



# ABEST21 e-News

**No.60, September 2013**

**THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW,  
a 21<sup>st</sup> century organization**

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## **ABEST21 Office Report**

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- The 24th meeting of Council for Human Resources Development held on September 13, 2013.
- The 5th ABEST21-QMC Executive Meeting held on September 19.
- The 6th ABEST21-QMC Executive Meeting held on September 24.
- The 7th ABEST21-QMC Executive Meeting held on September 26.
- EFMD Asia Advisory Board Meeting in Phuket, Thailand attended on October 1.
- The ASEAN+3 Higher Education Quality Assurance Forum in Tokyo attended on October 1.
- The 8th ABEST21-QMC Executive Meeting held on October 4.
- ABEST21 Asia Quality Assurance System Model reported to Higher Education Policy Planning Division, Higher Education Bureau, Ministry of Education, Culture, Sports, Science and Technology on October 4.

## **1. Quality Assurance and Accreditation System - 7**

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### **Faculty**

The 3rd factor of an educational system in realizing the Mission Statement is the "Faculty". It is a factor which has a direct impact on developing the students into the ideal professionals with the characteristics described in the Mission Statement. Thus the quality assurance of a faculty is a key assessment item. In assessment of a faculty, two perspectives are required; assessment of a faculty as an organization based on qualitative and quantitative viewpoint, and assessment of the educational research ability of the individual faculty members. In addition, dynamic assessment is necessary to assess the organizational ability to respond to the changes of the educational research environment.

As you all know, the power of an organization is not the result of an additive effect of its members' inputs, but of a multiplicative effect. The formula of the power is not  $3+3=6$ , but  $3^2=9$ . Being an organization, a faculty can be compared to water which is a compound formed by hydrogen and oxygen. Water is evaporated by sunlight and forms thunderclouds, which develop thunderstorms that produce enormous energy. The same phenomenon is seen in a faculty. Headcount is not the only factor required to produce energy. A dynamic organizational power to respond to the changes of the educational research environment is indispensable. For example, the university headquarters often say that they have no problem because the number of faculty member satisfies the requirement stated in the University Establishment Standards. However, internal problems exist in many cases, such as lack of leadership by the President/Dean, not enough replacement for full-time members teaching major subjects, sluggishness due to too many aged members, poor teaching ability due to lack of faculty members' educational research performance, inability to respond to diverse needs because the faculty is homogeneous, etc. An organization should act based on strategies - and without strategies, there is no future for the organization.

The specific items for faculty assessment are as follows.

- 1) Secure a sufficient number of faculty members
    - The school must hire a number of full-time members which is sufficient to deliver the educational program to achieve the Mission Statement.
    - The school must maintain a sufficient number of full-time members to teach core subjects.
    - The school must maintain a sufficient number of professional members.
    - The school must maintain a reasonable balance between the numbers of full-time and part-time members.
    - The school must establish a diverse faculty body.
  - 2) Secure capable faculty members
    - The school must hire capable faculty members to achieve the Mission Statement.
    - The school must have a process to assess the capabilities of the faculty members.
    - The school must disclose the materials concerning educational research performance of the faculty members.
    - The school must establish the rules and standards for appointment and promotion of faculty members.
    - The school must have a process to discuss appointment and promotion of faculty members.
  - 3) Maintain educational research environment for the faculty members
    - The school must maintain a good environment to promote educational research activities.
    - The school must limit the number of classes its faculty members may teach so that they may develop their educational research activities.
    - The school must maintain a system to support the faculty members in obtaining research funds required for educational research activities.
    - The school must maintain a system to support the faculty members with administration/technical staff required for educational research activities.
    - The school must take appropriate measures to activate the educational programs required for educational research activities.
  - 4) Responsibility of faculty members
    - The faculty members must make effort to communicate with the stakeholders and promote academic research in order to achieve the Mission Statement.
    - The faculty members must make effort to develop their course contents, materials used in their courses, and teaching methods as well as reviewing course evaluation by students.
    - The faculty members must devote themselves to increasing expertise and specialized knowledge in their respective fields.
    - The faculty members must help students achieve their academic goals by setting office hours to provide educational guidance to students and by communicating by e-mail with their students.
- In assessing a faculty, apart from looking into the educational research performance of the individual members, the important point is to check the flexibility as an organization. Considering the accelerating changes of the educational research environment, we must not overlook the organizational power to realize the future dream of the students. (Fumio Itoh, ABEST21 President)

## **2. General Information**

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### **1) International Symposium 2013**

ABEST21 will hold an international symposium focusing on "Innovation of Management Education in a Globalizing World" on Saturday, March 8, 2014 at the University of Tsukuba. At this symposium, experts from around the world will discuss nurturing of management professionals and necessary

business school education required for sustainable growth in Asia-Pacific countries. The result will be reported globally.

### 3. Network Information

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#### 1) The 1st ABEST21 Global Human Resources Development Seminar

As part of the industry-academia discussion on ideal management education at the business schools in this age of globalization, ABEST21 will hold the 1st Global Human Resources Development Seminar with the support of a global enterprise ITOCHU Corporation. The details are as follows.

Date and time: Friday, November 8, 2013 13:00—14:45

Venue: Grand Prince Hotel New Takanawa

Theme: “Global Talent Enhancement - ITOCHU's Case – (Can you say MOUKARIMAKKA in English?)”

Speaker: Mr. Kazuhito Endo, Senior Advisor, Global HR Development Department, Human Resources & General Affairs Division, ITOCHU Corporation

If you wish to attend this seminar, please contact [ABEST21@abest21.org](mailto:ABEST21@abest21.org)

#### 2) The 24th Council for Human Resources Development

The Council meeting was held on Friday, September 13, 2013 at Minami Aoyama Kaikan. First, the President explained based on materials the change of board members and draft of Council Rules amendment. New board members were ratified (see below). Amendment of Rules will be discussed in the following meeting in November.

Secondly, Dean Ken Kaminishi of Graduate School of Innovation and Technology Management (MOT), Yamaguchi University reported on the School's project - the third case research in the Third Phase Report



“Industry-academia relationship in management education”. MOT of Yamaguchi University was established in 2005 as a professional graduate school of technology management, with the educational philosophy to “nurture personnel with systematic knowledge and practical skills to continually create innovation”. Classes are given mainly on Saturdays for working students at three campuses in the cities of Ube, Hiroshima and Fukuoka. The report presented practical solutions developed to enhance the industry-academia relationship.

Then Mr. Akihiro Sato, Deputy Director, Technical Education Division, Higher Education Bureau, MEXT reported on “Graduate school for adult relearning” based on materials.

The Council will next meet on Friday, November 29, 2013, from 14:00 to 16:00 at Minami Aoyama Kaikan. Report on the fourth case research on “Industry-academia relationship in management education” is scheduled.

Board members of the Council for Human Resources Development for Term 3 (April 1, 2013 to March 31, 2015)

President: Fumio Itoh (ABEST21)

Vice President: Toshihiko Shiraki (Nanzan University)

Vice President: Youichi Furuno (Recruit Management Solutions Co., Ltd.)  
Director: Yoshihiro Tokuga (Kyoto University)  
Director: R. Taggart Murphy (University of Tsukuba)  
Director: Narihiko Uemura (Sony Corporation)  
Director: Kazutaka Yoshimura (Toyota Motor Corporation)  
Auditor: Takeshi Hibiya (Fuji Xerox Co., Ltd)  
Auditor: Tatsuyuki Negoro (Waseda University)

**4. Quality Assurance Information**

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**1) Peer Review Committee**

The Peer Review Committee for 2013 will be held on November 7 and 8, 2013 at Grand Prince Hotel New Takanawa. As mentioned in our previous news, a total of 21 reports will be reviewed. There are 6 "Accreditation Plans" for initial accreditation submitted by overseas business schools, 4 "Self-Evaluation Reports" by overseas business schools, 4 "Progress Reports" for maintenance accreditation by Japanese professional graduate schools, and 7 "Improvement Reports" by 4 Japanese professional graduate schools and 3 overseas business schools. Effective 2013 academic year, Japanese schools are requested to submit their reports in English to promote the information on the educational quality assurance internationally. Also, more international members are placed in the Peer Review Teams. Since all reports reviewed by ABEST21 are prepared in English, there is no need for translation, and we will be more assertive in disseminating the quality assurance information of applicant schools to the world.

**2) Report on ABEST21 Asia Quality Assurance System Model**

The report on ABEST21 research entrusted by MEXT - "Advanced University Reform Promotion Project in 2012" - was finalized and submitted to MEXT. As a step toward implementing this model ABEST21 will discuss this topic at the Peer Review Committee on Friday, November 8, 2013. The model was developed based on the expertise accumulated by ABEST21 and the opinions gathered at the Chiang Mai Conference held on July 5, 2013. We will prepare a roadmap for implementing this model in 2014.

**5. Research Information**

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**1) Project-6 and Project-7**

Since April 2012, ABEST21 have worked on CSR-Fuji Xerox Case Writing as Joint Research Project-6 and on development of ABEST21 Asia Quality Assurance System Model as Joint Research Project-7. Following the interim report at the Chiang Mai Conference held on July 5, 2013, the results of these projects will be reported at the General Assembly scheduled on March 8, 2014 to be publicized.

**6. Membership Information**

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**1) Graduate School of Business Administration, Kobe University**

The Graduate School of Business Administration, Kobe University (Professional Graduate School) is located in Kobe City, Hyogo Prefecture. In 1989 the school established its daytime-and-evening MBA program for practicing managers and professionals, the first of the national universities in Japan. The School has 57 full-time faculty members and approximately 150 students in total. The

Kobe Business School has a unique educational system called Project Method (or Kobe Method) with Research-based Education, which is a different style from the MBA programs of the Western business schools. For the convenience of the students, there are weekday evening courses at Osaka Campus and intensive courses on Saturdays at Kobe Campus. The Dean is Professor Fumitoshi Mizutani. The School website: <http://mba.kobe-u.ac.jp/>

## 2) SBI Graduate School

SBI Graduate School (professional graduate school) is a correspondence business school established by SBI Holdings, Inc. in 2008. The School has 21 full-time faculty members and 160 students in total. The educational characteristics of the School include emphasis on moral education based on Chinese classical philosophy which influenced the people of Japan, as well as e-learning system using Internet which was built to achieve advanced educational effects. The Dean is Professor Takao Shigeta. The School website: <http://www.sbi-u.ac.jp/>

## 7. ABEST21-QMC Information

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ABEST21-QMC will start holding seminars focusing on a new concept of university. To respond to the accelerating changes of the educational research environment as well as decrease of population under 18, universities must innovate themselves based on a long-term viewpoint rather than taking immediate and artificial measures. Without an innovation, the university will not survive as a "going concern".

The initial theme of the seminar is "University Reform in Urgent Need: How to Enhance Educational Ability". Speeches, reports on university education reform, and discussion with participants are planned. We welcome the participation of university-related parties.

The tentative program of the seminar is as follows:

Date and time: Thursday, December 5, 2013 14:00-17:00

Venue: Minami Aoyama Kaikan

Theme "University Reform in Urgent Need: How to Enhance Educational Ability"

- Speaker-1: Mr. Takafumi Goda  
ABEST21-QMC Advisor, former Director-General, Lifelong Learning Policy Bureau, MEXT
- Speaker-2: Mr. Atsushi Hamana  
President, Kansai University of International Studies (under negotiation)

Case Report "A promote university as the Center of Communities (COC)"

- Speaker-3: Mr. Hiroyuki Sumiyoshi  
President, Matsumoto University (under negotiation)

Comprehensive discussion