ABEST21 Office Report

May
- 16th: The 35th meeting of The Council for Human Resource Development
- 20th: Visit to the United Nations University

June
- 11th: Visit to the Japan International Cooperation Agency (JICA)
- 09th: Visit to the United Nations University
- 17th: Project No. 8 Research Committee meeting
- 18th: Visit by the Universiti Malaysia Kelantan
- 20th: PRT Training Seminar at Khon Kaen University (Thailand)

July
- 01st: PRT Training Seminar at Universiti Teknologi MARA (Malaysia)
- 05th: PRT Training Seminar at Institut Teknologi Bandung (Indonesia)
- 08th-09th: Peer Review Visit (Naresuan University, Thailand)
- 23rd-24th: Peer Review Visit (Khon Kaen University, Thailand)
- 28th: Peer Review Visit (Universiti Malaysia Pahang, Malaysia)
- 30th-31th: Peer Review Visit (Putra Business School, Malaysia)

August
- 15th: Peer Review Visit (Universitas Hasanuddin, Indonesia)
- 22nd-23rd: Peer Review Visit (Universitas Lampung, Indonesia)
- 26th-27th: Peer Review Visit (Universitas Padjadjaran, Indonesia)

September
- 03rd: Visit to JICA
- 10th: Peer Review Visit (SP Jain School of Global Management, Singapore)
- 12th-13th: Peer Review Visit (Universiti Teknologi MARA, Malaysia)
- 16th-17th: Peer Review Visit (Universitas Diponegoro, Indonesia)
- 19th-20th: Peer Review Visit (Universitas Airlangga, Indonesia)
- 23rd-24th: Peer Review Visit (Universitas Brawijaya, Indonesia)
- 26th: Peer Review Visit (Universitas Sebeles Maret, Indonesia)

October
- 3rd-4th: Peer Review Visit (Waseda University, Japan)
- 24th: The 36th meeting of The Council for Human Resource Development
1. Quality Improvement and Peer Review System – No. 38

Assessment of the school’s “Futurity”

Accreditation by the third party accrediting institution does not assure the “finish” of a university reform. It only assures that the school is qualified to start running toward the goal of the reform. In this modern society where the educational and research environment is changing so rapidly, schools should not only pursue “how they wish to be”, but also extend their goal to “how they should be”. Otherwise it would not be possible to fulfill the mission stated in their “Mission Statement”.

In general, after receiving an accreditation, the school assumes that the quality of the past educational and research activities is assured and all the problems are solved. The school feels free from the troubles and pains, and puts aside the ongoing issues to be solved in the future. And then the school uses the “accreditation” as an advertisement of the university and part of the differentiation strategy against other schools. It is used as a tool for branding to attract students. It is true that “accreditation” involves added value such as 1) proof of high quality education for external parties, 2) kaizen of internal educational quality, 3) assurance of new added value for the stakeholders, 4) creation of brand value and 5) strengthening of school’s competitiveness. It is no surprise that the school uses accreditation to reinforce the brand publicly. The point is whether the accreditation actually assures the school’s “Futurity”.

The issue of “Accreditation” probably involves a transformation of the “education market” from a “sellers’ market” to a “buyers’ market” due to economic growth in the recent years, etc. Traditionally, it was a “sellers’ market” where universities select the students. However, as the population of 18-year-olds who are to be university students decreased, the era of “buyers’ market” started where students select the universities, expressed as the universal access. Thus the universities are obliged to assure their quality of “educational service” to the buyers, i.e. students, to attract them. This is why the universities are required to ask a third-party accrediting institution for “quality assurance”.

As an accrediting institution, we must significantly change the way of thinking of the Peer Review Team (PRT) members who are involved in the review of the applicant schools. Also we must disseminate to the universities that “Accreditation” is not a goal but only a start toward the goal. The reason is because the society is not a “vacuum”. In the society of “environment”, the top mission for a school is to become a “Going Concern” to continue existing in the future. To achieve this, a school must solve the issues analyzed in the “Self-check/evaluation”. Future exists only if the school has an ability to solve the issues. To achieve this, the applicant school is required not only to analyze “self-check” and “self-evaluation” based on its “past and present” educational and research activities, but also to analyze the assurance for the “future”. Otherwise the “school’s futurity” cannot be described. This was a limitation of the traditional accreditation review which was rather like an audit. Changing the awareness of the PRT members required a few processes. In 2019, we had the chance to go through such a process. In 2019 there were total 16 schools (12 programs and 4 faculties) reviewed; 8 programs for ABEST21 Program-based Accreditation System (APAS), 4 faculties for ABEST21 Academic Unit-based Accreditation System (AAAS), and 4 programs for Kaizen Report which is conducted for educational quality improvement after being accredited. The 16 schools represented 5 countries, Japan, Indonesia, Malaysia, Singapore and Thailand. Facing cultural diversity, we worked on the change of thinking of the PRT members.

Firstly, we emphasized that PRT members are not auditors. Until now, the members involved in the accreditation reviews were called “Auditors”, and by checking the “Self-check/evaluation Report” with an enormous amount of materials prepared, the “appropriateness” of school’s activities was
assessed based on the review manual. In addition, the “accuracy” of financial reports was reviewed by reading the account books and related materials. This is why PRT members were called the auditors. Since the past activities are the “facts”, they can be assessed with “objectivity” and “persuasiveness”. However, to assess the “school’s futurity”, the reviewers must be equipped with the doctor’s ability for medical examination. For such change of awareness, the Training Seminar for PRT members was remarkably effective.

Secondly, we focused on how to construct the PRT. Traditionally, the PRT mainly consisted of local members. Now we organize the PRT so that it has two-thirds with foreign members. Teaming members with different backgrounds created an opportunity to assess the “school’s futurity” objectively based on various cultural viewpoints. If we view an issue from identical perspectives, we may only see just one aspect of the issue. However, seeing the issue from multiple perspectives, the issue is seen in 3-D with concreteness. We assume that specific assessment of “school’s futurity” will become possible in near future.

Furthermore, ABEST21 PRTs were joined by some businesspersons with broad business experience. Traditionally the accreditation review was regarded as an academic matter and most PRT members were faculty members. However, in 2019 review, management officers from companies were included in the PRT. For assessment of university education whose mission is to nurture human resources, it is highly important to check whether the company needs are understood appropriately by the school. In addition, it is necessary to look into the realization of “school’s Futurity” from an organizational management viewpoint. In this sense, having PRT members with practical business experience as well as those with different cultural backgrounds is essential to assess the “school’s Futurity”.

The third point involves the method of presenting the PRT members’ review comments. Traditionally the PRT Report was summarized by the PRT leader. Now, all of the PRT members’ comments are presented to the applicant university. Although the comments are a mixture of good and bad, there may be a small grain of diamond which leads to “future” development. In the past the PRT comments were consolidated to a majority opinion and informally disclosed to the school. However, what is valuable for the school is not always identical to the consolidated opinion. Every school has its original DNA, and depending on this DNA the usefulness of the PRT comments may vary. This reformation contributed significantly to see the future ahead of the past.

In our “environmental” society, the assessment of “school’s futurity” is a must. Under the complicated globalized society of the 21st Century, the schools also need to adopt the perspective of “how they should be” for their “Self-check/evaluation” to survive in the future. The Peer Review Visit in 2019 has given such valuable knowledge and experience to ABEST21. (ITOH Fumio, President)

II. General Information

1. Annual Conference 2020

On March 11 and 12, 2020 at the International Conference Hall of Aoyama Gakuin University, Tokyo, the following program is scheduled.

1) March 11, 2020: Peer Review Committee
3) March 13, 2020: Plant Visit Tour
2. International Symposium
ABEST21 will hold the symposium on March 12, 2020 at the International Conference Hall of Aoyama Gakuin University. The theme is “Humanizing Higher Education for Sustainable Economic Development in Asia-Pacific”. The symposium is held jointly with the United Nations University Institute of Advanced Study of Sustainability. The program as of present is as follows.

Tentative Program
Date: March 12, 2020
Venue: International Conference Hall of Aoyama Gakuin University
Theme: “Humanizing Management Education for Sustainable Economic Development in Asia-Pacific”
Jointly held by:
・ABEST21 International
・UNU Institute for the Advanced Study of Sustainability
Sponsors:
・Ministry of Education, Culture, Sports, Science and technology of Japan
・Japan International Cooperation Agency
Special speech
・Director Kuniaki SATO, Office for International Planning, Higher Education Bureau,
Ministry of Education, Culture, Sports, Science and Technology of Japan
Keynote speech
・Senior Vice President Kozo HONSEI, Japan International Cooperation Agency, Tokyo, Japan
・Director Professor Shinobu YAMAGUCHI, Ph.D.
UNU Institute for the Advanced Study of Sustainability, Tokyo, Japan
Panel discussion

3. Plant Visit Tour
Scheduled as follows.
Date: March 13, 2020
Plant: Toshiba Carrier Corporation Fuji Operations (336 Tadehara, Fuji City, Shizuoka Pref.)
Business area: Manufacturing of office/home air conditioners, etc.

III. Quality Assurance
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1. Conducting the ABEST21 PRT Training Seminar
Accreditation Seminar II targeting the administrative staff of applicant schools was held as follows.
1) ABEST21 PRT Training Seminar Khon Kaen
Date: June 20, 2019: 13:00-15:00
Venue: Khon Kaen University, Khon Kaen, Thailand
Dr. Danaipong Chetchotsak (Khon Kaen University, Khon Kaen)
The ABEST21 PRT Training Seminar 2019-Khon Kaen was held at Khon Kaen University, Khon Kaen, Thailand on June 19, 2019. This seminar was the second seminar in Khon Kaen. While the first seminar was for the supporting staff who work and support the ABEST21 activities, the second seminar was for the peer review team (PRT). The seminar was held by two speakers, Prof. Emeritus Dr. Fumio Itoh, President of the ABEST21, and Dr. Danaipong
Chetchotsak, Coordinator of ABEST21 PRT Network in Thailand, Faculty of Engineering, Khon Kaen University, along with attendants from Khon Kaen University and Naresuan University. The purpose of this seminar is to prepare ABEST21 PRT for their desk review and on-site visit as well as to provide PRT members with good practices and information on their responsibilities. In reviewing self-check/self-evaluation report (SCR), Prof. Itoh introduced The ABEST21 Peer Review System and emphasized that PRT should not serve as auditors who come to audit a school, but as a coach to help the school to perform better. He also talked about the duties of PRT leaders and PRT members as well as rules for PRT. Then, Dr. Chetchotsak shared with the audience some experiences from the desk review and on-site visit tasks. He also provided some guidelines of how to conduct a desk review and on-site visit.

2) ABEST21 PRT Training Seminar Kuala Lumpur

Date: Monday, July 1, 2019: 14:00-16:00
Venue: Universiti Teknologi MARA, Shah Alam

Dr. Siti Zaleha Sahak (Universiti Teknologi MARA, Shah Alam)

On Monday, July 1st, the ABEST21 International organized the PRT Training Seminar Kuala Lumpur. The seminar was conducted at the Arshad Ayub Graduate Business School (AAGBS), Universiti Teknologi MARA (UiTM) Shah Alam. The seminar was chaired by Professor Dr. Nor’Azam Mastuki, Dean of AAGBS, UiTM, and was attended by 14 participants. They were from Universiti Putra Malaysia (UPM), International Islamic University Malaysia (IIUM), Universiti Tunku Abdul Rahman (UTAR), Xiamen University Malaysia and Universiti Teknologi MARA (UiTM). Some of the participants are the existing members of PRT and some are the newly appointed members of PRT. The focus of the seminar was on the ABEST21 Peer Review system and process. The speakers were Professor Emeritus Dr. Fumio Itoh and Dr. Siti Zaleha Sahak. The participants were provided with the hard copy of the ABEST21 PRT Guidelines 2019, together with the seminar itinerary.

Professor Emeritus Dr. Fumio Itoh delivered a talk on the concept of ABEST21 Peer Review System. In his talk, the objectives and the ways to carry out the Desk Review and the Peer Review Visit were elaborated in detail. According to Prof. Itoh, for the year 2019, 26 peer review teams (PRTs) will be formed to carry out the Desk Review and the Peer Review Visit of the Schools. He highlighted that the spirit of the peer review is vital, as the purpose of the Desk Review and Peer Review Visit are not to audit the School, but to provide the recommendations to the School in improving the quality of management education.

The second part of the seminar was presented by Dr. Siti Zaleha Sahak of UiTM, and her focus was on sharing the experiences in conducting the Desk Review and the Peer Review Visit. Dr. Siti explained the roles of the PRT leader and the PRT members in ensuring the process is effectively conducted. This requires a teamwork spirit.

Next, the participants were welcome to share their experiences as the PRT members for the Desk Review and Peer Review Visit. Assoc. Prof. Dr. Jaafar Pyeman of UiTM, Dr. Tee Keng Kok of Xiamen University Malaysia, Prof. Dr. Noryati Ahmad of UiTM and Dr. Hen Kai Wah of UTAR shared their experiences and discussed some of the challenges they encountered during the process and how they handled those challenges. The session was then opened for ‘Q&A’.

At the end of the seminar, Prof. Itoh presented a certificate of Peer Review Qualification to the participants. It is a hope that this training seminar had achieved its objective and provided guidance.
to the participants in conducting the Desk Review and the Peer Review Visit successfully.

3) ABEST21 PRT Training Seminar Bandung
Date: Friday, July 5, 2019: 14:00-15:30
Venue: Institut Teknologi Bandung, Bandung

Dr. Yasmine Nasution (Universitas Indonesia)
The Peer Review Team (PRT) Seminar was held on July 5, 2019 at the School of Business and Management, Institut Teknologi Bandung (SBM-ITB) in Indonesia. The main purpose of this seminar is to strengthen the reviewing capability of the PRT members and to give common understanding regarding the accreditation and review process. Prof. Emeritus Dr. Fumio Itoh was the first speaker, and explained the ABEST21 Peer Review System. The Second speaker, Prof. Dr. Utomo Sarjono Putro from SBM-ITB explained the Desk Review and Peer Review Visit.

There were 27 participants from several universities in Indonesia. They will be assigned to PRTs to review universities not only in Indonesia but also in other countries. The task of the PRT is to make an assessment of the school based on the ABEST21 standards. The assessment process itself is to assess the quality of the school’s educational and research activities in a fair and objective manner so that the school can achieve its mission. There are four main viewpoints that need to be understood by the PRT. First, positive reviews which enhance the distinctive features of management education at the school. Second, active reviews which promote globalization of the school. Third, active reviews which enhance the quality of educational and research activities of the school. And lastly, social reviews to meet the needs of the school's stakeholders.

There are two activities that need to be conducted by PRT - the Desk Review and the Peer Review Visit. In the Desk Review, PRT will analyse the Report submitted by the School. And in the Peer Review Visit, PRT can ask questions or make clarification on some unclear issues found in the Report. The important point for the PRT members is that they can work together as a team based on the working rules. The Desk review and Peer Review Visit should be conducted according to the schedule and the Review Report should be submitted by the deadline.

2. ABEST21 Peer Review Visit 2019
Substantial accreditation review for 2019 has started. This year we have 8 programs for APAS (ABEST21 Program-based Accreditation System), 4 faculties for AAAS (ABEST21 Academic Unit-based Accreditation System) and 4 programs for Kaizen Report which is a process to solve kaizen issues after receiving accreditation. Peer Review Visits for a total of 16 schools were conducted in Japan, Indonesia, Malaysia, Singapore and Thailand.

3. Peer Review Committee 2019
ABEST21 Peer Review Committee 2019 will be held on November 18 and 19, 2019, at SP Jain School of Global Management, Singapore.
IV. Global Knowledge Network

1. Founding of The Indonesia Council for Nurturing Management Professionals

Following the "Bandung Statement" from the Rectors Forum held in Bandung in November 2018, the launch meeting for the Indonesia Council for Nurturing Management Professionals was held on July 5, 2019 at Institut Teknologi Bandung.

ABEST21 President Itoh explained the details of the "Bandung Statement" and its purpose and rules, and all were ratified after review. SBM-ITB Dean Prof. Dr. Sudarso Kaderi Wiryono was inaugurated as the Coordinator of the Indonesia Council.

We expect the Indonesia Council to function especially as a base to discuss the matching of schools’ education content and the educational needs by the companies. It was discussed at the Council meeting how university education can accommodate the needs of the business world. The next meetings will discuss the reports made from university and business sides, to share information. The second meeting will be held in Malang, East Java.

By Dr. Yasmine Nastion (Universitas Indonesia)

During the PRT Training Seminar in Bandung on 5 July 2019, ABEST21 also established the Council for Nurturing Management Professionals in Indonesia. The Council was established based on the Bandung Statement that was signed at ABEST21 Rectors Forum. Due to the rapid change of environment, industry needs more capable professionals that can cope with the demands of the dynamic situation. The objective of this Council is to exchange ideas about the possibility of cooperation between corporations and the universities, especially meeting the industry needs for professional resources.

In the seminar, Prof. Emeritus Dr. Fumio Itoh explained the working rules of the Council, followed by Dean Prof. Dr. Sudarso Kaderi Wiryono from SBM-ITB who explained the management of the Council. Dean Sudarso explained several programs that can be conducted through this council, such as joint research on topics faced by companies, research and community service carried out jointly by the companies and the universities, seminars or workshops with representatives from companies and universities, and cooperation and exchange of information and sharing of best practices between the councils in Indonesia, Malaysia, Thailand and Japan.

This event was attended by participants from universities and several companies such as PLN (electricity company), BCA, PT LEN, PT Inti and MDI Venture. Companies were very happy to hear about this program. Based on their experience, currently millennial generation has different working behavior. With the development of new type of jobs, many representatives of the young generation do not want to work in a corporation. On the other hand, many companies are currently looking for talented people who have the knowledge that is relevant for the current situation. Industries need human resources that are loyal, committed, agile and willing to learn. This program will hopefully open many opportunities for cooperation between industry and universities.

2. The 35th Council for Human Resources Development

The 35th meeting for the Council for Human Resources Development in Japan was held on May 16, 2019 at Ivy hall, Aoyama, Tokyo. Major topics included partial amendment of council rules as a result
of setting up the Council for Nurturing Management Professionals in Indonesia, Malaysia and Thailand. From the next meeting onward, discussions will take into consideration the relationship with these other Councils. At the next meeting the Graduate School of International Management, Aoyama Gakuin University, presented a report on their educational program.

3. The 36th Council for Human Resources Development
The 36th meeting was held on October 24, 2019 at Ivy Hall, Aoyama, Tokyo. A progress report was presented by Director Yuka Nishikawa, Office for Professional Graduate School, Higher Education Bureau, Japan, on the current topic discussed at MEXT “Ideal figure of management professionals who lead the Japanese economic society”. Then, Dean Munenori Nakasato of the Graduate School of International Management, Aoyama Gakuin University reported on the educational program at Aoyama Business School, a professional graduate school.

4. The 2nd Indonesia Council for Nurturing Management Professionals
The 2nd Council meeting is scheduled on November 29, 2019, at the Faculty of Economics and Business, Universitas Brawijaya based in Malang, Indonesia. Discussion will focus on nurturing the Indonesian talents as a contact point between university education and company needs.

5. The 1st Malaysia Council for Nurturing Management Professionals
The 1st Council meeting is scheduled on November 25, 2019 in Kuala Lumpur, Malaysia. The Council is coordinated by Dean Prof. Dr. AAhad Osman Gani of International Islamic University Malaysia (IIUM).

6. FEB UI “Global Field Study 2019”
1) FEB UI Global Field Study 2019 (Visit to Sony Corporation)
On August 21, a group of 15 students from the Faculty of Economics and Business, Universitas Indonesia (FEB UI) visited the Head Office in Shinagawa, with the courtesy of Sony Corporation. The visit served as part of the FEB UI Global Field Study 2019. The students first experienced the cutting-edge HDR and VR technology at the showroom “Sony Square”, then learned about the history of Sony explained by Mr. Yamaguchi of Human Resources Center. Explanations were also provided on the 5 major business domains, overseas business strategy, aggressive investment to technology development, etc. In the Q&A session that followed, questions were raised by the students on the product development using the cutting-edge technology, investment strategy for technology development, the origin of company name, etc., and detailed explanations were provided. An idea on how to strengthen the brand image in southeast Asia was suggested from a student.

2) FEB UI Global Field Study 2019 (Visit to UNU-IAS)
On August 22, a group of 15 students from the Faculty of Economics and Business, Universitas Indonesia (FEB UI) visited the United Nations University Headquarters with the kind cooperation of Director Kazuhiko Takemoto of United Nations University Institute of Advanced Study of
Sustainability (UNU-IAS). First, Director Takemoto explained about the activities of UNU-IAS referring to the objectives of the 3 major themes: “Sustainable Societies”, “Natural Capital and Biodiversity” and “Global Change and Resilience” and SDGs projects in Indonesia. Then explanations were provided by Programme Coordinator Hiromi Masuda and Research Associate Dr. Mahesti Okitasari on projects focusing mainly on “Governance for Achieving SDGs”, with comparison between Japan and Indonesia for governmental policy and company measures, and also Indonesian governmental practices. In the Q&A session, students asked about small/medium businesses’ SDGs practices and support system for agricultural SDGs, and were provided thorough explanations.

**Messages from students of the FEB-Universitas Indonesia**

Master of Management Faculty of Economics and Business Universitas Indonesia (MM FEB UI), one of ABEST21 accredited members, held a one-week yearly immersion program called Global Field Study (GFS). This event with different themes and issues is organized by the students annually since 2008. The objective of the trip is to provide students with a direct learning experience of how local businesses are managed, and how they become sustainable and able to dominate the global market share. Students are expected to gain international experience through gaining practical and industrial knowledge from prominent companies and local universities. This aim is in line with MM FEB UI mission: to provide an industry-linked and globally connected business and management education for future leaders. This year’s theme is: Re-Shaping Leader through Cultural Technology Innovation and Entrepreneurship, held on 19-24 August 2019 in Tokyo and Osaka Japan. The GFS participants visited SONY CORP and the United Nation University on August 21 and 22, and this is their story:

Sony started with the curiosity of people imagining the various possibilities human beings can achieve. Sony has a purpose of “Fill the world with emotion, through the power of creativity and technology.” Sony is engaged in various fields, one of these is broadcasting. Sony provides various professional equipment for broadcasting purposes such as TV, Video Camera, Projector, and other. Sony is also engaged in making medical and security equipment, e.g. operating hardware and security cameras. Sony is well-known in the area of entertainment. Sony entertainment businesses are divided into music, games, and movie business. In the music business, Sony is known for its headphones and earphones that are one of the best in their class. In the games industry, who does not know Playstation? It is one of the best-selling gaming consoles in history and now it is already in its fourth generation known as the Playstation 4 and Playstation 4 Pro. In the film business, Sony released many movies that went into the box office. Sony also holds several licenses of Marvel superheroes and one of the most anticipated in this year is Spider-Man: Far from Home movie.

Sony develops and markets advanced robots known as AIBO. AIBO is a superior robot dog utilizing a sophisticated AI (Artificial Intelligence), making it possible to “evolve.” Sony also develops and sells smartphones that are known on the market as the Sony Xperia. The latest Sony Xperia product is the Sony Xperia One that has a lot of cutting-edge features crammed into its slim body. In the camera business, Sony is well known for its camera that delivers breathtaking quality pictures in every shot. Apart from the camera, Sony is the market leader in imaging and sensing technology. One of the key and best-selling products is IMX sensor which is an image sensor. Sony IMX is widely used by many smartphone products and known for its impressive and consistent quality pictures or video it
produces. Moreover, on the next day, the GFS participants visited the United Nations University. United Nations University (UNU) is a university founded by the United Nations (UN) in 1973 to support the UN's goals by conducting research on various issues across the globe. UNU's establishment goal is to help many countries to create suitable policies. UNU has 13 institutions around the world with three major research types: Sustainable Societies, Natural Capital & Biodiversity, and Global Change & Resilience. UNU presentation focused more on Sustainable Societies. To achieve Sustainable Development Goals (SDGs), they set a few indicators according to the methodology used to achieve SDGs. The indicator is divided into two categories, one is for the government, and the other is for private sectors. There are plans for the year 2030 about Sustainable Development and Sustainable Development Goals (SDGs). There are 17 objectives, 169 targets, and 232 indicators being prepared for year 2030. The goals of this agenda are to apply those targets for developing and developed countries using “Transforming our world” and “No one will be left behind” as the basic concept. The global indicator framework is being developed by the Inter-Agency and the Expert Group on the SDG indicators (IAEG-SDGs), and they agreed to discuss it as a starting point in the 47 sessions of the United Nations Statistical Commission held in March 2016. The Commission report, which included a global indicator framework, would later be noted by ECOSOC in the 70th session in June 2016. Some questions asked by students during the Q&A session were about MNC (Multinational Company) that produced waste and pollution. The representative explained that there are policies in place by the UN to prevent those things from happening. The lack of active monitoring presents a problem by giving room for those companies to circumvent the policies. The next question was, “private sectors play quite a significant role in SDGs, how does UN ensure that they do things that support the SDGs?”. The representative explained that there are compulsory reports needed to be submitted by private sectors as a “company merit.” Those who failed to provide the report will lose that merit, which will affect their investment opportunities.

V. Research

1. Joint Research Project No. 8 Coordinators’ Meeting
The 1st meeting of Joint Research Project No.8 “Humanizing Management Education for Sustainable Economic Development in Asia-Pacific” was held on July 17 at the Hilton Hotel of Kuala Lumpur, Malaysia, attended by the following members.
Co-ordinator: Prof. Dr. Ming Yu Cheng (Universiti Tunku Abdul Rahman, Malaysia)
Prof. Arfah Salleh (tele-conferencing) (Human Governance Institute, Malaysia)
Dr. Riani Rachmawati (Universitas Indonesia, Indonesia)
Dr. Rapeeporn Srijumpa (Burapha University, Thailand)
Prof. Dr. Fumio Itoh (President, ABEST21)
By Coordinator Prof. Dr. Ming Yu Cheng (UTAR, Malaysia)

1) Project Introduction

Prof. Dr. Ming Yu Cheng presented the proposal of the study, explained the rationale to conduct the study, highlighted the research problems and objectives as well as methodology and expected outcomes of the project. The details are contained in the PPT slides. The ultimate goal of the project is to define the humanizing concept of ABEST21, to align it with Sustainable Development Goals (SDGs) on Quality Education.

Research Activities

The project will be conducted in 3 phases:

Phase 1: Humanizing practices among ABEST21 members
Phase 2: Content Analysis from ABEST21’s Self-Check Reports
Phase 3: Stakeholders’ study on humanizing management.

Phase 1

President Itoh informed that the total number of schools to be surveyed is 55:
Indonesia: 25, Malaysia: 13, Japan: 6, Thailand: 4, and others (Singapore, USA, Russia, China): 7

The distribution of work is as follows:
Indonesia: Dr. Riani, Thailand: Dr. Rapeeporn, Japan: Prof. Naoki Wakabayashi, Malaysia: Prof. Cheng, Others: undecided.

Prof. Arfah highlighted the importance to collect the narrative of humanizing from ABEST21 members. The outline of the final report should be drafted to set the framework of the study. It is also important to do a background search on each school and to understand school’s profile such as the size of the school. Therefore members are requested to do online search on university website and collect the profile information from ABEST21.

Members are requested to search the literature and prepare the draft questionnaire for Phase 1. Key questions to be included are: the meaning of humanizing to business school, practices, challenges, implications and suggestions, or way forward.

Phase 2

The Coordinator will conduct the content analysis based on the information extracted from the Self-Check Reports on humanizing practices by 55 selected member schools. In order to do meaningful and systematic analysis, there is a need to develop the protocol and analytical framework to identify the patterns and trends of practices.

Phase 3

The meeting agreed that research activities for Phase 3 will be discussed later.

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<tr>
<th>Research Questions</th>
<th>Objectives</th>
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<td>1. What does humanizing management mean to business schools and other stakeholders particularly the corporate and government sectors?</td>
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<td>2. To what extent the business schools are incorporating the humanizing aspect into their management education?</td>
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<td>3. What are the challenges encountered by business schools in promoting humanizing management education?</td>
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<td>1. To examine the level of understanding/awareness of the concept of humanizing management education among ABEST21 members</td>
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<td>2. To document and analyze the practices initiated at business schools in humanizing business management education</td>
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<td>3. To identify challenges in the implementation of humanizing efforts</td>
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<td>4. To investigate key stakeholders’ viewpoint on the importance of humanizing management education</td>
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**Team Members**

**Advisors:**
- President Fumio Itoh,
- Prof. Oleg Vikhanskiy
- Prof. Afrah Salleh

**Team Leaders:**
- Japan : Prof. Dr. Naoki Wakabayashi
- Indonesia : Dr. Riani Rachmawati
- Thailand : Dr. Rapeeporn Srijumpa
- Malaysia : Prof. Dr. Cheng Ming Yu

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**Methodology**

- Three phases of study:
  - Phase 1: Humanizing practices among ABSET21 members
  - Phase 2: Content analysis from ABEST21’s Self-Check reports
  - Phase 3: Stakeholders’ study on humanizing management

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**Milestones**

- April 2019 : Formation of research team in 4 locations
- May – June 2019 : Formulate research design and research instrument
- July – Oct 2019 : Data collection for Phase 1 and 2
- Nov 2019 – Feb 2020 : Data analysis for Phase 1 and 2
- March 2020 : Preliminary research findings for Phase 1 and 2
- April – July 2020 : Data collection for Phase 3
- Aug – Oct 2020 : Data analysis for Phase 3
- Nov – Dec 2020 : Report Preparation
- Jan 2021 : Draft for publication
- Feb – March 2021 : Publication

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**Research Design & Instruments**

**Phase 1:**
- Humanizing practices among ABSET21 members
  - Questionnaire (June 30, 2019)
  - Purposes:
    - Humanizing practices
    - Level of understanding
    - Challenges experienced
  - Methods:
    - Survey questionnaire
    - Interviews (selected Deans)

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**Phase 2:**
- Content Analysis
  - SCR reports (June 30, 2019)
  - Purposes:
    - Analyze reported humanizing practices in SCR
    - Identify trends and best practices
  - Methods:
    - Desk review and analysis

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**Phase 3:**
- Stakeholders analysis
  - Questionnaire (March 2020)
  - Purposes:
    - Importance and relevance of humanizing management
  - Methods:
    - Discussions and interviews
    - Companies
    - Government officials
    - Alumni
VI. Membership

1. New Deans

**Dr. Putu Anom Mahadwartha**
Faculty of Business and Economics, Universitas Surabaya, Surabaya, Indonesia

Putu Anom Mahadwartha was born on December 23, 1973. He completed his doctoral degree in 2004, with a specialization in corporate finance and investment. He has a career at the University of Surabaya since 2005, and has served as chairman of the financial sciences, and chair of the management master's program. Currently, he is the Dean of the Faculty of Business and Economics, University of Surabaya. Aside from being a lecturer and researcher, he is also a professional business trainer and business consultant. Putu Anom is also active in management and business professional organizations, and has published scientific work in several national and international journals.

**Prof. Dr. Djoko Suhardjanto**
Faculty of Economics and Business, Universitas Sebelas Maret, Surakarta, Indonesia

Professor Suhardjanto graduated with a PhD degree in financial accounting from Curtin University Australia in 2008. His master's degree in accounting was granted by University of Wollongong Australia in 1997. He was granted full professor in accounting at the Faculty of Economics and Business, Universitas Sebelas Maret in 2013. Professor Suhardjanto is also an assessor for National Accreditation Board for Higher Education (BAN-PT) for many years. His research interests are mainly in the areas of corporate governance and financial accounting. He has published some works in reputable journals including Asian Review of Accounting, International Journal of Monetary Economics and Finance, International Journal of Trade and Global Markets and International Journal of Revenue Management.

**Dr. Fazeeda Mohamad**
Faculty of Industrial Management, Universiti Malaysia Pahang, Kuanta, Malaysia

Fazeeda Mohamad is currently a fulltime senior lecturer and is newly appointed as the Dean for the Faculty of Industrial Management, Universiti Malaysia Pahang. She was previously being appointed as Deputy Dean of Academic and Student Affairs, and Quality Coordinator prior to the current post. She joined the Faculty on December 2015 after completing her PhD in Technology Management. Her first degree was Bachelor in International Business, and after completing Master in Education in the year of 2002, she became a lecturer at Politeknik Merlimau and Politeknik Sultan Haji Ahmad Shah under the Hospitality Department (2003-2005) and Commerce Department (2005-2015). Academically, she has taught...
courses under Business Management and Logistics and Supply Chain Management such as International Business Environment, Customs and Procedures, International Transports, Industrial Logistics, Supply Chain Management and Project Management. Her area of research interest includes Business Performance, Data Envelopment Analysis, Discrete Event Simulation, System Dynamics and Logistics and Supply Chain Management. Since joining UMP, Fazeeda is actively involved in consulting and research projects such as Halal Gelatin, Halal Supply Chain Using Block Chain Technology, Market Study on Agarwood Oil Industry. She has recently published a book entitled ‘Wonders of Oud’, which covers both scientific and business aspects, as well as regulations in regards to the potential use of Oud as an alternative medicine.

In her career, combining students’ excellence in knowledge with outstanding characters is one of her aspirations. She believes that all students need to possess both knowledge and character in order to become well-balanced graduates not only having certain knowledge and skills, but also being humble and ethical citizens. In her personal life, she enjoys being around with family, travelling and meeting new people. Her principle in life is, ‘honor others and you will be honored’. She also loves to contribute to the community and environment. She is involved in several CSR projects such as Turtle Conservation Projects and Beach Cleaning, ILMU Teaching Community, CSR activity with Indigenous Community and Soup Kitchen for the Needy.

Prof. NAKASATO Munenori

Graduate School of International Management, Aoyama Gakuin University, Japan

The School (commonly called Aoyama Business School, ABS) has its origin in the Master’s Course in International Business, which was established in April 1990. It was the first graduate-level program offered by a private university in Japan consisting of night courses designed for managers already in the workplace. We will soon celebrate the 30th anniversary. The mission of ABS is to contribute to fostering creative leaders who fulfill their social responsibility and serve as global citizens, and to developing a prosperous future through our leading research activities. We have produced over 2,300 MBA holders, and have more than 250 existing students studying business. ABS will continue to strive for better future.

2. New Member School
Dean, Prof. Amir Mahmood
School of Business, Western Sydney University, Australia

The School of Business at Western Sydney University delivers undergraduate programs at three campuses: Parramatta City (being the primary campus), Campbelltown and Bankstown, all located in Greater Western Sydney (GWS). The GWS area has a population of over 2.5 million, representing over 170 nationalities, and with an economic output of over $104 billion.

The School of Business is committed to actively engaging with the GWS community and industry – by way of engaged research, sponsorship and placement of students in internship opportunities and work integrated learning. The School partners with large, multinational companies; Federal, State and Local government; GWS Business Chambers; national organisations; small and medium business enterprises (SMEs) and social enterprises.

Our students undergo industry internships and work integrated learning which explicitly supports student objectives in the transition to labour markets. At the undergraduate level, capstone units typically comprise a discipline focused, client based project with an industry partners. Findings are presented to the client organisations at the culmination of the units, at a showcase event. Students also have the option of an internship.

The School’s primary location in the heart of the Parramatta business district further supports its engagement with government, community and business enterprises. Student enrolment currently sits at just under 5,000 undergraduate and just over 1,000 postgraduate students. Faculty comprises 96 full time equivalent academic staff with discipline areas grouped into Accounting; Economics, Finance & Property; Human Resource Management & Management; Hospitality, Marketing, Sports Management & International Business.

Our courses are developed in consultation with industry and are in many instances accredited by peak professional bodies for those disciplines.

Postgraduate students in two year courses, such as the Master of Business Administration, choose a 20 credit points capstone unit that provides learning experience of either negotiating a business project in their area of industry interest, an industry-based internship or creation of a start-up project. The Master of Business Administration currently has 13 specialisations ranging from Business Analytics to Finance & Investment, or Logistics and Supply Chain Management.

The School is currently in the process of achieving accreditation with the Association to Advance Collegiate Schools of Business (AACSB). Only five per cent of business schools worldwide have achieved AACSB accreditation.

The School’s research program has been enriched this year with the establishment of Priority Research Initiatives with three-year funding, together with a Small Projects Grants Scheme supporting 11 new projects. We are also actively encouraging a visiting scholars program and supporting publications for PhD students.

The School of Business is committed to conducting leading edge research, resulting in the creation of new knowledge that enriches our teaching, fosters social and economic outcomes and has relevance and importance locally, nationally and internationally.

The strategic context for research in the School of Business is provided by Western Sydney University’s strategic plan Securing Success, which is centred around a core objective of being a
distinctively student-centred university. A key platform to support this goal is WSU’s ‘ambition as a vibrant research-led university with regional, national and global impact’. The University aspires to translate research into meaningful outcomes for industry, business, government, community and education partners within four interdisciplinary themes: Urban Living and Society; Health and Well-being; Environmental Sustainability; and Education, Access, Equity, Pathways and Aspirational Change.

The School is led by its Dean, Prof. Amir Mahmood and a dedicated Executive Team comprising the Deputy Dean, Associate Prof. Meg Smith, Directors of Academic Programs, and Director Undergraduate and Director Postgraduate programs.