Mutual Aid Corporation for Private Schools of Japan)

Pick up!

Revenue from grants

Of the four types of the Grants to Promote Reform at Private Universities selected for Type 1 Distinctive Educational Advancement toward Achieving Society 5.0 and Type 3 Contributions to Communities (platform type) as well as expenses for education and research (scholarship expenses) increased because of the lump-sum payments of ¥50,000 made to each undergraduate and graduate student due to the spread of COVID-19 in AY 2020. Therefore, subsidy to private institutions of higher education for current expenditures increased 13.1% compared to the previous academic year to ¥604,647,000.

(Unit: ¥ thousand)

Grants for current expenditures to private institution of higher education	
General grants	536,385
Extraordinary grants	68,262
Type 1 Distinctive Educational Advancement toward Achieving Society 5.0	9,000
Type 3 Contributions to Communities (platform type)	12,000
Total	604,647

Capital investments

As an emergency evacuation center for the community, CUC installed storage batteries so it can use renewable energy as an emergency power source in the event of a disaster.



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吉紙パルプ配合率70%再生紙を使用
Utilizing 70% post-consumer
recycled paper pulp

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