



# ABEST21 e-News

No.106, January-February 2020

## ABEST21 International

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

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Editor: ITOH Fumio



Vice Chancellor and President Professor Barney Glover, Western Sydney University (third from left)

## ABEST21 Office Report

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### January

- 07<sup>th</sup>: Visit to Ministry of Education, Culture, Sports, Science and Technology of Japan
- 11<sup>th</sup>: Visit to United Nations University, Tokyo
- 14<sup>th</sup>: Visit to Japan International Cooperation Agency (JICA), Tokyo
- 27<sup>th</sup>: Attending the 37<sup>th</sup> Japan Council for Nurturing Global Management Professionals
- 31<sup>th</sup>: Visit to the Western Sydney University, Australia

### February

- 03<sup>rd</sup>: Attending the 2<sup>nd</sup> Malaysia Council for Nurturing Global Management Professionals

- 04<sup>th</sup>: Organizing the ABEST21 Accreditation Seminar I in Malaysia, Kuala Lumpur
- 06<sup>th</sup>: Visit to Prof. M.Nasir, Plaza Bank Mandiri, Jakarta
- 07<sup>th</sup>: Organizing the ABEST21 Accreditation Seminar I in Indonesia, Jakarta
- 07<sup>th</sup>: Attending the 3<sup>rd</sup> Indonesia Council for Nurturing Global Management Professionals, Jakarta
- 19<sup>th</sup>: Visit to AEON Head Office, Chiba

## I. Member’s Voice for Tomorrow-No. 1

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### “Bringing Business into the Business School”

**Prof. Dean Lawrence B. Pulley, Ph.D.,**

**Raymond A. Mason School of Business at William & Mary, USA.**

I am the dean of the Raymond A. Mason School of Business at William & Mary in Williamsburg, Virginia, USA. I was honored to be on the Board of ABEST21 for several years and am delighted and impressed by the growth in numbers and stature that has been achieved. Congratulations to President Itoh and all involved!



For years in the Mason School we have sought to distinguish ourselves in “bringing business into the business school” for our students. It is increasingly difficult to keep current in preparing undergraduate and graduate students for the evolving skill and leadership demands of a rapidly-changing business world unless we are directly linked with business and with our alumni in business. We have worked hard to link our alumni and recruiting companies with our faculty and program teams to help determine and deliver what it takes to make our students truly career-ready and to connect them to world-class opportunities.

Let me briefly describe three ways in which we are engaging and connecting companies and alumni with our students.

**Executive Partners.** The Executive Partner (EP) Program in the Mason School is one of the most unique, remarkable, and successful organizations in business schools today. We have over 140 active and retired executives living in the Williamsburg area dedicated to sharing their time and talents as volunteers to help our students. EPs are woven through the fabric of who we are and touch almost every facet of what we do. We are the business school we have become because of their efforts. For example, each of our full-time MBA students has a personal Executive Partner Leadership Coach, as well as access to all EPs. Our undergraduate students have EPs work with them in résumé preparation, practice interviews, and job search coaching. There is a searchable database so students can sit down over a cup of coffee and get guidance on an upcoming job interview from someone who has the functional expertise, knows the industry, and may even have worked for the hiring firm. EPs with appropriate experience attend every class and help guide our students’ learning in our undergraduate and MBA student-managed-fund courses. And I have barely scratched the surface. In many cases, the EP and student coaching and mentoring relationships extend well beyond graduation.

**Advisory Boards.** Our Foundation Board of Trustees has guided and supported us in all of our key innovations and most especially in launching our very successful Online MBA Program (ranked 28th by *U.S. News and World Report*). Our Mason Accounting Programs Board contains representatives of all top accounting firms and both guides our curriculum development in accounting and makes sure

all of our accounting graduates receive jobs. Our Business Analytics Advisory Board guided us in launching a very successful Master of Science in Business Analytics program and undergraduate major. Our Consulting Advisory Board helped us develop MBA and Undergrad consulting courses where each class is led by experienced alumni with extensive consulting experience.

**Sprint Weeks.** Four years ago we “open-sourced” ideas for rethinking our Fulltime MBA Program in an initiative we called “Tomorrow’s MBA.” It was a huge success and we received over 5,000 responses and ideas. One of our major innovations is to take a break from the normal course routine in the middle of each semester and do a “deep dive” into an industry or other business challenge. Each Sprint Week is worth one academic credit and students both work in teams and love the experience. We never could even have imagined offering the Sprint Weeks without the engagement of alumni and companies and in the trenches support from our Executive Partners. For example, one of the Sprint Weeks focused on Predicting Demand in the Automobile Industry. A former CEO of General Motors gave the keynote on the state of the auto industry and subsequently held individual meetings with each of the twenty-three student teams. Another Sprint Week focused on Crisis Management whereby each student team was provided with a food contamination and illness crisis for a restaurant chain they were assumed to run. Student teams had to navigate (mock) real-time articles in the *Wall Street Journal* and elsewhere, and respond through presentations to their Corporate Boards and the Media (roles played by our Executive Partners). This realistic exercise was overseen by a Mason School alum who runs the crisis management practice at a top global public relations firm.

If there were ever a time when we could hunker down in business schools and successfully prepare our students without the immediate, direct, and ongoing engagement of the business community, those days are long gone.

**About the Author.** *Lawrence B. Pulley is the Dean of The Raymond A. Mason School of Business, William & Mary, Williamsburg, Virginia. William & Mary was one of the original seven business school members of ABEST21. Pulley made annual trips to Tokyo for more than 12 years in conjunction with his work with ABEST21 and served on the ABEST21 Board. He received his undergraduate degree in Economics/Math from William & Mary and his PhD in Economics from the University of Virginia.*

## II. General Information

### 1. Cancellation of the ABEST21 General Assembly and other events in March

Having considered the infection status of the new type pneumonia, ABEST21 has decided on February 18 to cancel all the events on March 11 and 12, 2020, including the Peer Review Committee, Accreditation Committee, General Assembly, ABEST21 Accreditation Certificate-granting Ceremony and International Symposium at the International Conference Hall of Aoyama Gakuin University, and also the Plant Visit Tour on March 13. Under the worldwide spread of the corona virus, it will be difficult to assure the health and safety of 100 participants from 10 countries during their stay in Japan. Giving priority to the "health and safety" of all participants, we have decided to cancel all the meetings. Alternatively, we are planning to hold web-based meetings. The international symposium will be postponed to March 2021.

### 2. A new meeting with Prof. Dr. Muhamad Nasir

On February 6, 2020, at the Plaza Bank Mandiri in Jakarta, Indonesia, we had the chance to meet again with Dr. Muhamad Nasir, the former Indonesian Minister of Research, Technology, and Higher Education and presently PT Bank Mandiri Komisaris Independen. With his great work as the Minister under President Joko Widodo to spread higher education in Indonesia, we conveyed our gratitude for his deep understanding of ABEST21 accreditation activities.



### 3. Inaugurating Professor Ari Kuncoro, Ph.D., as Rector

Dr. Ari Kuncoro, Ph.D., the former Dean of Faculty of Economics and Business, Universitas Indonesia was inaugurated as the Rector of Universitas Indonesia.

Professor in Economics with Google H-Index 14, which also means the first rank in Indonesia for citation of scientific work by RePEC version. Before holding the position of Universitas Indonesia Chancellor 2019-2024, he served as the Dean of the Faculty of Economics and Business. In addition to academic activities at FEB UI, he is a member of the East Asian Economist Association and is a visiting professor at several leading campuses in Australia and the United States.



### 4. Visiting to School of Business, Western Sydney University, Australia

On January 31, 2020, we visited the School of Business, Western Sydney University located in the suburb of Sydney, Australia. At the lunch session with Vice-Chancellor and President Professor Barney Glover we explained about the ABEST21 activities. We also had the opportunity to exchange opinions with Dean Prof. Amir Mahmood and the business school faculty on "Nurturing Global Management Professionals in the Age



of Globalization”.

## **5. Introducing the New Deans Dean Dr. Ratri Wahyuningtyas**

### **School of Economics and Business, Universitas Telkom**

Dean Dr. Ratri Wahyuningtyas was born in Semarang on November 19, 1981. He has completed an undergraduate program at Diponegoro University, a Master’s program at the College of Business Management in Bandung and Doctoral program at Padjadjaran University in Bandung, Indonesia. In addition to his profession as a lecturer and researcher at the Faculty of Economics and Business Telkom University Bandung with human resource management and talent management specialization, he is also involved in management consultancy activities for several companies such as PT. Telekomunikasi Indonesia, Tbk, PT. Telekomunikasi Seluler Tbk,



Assessment Center Indonesia, Otoritas Jasa Keuangan, etc. He is also an instructor in the quality Internal Auditor certification program and Human Resources Certification program. Several awards have been obtained for several research results given on an international scale as well as an award as Best of Certified Talent Management Professional. Some of his certifications include Human Resource Management and Personality Mapping Profiling.

## **Dean Agoes Ganesha Rahyuda, Ph.D.**

### **Faculty of Economics and Business, Universitas Udayana**

Dean Agoes Ganesha Rahyuda, S.E., M.T., PhD, was born on the 25th of March 1983, which makes him the youngest elected dean in our faculty’s history. He received his bachelor degree in Management from the Faculty of Economics and Business in Udayana Univeristy, Bali, Indonesia, and his master’s degree from the Faculty of Engineering at the Institute of Technology of Bandung, Bandung, Indonesia, with specialization in ‘Industry Management’. He then received his PhD in Management from Kent University, City of Kent, United Kingdom.



After completing his doctoral degree, Mr.Agoes Ganesha Rahyuda held several managerial positions in academia: he was the head of the International Co-operations Unit at the Faculty of Economics and Business from 2014-2016, then in 2016-2018 was second in charge (formal title Secretary of the Head of the School of Management) of the School of Management at the Faculty of Economics and Business within Udayana University. Starting 2018, Mr. Agoes Ganesha Rahyuda progressed into becoming the Head of Human Resource Development within the Senate of the Faculty of Economics and Business within Udayana University. Whilst maintaining that position, Mr. Agoes Ganesha Rahyuda also served as team leader for the projects on ‘Remuneration System within Udayana University’, ‘Analysis Team of Positions and Work Loads’, and ‘Creation of 5 (five) criteria for self Evaluation and Assessments’. Lastly, Mr. Agoes Ganesha Rahyuda has achieved the award for ‘Best Lecturer in the environment of Udayana University’ whilst contributing to numerous international researches under his leadership. As the new Dean, he is focused on internationalizing the Faculty of Economics and Business in Udayana University into the foreseeable future.

## **Dean Dr. Nairobi**

### **Faculty of Economics and Business, Universitas Lampung**

Dr. Nairobi, S.E., M.Si. was born at Gedung Tataan on June 21st, 1966, Bandar Lampung City, Indonesia. In 1985, he joined the undergraduate program at the Faculty of Economics, University of Lampung, and graduated in 1989. Then, he continued his postgraduate studies at University of Gajahmada and graduated in 1995, and most recently completed his doctoral education program at the University of Gajahmada and graduated in 2014. On 10 December 2019, Dr. Nairobi has been officially installed by the Rector of UNILA as Dean of FEB Unila until 2023. Before serving as Dean, he was the chairman of the cooperative diploma III program from 2000 to 2008, and he was also a



chairman of the Department of Economics Development at FEB Unila from 2016 to 2019. He is also active as a researcher with a focus on in the monetary field, especially inflation. He is a passionate lecturer teaching from 1990 to the present. He has received several awards at the faculty level as the best lecturer in 2016 and 2017 and also at the university level as the second best lecturer in 2016.

## **Dr. Yolanda Masnita, MM**

### **Dean of Faculty of Economics and Business Universitas Trisakti**

Yolanda Masnita was born on June 23<sup>th</sup>, 1968. She completed her doctoral degree in Universitas Indonesia, with a specialization in Marketing Management. She has a career at the Universitas Trisakti since August 23<sup>rd</sup>, 1991 and has served as chairman of the management department and vice dean assistant of students before pointed as a Dean in 2020. Currently, She is the Dean of the Faculty of Business and Economics, Universitas Trisakti. She is also an Expert National Education Standards Agency – *Badan Standar Nasional Pendidikan* (BSNP) Finalization of National Education Standards and review in several journals. She has published articles in reputable journals including national and international and also she got grants from the government for research.



### **Faculty's Profile**

One of the favorites Faculty in Universitas Trisakti is the Faculty of Economics and Business (FEB). There are 13 study programs from vocational until doctorate, and all of them have accredited. Six programs accredited A including undergraduate, professional and master programs, and the rest accredited B. There are 10,426 students and 256 faculty members, among them are professors. Number students and faculty members get international achievement, including in education such students or lecture exchange, research such as joint research with a foreign university and community development with international institutions such as socialization of sustainability development in many firms.

Many International programs held in Faculty of Economics and Business:

- Double Degree Bachelor Program on 12 courses with Indiana-Purdue University Indianapolis, USA; University of Missouri St. Louis, USA; Curtin University, Sydney, Australia; Hogeschool Utrecht, University of Applied Science, Utrecht, The Netherlands; Northampton University, United Kingdom, Koffie Annan Business School The Netherlands, Saxion University of Applied Science of

The Netherlands, Curtin University, Perth Western Australia, Inholland University of Applied Science The Netherlands.

- Double Degree Master of Management at the Maastricht School of Management, the Netherlands, Markfield Institute of Higher Education UK, La Trobe University in Australia, Prince of Songkla University Thailand, United Emirates University, and the Asian Institute of Management in the Philippines.

### **III. Quality Assurance-“Assessing Today for Tomorrow”-No. 40**

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#### **Analysis on “Self-Check/Self-Evaluation”**

In the rapidly changing educational and research environment, in order for universities to enhance their education and research quality consistently, the schools must have a clear understanding of their own activities. Otherwise it will be difficult to survive. There will be no problem if the schools exist in a “vacuum”. However, in the society where the real “environment” is changing, improving the educational and research activities is essential. To achieve this, the schools must constantly analyze their “Self-Check/Self-Evaluation”, find out the kaizen issues, and actually solve them. Under the environmental society, the schools’ “Self-Check/Self-Evaluation” is an essential factor.

The main purpose of accrediting institutions is to assess the analysis of “Self-Check/Self-Evaluation” objectively and assure the quality of education and research activities to the stakeholders including the schools themselves. In the age when students have the advantage to choose schools, and in the age when companies choose and recruit the best graduates, the schools must show their educational and research environment to the stakeholders through “Self-Check/Self-Evaluation”. For the students, the school must assure the quality of their education and research services that will be available during their studies. For the companies, the school must assure that the students will fully show the knowledge and capability acquired through the education provided by the school when they are employed. However, the appeal will not be objective if it is based only on the school’s “Self-Check/Self-Evaluation”. For this reason, the schools ask a third party to assess if the “Self-Check/Self-Evaluation” is analyzed in an objective manner.

Thus, the starting point of an accreditation depends on the “Self-Check/Self-Evaluation”, rather than the third party assessment. This is because the review by an accrediting institution is based on the condition that the schools have conducted “Self-Check/Self-Evaluation” appropriately according to the accreditation standards stipulated by the institution. In reality, however, there are many schools whose “Self-Check/Self-Evaluation” focuses only on receiving the accreditation. In these cases, analyses on “Self-Check/Self-Evaluation” tend to be lukewarm. Such analyses are abstract and not based on specific facts.

On the other hand, some schools clearly describe their “ideal future figure”. Aiming to realize their “Mission”, they set clear strategies to “spot the problems” and “how to solve the problems” and analyze their “Self-Check/Self-Evaluation” effectively. Such “Self-Check/Self-Evaluation” is prepared specifically based on appropriate data, followed by clear analysis on issues to be solved. The analysis is consistent and systematic.

Therefore the review by an accrediting institution starts by assessing the appropriateness of the “Self-Check/Self-Evaluation” analysis by the applicant school based on the accreditation standards. If the analysis is not appropriate, the school is requested to resubmit the “Self-Check/Self-Evaluation”. As a next process, the quality level of the current educational and research activities is assessed considering the volume of kaizen issues based on the accreditation standards. At present, the following grades are adopted at ABEST21.

- A) The School’s educational and research activities satisfy all or most accreditation standards. The quality maintenance and improvement of education and research are very promising and excellent.
- B) The School’s educational and research activities generally satisfy the accreditation standards. The quality maintenance and prospects for the improvement of education and research are promising and good.

C) The School's educational and research activities satisfy the accreditation standards. However, there is room for kaizen in quality maintenance and prospects for the improvement of education and research.

D) The School's educational and research activities fail to satisfy many of the accreditation standards and leave many kaizen issues in quality maintenance and improvement. The School will be reviewed again after examining the result of one-year kaizen report.

Accreditation is an excellent opportunity for the schools to have a medical checkup on their educational and research activities. Therefore the purpose of "Self-Check/Self-Evaluation" needs to be understood correctly. The goal of an accreditation is not to receive a medal. We hope that "Self-Check/Self-Evaluation" is conducted by the schools to recognize the "present status" accurately and to create the "future" so as to realize the "future ideal figure" in the changing society. (Fumio Itoh, President)

## **2. Introducing the web-based Review**

ABEST21 has decided to cancel the Peer Review Committee and Accreditation Committee scheduled on March 11, 2020 due to the spread of new type pneumonia. This cancellation was decided and announced to all members of the Committees on February 18. To decide on the accreditation matters which need to be settled in March 2020, we plan to hold a web-based meeting with the committee members based in 7 Asian countries. After the ratification of accreditation, ABEST21 will visit and hand the accreditation certificates to the accredited schools.

## **3. The ABEST21 Accreditation Seminar 1 2020**

**Reported by Dr. Fathyah Hashim, Graduate School of Business, USM**

Date: February 4, 12:30 - 17:30

Venue: Management & Science University, Shah Alam, Selangor

The first ABEST21 Accreditation Seminar 2020 was held at Management & Science University (MSU) on February 4, 2020. The seminar was attended by representatives from MSU, Universiti Tunku Abdul Rahman (UTAR), and Universiti Malaysia Pahang (UMP). These are the schools which will undergo the next ABEST21 accreditation application at various stages.

The seminar was divided into three sessions. In the first session, Professor Emeritus Dr. ITOH Fumio, President of ABEST21, presented on "The ABEST21 Accreditation System", "Quality Improvement Strategies (QIS)", and "Kaizen Report (KR)". Prof. Itoh highlighted the importance of quality assurance that should be focused on the issues for the future and not the past.

The philosophy of ABEST21 accreditation is like a medical check, it implies diagnosis, and then identifying plans on how to survive in the future. Furthermore, accreditation is not the goal, it is in fact a starting point for continuous improvement.

In the second session, Dr. Siti Zaleha Sahak from Arshad Ayub Graduate Business School, UiTM, and Dr. Fathyah Hashim from Graduate School of Business, USM, presented on "The Self-Check/Self-Evaluation Report (SCR)". The former presented on "The ABEST21 Program-based Accreditation System (APAS)" and the later presented on "The ABEST21 Academic Unit-based Accreditation System (AAAS)".

Finally, in the third session, there is an interactive Q&A session between the schools and the



speakers. The session is being chaired by Dean Prof. Ali Khatibi, MSU. Some unclear issues had been clarified and further queries should be directed to the ABEST21 office in Japan. The schools were also reminded that the deadline submission of the reports will be June 30, 2020. The reports will be reviewed by a group of peer review team (PRT) members, and an on-site interview will be conducted during August until end of October, 2020. The next ABEST21 Accreditation Seminar will be held in May 2020.



#### **4. Indonesia Accreditation Seminar I Reported by Aisyah Tri Astari, MBA, ABEST21 Staff**

Seminar I in 2020 was attended by thirty participants from ABEST21 member universities. The seminar included five sessions.

The first session, "The ABEST21 Accreditation System and QIS", was presented by the president of ABEST21, Professor Emeritus Dr. Itoh Fumio. The session also provided the information on the launch of the Accreditation Advisory System after March 2020.

The second session, APAS - "The Self-Check/Self-Evaluation Report (SCR)," was presented by Prof. Dr. Utomo Sarjono Putro from SBM-Institut Teknologi Bandung. The session was focused on the explanation of the six chapters, 26 standards, and 142 criteria in ABEST21 SCR. It also emphasized the importance of the Mission statement and being Mission-Driven for the business schools.

The third session, AAS - "The self-Check/Self-Evaluation Report (SCR)," was presented by the Prof. Dr. Sudarso Kaderi Wiryono, Dean of SBM-Institut Teknologi Bandung.

In a more in-depth discussion, Prof. Dr. Sudarso mentioned the advantages of ABEST21 in terms of Quality Improvement and Quality Assurance. Furthermore, the essential characteristic of the ABEST21 accreditation is the Kaizen system, reflected in The Quality Improvement Plan and the Self Check/Self Evaluation Report.

The fourth session, "Kaizen Report," was presented by Dr. Yasmine Nasution from FEB-Universitas Indonesia. The presentation included the importance of Kaizen report in assuring the quality improvement of the school. Furthermore, it is important that the description of how the accredited school implemented the action plan needs to be supported by clear arguments and well-defined



reasons.

The Q&A in session five included the questions regarding the new manual 11.12 that will be launched after the Tokyo Seminar in March 2020.

## IV. ABEST21 Accreditation

### 1. MEXT (Mistry of Education, Culture, Sports, Science and Technology of Japan) Review for ABEST21 Accreditation activities

As mentioned in the previous eNews no. 105, hearing review for ABEST21 was conducted by the Central Council for Education, Subdivision on University "Review Committee on Attestation on the Accreditation Bodies," on December 18, 2019. The comments that were announced unofficially are summarized below.

The main point is to draw a line between the expenses concerning accreditation for schools in Japan and outside Japan. However, we explained that in our globalizing accreditation activities, it is not possible to divide the largest spending factor of Accreditation Committee and Peer Review Committee in terms of domestic and overseas activities, as well as the office rent, personnel and office supplies, etc. It was also explained that the only items liable to calculating specific expenses was Desk Review and Peer Review Visit for the business schools in Japan, and seminars held in Japan.

ABEST21 has conducted 64 accreditation reviews from March 2011 to March 2019. Of the total, only 21 reviews, or 33%, was for business schools in Japan. The remaining 67% was for non-Japanese schools from 6 Asian countries. Stressing this fact, we appealed that ABEST21 was an international accrediting institution.

#### Review Comments by MEXT

- Implemented peer reviews covering the areas such as study encouragement, student mobility, faculty diversity, industry-academia joint projects, and extracurricular educational programs are extensive.
- As peer review members are mainly international members, conducting accreditation seminars for enhancing the quality of peer review for the members in various countries is extensive.
- The practice of improving the accreditation standards and methods based on the survey of the accredited schools or peer review members after the accreditation process, e.g. by using a questionnaire, is expected to be enhanced.
- As a public accrediting institution, disclosing the information (including financial information) of the organization itself is expected in a readily understandable manner.



事務連絡  
令和2年2月10日

一般社団法人 ABEST21 御中

文部科学省高等教育局  
高等教育企画課

令和元年度認証評価機関が行う自己点検・評価に対するコメントについて

平素より認証評価業務に御協力いただき、誠にありがとうございます。  
令和元年11月18日付の事務連絡「令和元年度認証評価機関が行う自己点検・評価に係るアンケートについて」でもお知らせしておりましたが、各認証評価機関が行った自己点検・評価につきまして、書面及びヒアリング等を踏まえ、中央教育審議会大学分科会認証評価専門の認証に関する審査委員会のコメントが別添のとおりとりまとめられましたので、お知らせいたします。  
なお、コメントについては文部科学省のHPに公表させていただきますことをご案内させていただきます。

(本件連絡先)  
文部科学省高等教育局  
高等教育企画課企画係 安永 山中  
TEL: 03-5253-4111 (内線 2404)  
E-mail: [gsourabest21.go.jp](mailto:gsourabest21.go.jp)  
[kymorabest21.go.jp](mailto:kymorabest21.go.jp)

(参考)

コメント

**ABEST21**

- 卒業奨励、学生の多様化、教員職員の多様性、留学奨励活動や正課外の教育プログラムの状況等についての野照も実施していることは褒めている。
- 評価員は国際委員を中心として構成しており、評価員の質向上を図るために各所でセミナーを開催していること評価されている。
- 評価実施後に受審率及び評価員にアンケート調査を実施するなどして、結果を踏まえた評価基準及び評価方法等の適切性の分析及び改善がさらに行われることが期待される。
- 公的な評価を行う評価機関として、評価機関自体の経費に関する情報(財務情報等)について、わかりやすく社会に公表することが期待される。
- 海外大学のアクレディテーション(accreditation)に係る業務と認証評価に係る業務の区別を区別する際には、個別費用と共通費用の考え方について整理するなど、適切な管理運営がなされることと期待される。

- Dividing the accreditation accounting for clarifying the concept of individual expense and overhead cost between overseas universities and Japanese universities is expected for adequate management.

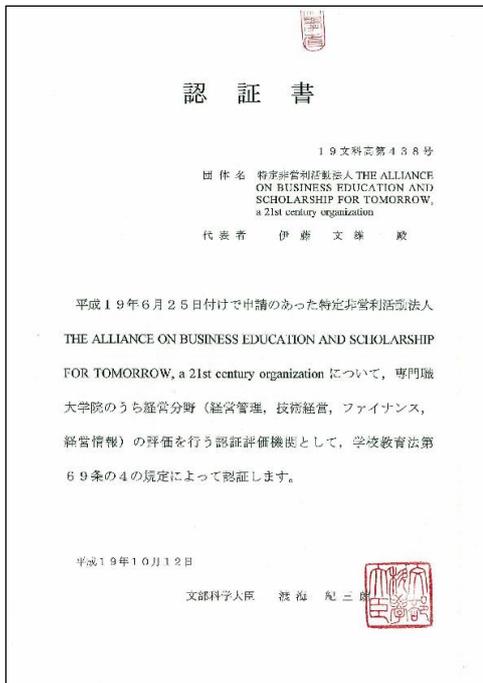
## 2. Accreditation Agency authorized by MEXT

### 1) Accreditation Agency for the field of "Management" approved by MEXT

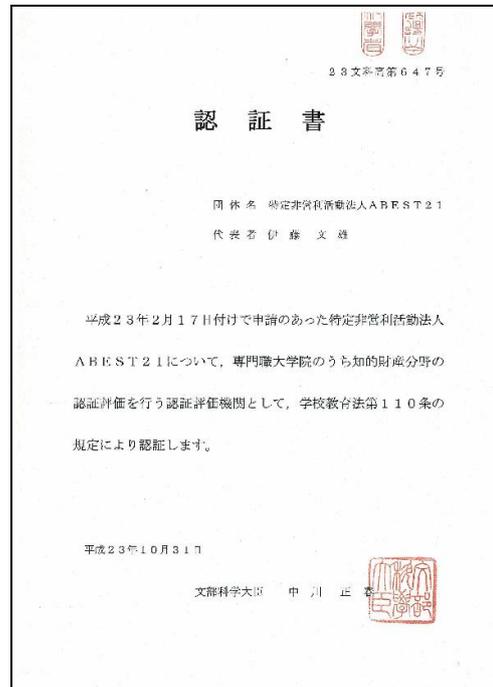
On October 12, 2007, ABEST21 was certified by the Japanese Minister of Education, Culture, Sports, Science and Technology (MEXT) as an accreditation institution for professional graduate school of business (Business Management, Management of Technology, Finance, and Business Information). ABEST21 stated its accreditation activities for Professional Graduate Schools, with business schools in Japan.

### (2) Accreditation Agency for the field of "Intellectual Property" approved by MEXT

On October 31, 2011, ABEST21 was certified as an accrediting agency for Professional Graduate School of Intellectual Property by the Minister of MEXT of Japan. The certificate issued by Masaharu Nakagawa, the Minister of MEXT, dated October 31, 2011, says that "With regard to ABEST21's application dated February 17, 2011, in light of Article 10 of the School Education Act, we hereby certify ABEST21 as accrediting institution for Professional Graduate School of Intellectual Property."



"Management"



"Intellectual Property"

## 3. Track Record of ABEST21 Accreditation

As of March 2019, ABEST21 has conducted a total of 21 accreditations for professional graduate schools since October 2007 when ABEST21 was certified as a field-specific accrediting institution by MEXT, Japan. As for international accreditation, since 2011 ABEST21 has conferred a total of 43 accreditations as follows. These account for approximately 67 % of total accreditations by ABEST21.

	09	10	11	12	13	14	15	16	17	18	19	Total
JP	4	1	2	1	1	4	2	2	--	1	3	21
CH	--	--	--	--	--	1	--	--	--	--	1	2
ID	--	--	--	1	2	1	1	6	3	7	2	23
MY	--	--	1	--	--	2	4	1	1	--	3	12
RU	--	--	--	--	--	--	--	1	--	--	--	1
SP	--	--	--	1	--	--	--	--	1	--	--	2
TH	--	--	--	--	--	--	1	1	--	--	1	3
Total	4	1	3	3	3	8	8	11	5	8	10	64

JP: Japan, CH: China, ID: Indonesia, MY: Malaysia, RU: Russia, SP: Singapore, TH: Thailand

#### **4. ABEST21 Accredited Schools**

##### **A. Professional Graduate Schools of Business in Japan**

March, 2009

- Graduate School of International Management, Aoyama Gakuin University, Tokyo
- Graduate School of International Corporate Strategy, Hitotsubashi University, Tokyo
- Graduate School of Business Administration, Kobe University, Kobe
- MBA Program in International Business, Graduate School of Business Sciences, University of Tsukuba, Tokyo

March, 2010

- Institute of Business and Accounting, Kwansei Gakuin University, Nishinomiya

March, 2011

- Graduate School of Management, Kyoto University, Kyoto
- Graduate School of Business Administration, Nanzan University, Nagoya

March, 2012

- Waseda Business School, Graduate School of Commerce, Waseda University, Tokyo

March, 2013

- SBI Graduate School, SBI University, Yokohama

March 2014

- Graduate School of International Management, Aoyama Gakuin University, Tokyo
- Graduate School International Corporate Strategy, Hitotsubashi University, Tokyo
- Graduate School of Business Administration, Kobe University, Kobe
- MBA Program in International Business, Graduate School of Business Sciences, University of Tsukuba, Tokyo

March 2015

- Institute of Business and Accounting, Kwansei Gakuin University, Nishinomiya
- Graduate School of Innovation and Technology Management, Yamaguchi University, Ube

March 2016

- Graduate School of Management, Kyoto University, Kyoto
- Graduate School of Business Administration, Nanzan University, Nagoya

March 2018

- Department of Business Administration, SBI Graduate School, Tokyo

March 2019

- Graduate School of International Management, Aoyama Gakuin University, Tokyo

- The School of International Corporate Strategy, Hitotsubashi University Business School, Hitotsubashi University, Tokyo
- MBA Program in International Business, Graduate School of Business Sciences, University of Tsukuba, Tokyo

## **B. International accreditation**

March, 2011

- Faculty of Business Management and Professional Studies, Management and Science University, Malaysia

March, 2012

- Master Program in Accounting and Management, Faculty of Economics and Business, Universitas Brawijaya, Indonesia
- SP Jain School of Global Management, Singapore

March, 2013

- School of Business and Management, Institut Teknologi Bandung, Indonesia
- Faculty of Economics and Business, Universitas Indonesia, Indonesia

March 2014

- School of Business Administration, Northeastern University, China
- Faculty of Economics and Business, Universitas Padjadjaran, Indonesia
- Graduate School of Management, International Islamic University Malaysia, Malaysia
- Graduate School of Business, Universiti Sains Malaysia, Malaysia

March 2015

- Faculty of Economics and Business, Universitas Diponegoro, Indonesia
- Graduate School of Business, Universiti Kebangsaan Malaysia, Indonesia
- Putra Business School, Malaysia
- Arshad Ayub Graduate Business School, Universiti Teknologi MARA, Malaysia
- Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, Malaysia
- Faculty of Business, Economics and Communications, Naresuan University, Thailand

March 2016

“Management”

- Faculty of Economics and Business, Universitas Airlangga, Indonesia
- Graduate Program of Management and Business, School of Business, Institut Pertanian Bogor, Indonesia
- Faculty of Economics and Business, Universitas Lampung, Indonesia
- PPM School of Management, Indonesia
- School of Economics and Business, Universitas Telkom, Indonesia
- Graduate School of Management, Management and Science University, Malaysia
- Lomonosov Moscow State University Business School, Lomonosov Moscow State University, Russia
- Faculty of Business Administration, Chiang Mai University, Thailand

“Business Economics”

- Faculty of Economics and Business, Universitas Brawijaya, Indonesia

March 2017

“Management”

- Faculty of Economics and Business, Universitas Hasanuddin, Indonesia
- Faculty of Economics and Business, Universitas Sebelas Maret, Indonesia
- Faculty of Economics and Business, Universitas Brawijaya, Indonesia
- Faculty of Industrial Management, Universiti Malaysia Pahang, Malaysia
- SP Jain School of Global Management, Singapore

#### March 2018

##### A. Program-based Accreditation System "Management"

- Faculty of Economics, Universitas Andalas, Indonesia
- Faculty of Economics and Business, Universitas Indonesia, Indonesia
- Faculty of Economics and Business, Universitas Kristen Satya Wacana, Indonesia
- Faculty of Business and Economics, Universitas Surabaya, Indonesia

##### "Accounting"

- Faculty of Economics and Business, Universitas Padjadjaran, Indonesia
- Faculty of Economics and Business, Universitas Padjadjaran, Indonesia

##### B. Academic Unit-based Accreditation System

- School of Business and Management, Institut Teknologi Bandung, Indonesia

#### March 2019

##### "Management"

- School of Business Administration, Northeastern University, China
- Faculty of Economics, Universitas Sriwijaya, Indonesia
- Graduate School of Management, International Islamic University Malaysia, Malaysia
- Graduate School of Business, Universiti Sains Malaysia, Malaysia
- Universiti Kuala Lumpur Business School, Universiti Kuala Lumpur, Malaysia
- Graduate School of Commerce, Burapha University, Thailand
- Faculty of Economics and Business, Universitas Hasanuddin, Indonesia

#### **March 2019**

Peer Review Committee (PRC) was held on March 6, 2019 at Shinagawa Season Terrace, Tokyo. Review recommendation prepared by the Peer Review Team (PRT) was examined and the results were submitted to the Accreditation Committee. The Accreditation Committee reviewed the results and decided that the following 10 schools are to be accredited.



### **March 2018**

On Tuesday, March 6, 2018 a joint meeting of Peer Review Committee and Accreditation Committee was held at Shinagawa Season Terrace Conference. Detailed review reports were presented by the respective PRT leaders. After exchange of various opinions and discussions, the committee decided by vote to recommend to the Board of Trustees the following applicant schools to be accredited in March 2018.



### **March 2017**

The 5 Schools accredited in March 2017 were given ABEST21 Accreditation Certificate and the Good Practice Award by the Vice Presidents in charge, Prof. Dr. Ilker Baybars (CEO, Carnegie Mellon University-Qatar) and Prof. Dr. Oleg Vikhanskiy (Dean, Lomonosov Moscow State University, Russia).



### **March 2016**

On March 2016, ABEST21 Management Accreditation was granted to Lomonosov Moscow State University Business School, Lomonosov Moscow State University (LMSUBS), Moscow, Russia based on the ABEST21 Peer Review System. LMSUBS was the first management schools accredited in Russia by the ABEST21 Management Standards. Lomonosov Moscow State University Business School (MSU BS) is one of the oldest business schools in Russia. It was founded in 1989 as the School of Management within the Faculty of Economics at Lomonosov Moscow State University (MSU). In 2000, it was transformed in an independent and self-financed department of MSU and renamed Graduate School of Business Administration. In 2011, the School changed its English name to Lomonosov Moscow State University Business School.



### **July 2015**

On March 2015, ABEST21 Management Accreditation was granted to Faculty of Business, Economics and Communications, Naresuan University (BEC-NU), Phitsanulok based on the ABEST21 Peer Review System. BEC-NU was the first management schools accredited in Thailand by the ABEST21 Management Standards. On March 5, 2015, the final reviews for accreditation in terms of quality assurance for management education at Japanese and Asian business schools were done at the meeting room of Fuji Xerox Co, Ltd. Head Office in Roppongi, Tokyo. The accreditation certificates for these schools will be granted on July 7, 2015, at the ABEST21 10<sup>th</sup> Anniversary Ceremony.



### March 2014

On March 2014, ABEST21 Management Accreditation was granted to School of Business Administration, Northeastern University (NEU), China based on the ABEST21 Peer Review System. NEU was the first management schools accredited in China by the ABEST21 Management Standards. On March 6, 2014, Peer Review Committee was held at Sony University in Gotenyama, Shinagawa. The Committee made reviews on School of Business Administration, Northeastern University, China. Final review result was reported by respective PRT Chairs based on on-site interviews. In



Accreditation Committee, based on the past reviews and summary reported by the PRT Chairs, Q&A was conducted. As a result of review, accreditation for the nine schools was recommended to the Board of Directors.

### March 2013

On March 2013, ABEST21 Management Accreditation was granted to both of Master of Management, Faculty of Economics, Universitas Indonesia, Indonesia (FEB-UI), and School of Business and Management, Institute Teknologi Bandung (SBM-ITB), Indonesia based on the ABEST21 Peer Review System. FEB-UI and SBM-ITB were the first management schools accredited in Indonesia by the ABEST21 Management Standards. The Committee was held on March 8 at Toshiba Corporation Head Office. PRT Chairs reported on "Accreditation result (draft)" assessed by the Peer Review Steering Committee, and various opinions were exchanged. Accreditations for School of Business and Management, Institute Teknologi Bandung, Indonesia, and Master of Management, Faculty of Economics, Universitas Indonesia, were approved through votes. The result was submitted to the ABEST21 Board Meeting.



On March 9, Accreditation Certificate was granted to the following schools, after the approval of ABEST21 Board Meeting and the General Assembly.

### March 2012

On March 2012, ABEST21 Management Accreditation was granted to SP Jain School of Global Management, Singapore based on the ABEST21 Peer Review System. SP Jain School of Global Management is the first management school accredited in Singapore by the ABEST21 Management Standards. Accreditation Committee was held at Nissan Global Headquarters Meeting Room on Friday, March 2, 2012. The Committee ratified the draft of recommendation for accreditation reviewed by Peer Review Standing Committee on viewpoints of global education and industrial human resources recruitment. Detailed report on drafts of recommendation



for accreditation was provided by the chairs of Peer Review Teams through PowerPoint presentation. After Q&A session the draft of recommendation for accreditation was approved by votes.

### **March 2011**

On March 2011, ABEST21 Management Accreditation was granted to Faculty of Business Management and Professional Studies, Management and Science University (MSU), Malaysia based on the ABEST21 Peer Review System. MSU is the first management school accredited in Malaysia by the ABEST21 Management Standards. The Accreditation Committee was held at Fuji Xerox Head Office on March 4, 2011. In the Committee, explanations were provided on the Accreditation Results (draft) for the Faculty of Business Management and Professional Studies, Management and Science University, Malaysia, by a Chair of the Peer Review Committee. After discussion the Committee approved the Accreditation Results. ABEST21 Accreditation Certificates were handed to the representatives of the Faculty of Business Management and Professional Studies, Management and Science University, Malaysia by ABEST21 Vice President.



### **March 2010**

On Friday, March 5, 2010, following the reporting by the Accreditation Committee at Nippon Steel Corporation Kimitsu Works, the ABEST21 Board of Directors affirmed accreditation for Institute of Business and Accounting (Professional Graduate School), Kwansei Gakuin University. Accreditation certificate was granted to Kwansei Gakuin University by the Chair of Accreditation Committee, Dean Robert S. Sullivan of Rady School of Management, University of California San Diego. Celebration party was held at the same venue, with Dean Oleg Vikhanski of Graduate School of Business Administration, Moscow State University as the master of ceremony.



### **March 2009**

On March 25, 2009, ABEST21 held Accreditation Committee at Sony Corporation, Head Office. Professor Yuji Ijiri joined the committee from Pittsburg, USA through Skype system. After full discussion, the committee ratified recommendation of Peer Review Committee for ABEST21 Management Accreditation and decided to recommend it to the Board of Trustees. The Board approved the recommendation as final. It was the first time given to the four Japanese business schools.



## 5. The Reciprocal Partnership with the Accrediting Institutions

International expansion of ABEST21 accreditation activities will be further promoted through cooperation with the accrediting institutions of the countries which applicant schools are based. It has become indispensable for ABEST21 to have reciprocal partnerships with other regional accrediting institutions. ABEST21 has concluded reciprocal agreements with EFMD (European Foundation for Management Development) in April 2009, BAN-PT (National Accreditation Agency for Higher Education of Indonesia, a government body) in August 2011, and AQAN (ASEAN Quality Assurance Agency, a government agency). In December 2013, ABEST21 has also set up the Network for Professional Graduate School Accreditation Agencies with Japan Law Foundation (accrediting institution for Law Schools in Japan), and Japanese Institute of International Accounting Education (accrediting institution for Accounting Schools in Japan) to exchange information.

**October 14, 2015**

### **ONESQA (Office for National Education Standards and Quality Assessment)**

On October 14 at Bangkok International Trade and Exhibition Centre (BITEC), ceremony for signing of MoU between ABEST21 and ONESQA was held attended by Deputy Prime Minister Air Chief Marshal Prajin Juntong. The ceremony was held as part of the ONESQA's 15th anniversary ceremony. Based on the MoU, ABEST21 and ONESQA will aim to develop a Quality Assurance Process to enhance the quality of education in Asia.



**August 13, 2015**

### **MQA (Malaysian Qualifications Agency)**

On August 13, ABEST21 signed the MOA (Memorandum of Arrangement) with the Malaysian Qualifications Agency (MQA) represented by Datuk Prof. Dr. Rujhan Mustafa (Chief Executive Officer of MQA), at the Ministry of Higher Education Malaysia in the presence of Minister Dato' Seri Idris Jusoh (back row center in the photo). The main areas of co-operation covered by the Memorandum are: a) exchange of operational information, b) exchange of information on status of accreditation, c) mutual understanding of approaches to enhance the understanding of quality assurance in higher education, d) quality system to ensure the role of both agencies, e) promotion of developmental opportunities for the staff of both agencies, f) engaging reviewers from both parties, g) collaborative accreditation programs, h) sharing Good Practice Database, etc.



**March 5, 2014**

**AQAN (ASEAN Quality Assurance Network)**

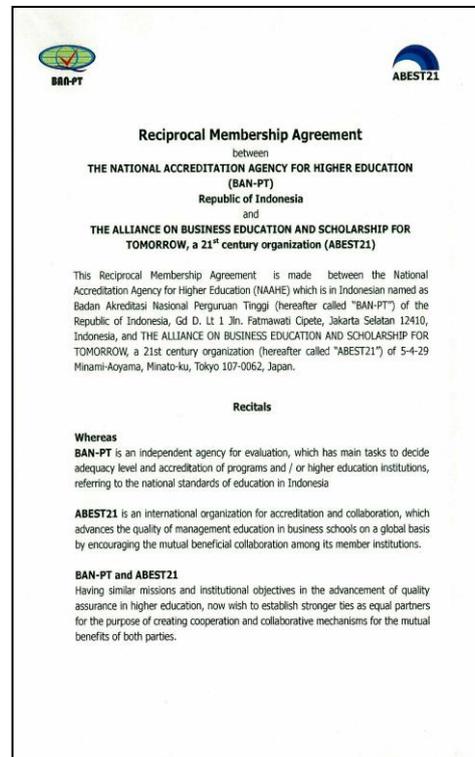
on March 5, 2014, Memorandum of Understanding (MOU) concerning management education quality assurance in Asia was signed by AQAN President Dr. Syed Ahmad Hussein and ABEST21 President Dr. Fumio Itoh on March 5, 2014 at Crowne Plaza Hanoi, Vietnam. Since many ASEAN schools have joined ABEST21 as school members, from Malaysia and Indonesia in particular, and the number of business schools applying for accreditation has increased, we will cooperate with AQAN in nurturing management professionals by active exchange of information on management education quality assurance.



**August, 1, 2011**

**BAN-PT (National Accreditation Agency for Higher Education) of Indonesia**

On August, 1, 2011, we visited BAN-PT (Badan Akreditasi Nasional Perguruan Tinggi), the accreditation committee of Indonesian Government, and exchanged views with Mr. Adil Basuki Ahza, Executive Secretary of BAN-PT, on guaranteeing the quality of management education. We explained about ABEST21 Accreditation System and that University of Indonesia, Bandung Institute of Technology and University of Brawijaya are applicants from Indonesia at present. The number of Indonesian applicant schools is expected to increase in the future. It was agreed that ABEST21 and BAN-PT will establish a cooperative relationship to promote the exchange of information and cooperation to guarantee the quality of education required to meet the needs of the globalization age. Reciprocal Agreement will be concluded between the two parties.



**April 20<sup>th</sup>, 2009**

**EFMD (European Foundation for Management Development)**

On April 20<sup>th</sup>, 2009, President Itoh visited the headquarters of EFMD in Brussels, Belgium and meet with Mr. Eric Cornuel, Director General, CEO of EFMD and Mr. Jim Herbolich, the Deputy Director General. After their discussion, both of them agree to sign a Reciprocal Membership Agreement as a way to work together towards ensuring the international standard of quality for management education.



## V. Quality Improvement-“Enriching Global Knowledge Network”

### 1. The 2<sup>nd</sup> Malaysia Council for Nurturing Global Management Professionals Reported by Dr. Fathyah Hashim, Graduate School of Business, USM

Date: February 3, 2020, 12:30-17:00

Venue: Meeting Room, Deputy Vice Chancellor Office of Research and Innovation, UPM

The Second Malaysia Council for Nurturing Management Professionals was held on February 3, 2020 at Putra Business School, Malaysia. The meeting was chaired by President and CEO Prof. Dr. Zulkornain bin Yusop, Putra Business School. It was attended by the Regular Members (International Islamic University Malaysia, Putra Business School, Universiti Teknologi MARA, Universiti Sains Malaysia, Universiti Malaysia Pahang, and Universiti Kuala Lumpur),



four Company Members from various organizations in Malaysia (Syarikat Perumahan Negara Bhd., Prasarana Malaysia Bhd., MMAG Holdings Bhd., and Censof Sdn. Bhd.), and Professor Emeritus Dr. ITOH Fumio, President of ABEST21. The main purpose of this second meeting was to connect the academic community and industry in finding a suitable platform to nurture management professionals in the country. It is also hoped that this council will later connect with the other two councils (in Japan and Indonesia) to improve the quality of management education and nurturing human resources in Asia.



Dean Prof. Dr. Azlan Amran presented on the MBA Education of Graduate School of Business, Universiti Sains Malaysia, and Executive Director Dr. Aimi Zulhazmi Bin Abdul Rashid from MMAG Holdings Berhad gave a presentation on the corporate needs for the MBA Education in Malaysia. The industry is looking for both hard and soft skills of the MBA graduates. Some examples of soft skills include creativity, persuasiveness, collaboration, adaptability, communication skills, as well as emotional intelligence. Meanwhile for the hard skills, IT related skills like business analytics, block chain, cloud computing, and affiliate marketing are really being expected from the MBA graduates. The business schools are also encouraged to invite their alumni to give talks in classes so that they can share their experience on how they have learned to become emotionally intelligent.

The company members of the Malaysia council collectively agreed on the needs to polish the communication skills and ability to convince people. Therefore, a platform is really needed to nurture and bridge this expectation gap, and business schools should work together with industry players to realize this. For example, an incubator can be set up for students to test their business ideas, to give mock presentation to the board, and to assess risks. This can be used to test the effective communication skills. However, it is also noted that entrepreneurial mindset cannot be taught. In Malaysia, the booming of shop lots MBA is cannibalizing the local business schools' MBA programs. Thus, in the next council meeting, a dialogue session among business schools, companies, and related government agencies (e.g. Ministry of Education and MQA) is really needed to further discuss on these challenges in order to foster management professionals in Malaysia.

## **2. The 3rd Indonesia Council for Nurturing Global Management Professionals Reported by Aisyah Tri Astari, MBA, ABEST21 Staff**

Focusing on Nurturing Global Management Professional, the 3rd Indonesia Council was directed by Prof. Dean Sudarso Kaderi Wiryono, the dean of School of Business and Management, Institut Teknologi Bandung.

The council invited two speakers who represent both the educational and the business organizations.

Dr. Kin Tjedrasa from SBM-ITB gave the first presentation on the MBA Education of SBM-ITB, mentioning the importance

of developing not only technical skills but also working skills gained through training offered by the school. Moreover, the importance of learning from other people's skills should also be included.

Representing the business organizations, two presentations on the corporate needs for the MBA Education in Indonesia were given by Achmad Sugiarto, Director of Strategic Portfolio Telkom Indonesia, and Dr. Randhy Widyastana, Portfolio Director of MDI Ventures. The presentations

described company needs for the MBA students who can work in Business Development to meet the demand for collaboration of education and industry that is increasing in Indonesia. Corporations primarily need innovators capable of building and competing in the business industry in Indonesia.



## **3. Holding the 37th Council for Human Resources Development in Japan**

The Council meeting was held on January 27, 2020 at Ivy Hall, Tokyo. The meeting started with the report on Professional Graduate Schools (business schools) by Deputy Director Hirokazu Ichikawa of the Office for Professional Graduate School, Technical Education Division, Higher Education Bureau, Ministry of Education, Culture, Sports, Science and Technology of Japan (MEXT). Then the report on the educational programs and kaizen issues at the Graduate School of Management, Kyoto University (Professional Graduate School) was made by Dean Yoshinori Hara, followed by exchange of opinions. In the next council meeting, a report on Waseda Business School is scheduled.



#### **4. Joint Research Project No. 8: a progress report**

##### **“Humanizing Management Education for Sustainable Economic Development in Asia-Pacific”**

**By Coordinator: Prof. Dr. Ming Yu Cheng, Universiti Tunku Abdul Rahman, Malaysia**

*“Humanizing the School’s Research and Education”* is one of the important criteria of ABEST21’s accreditation system for quality improvement. For this purpose, ABEST21 has organized a research team to examine the efforts taken by business schools to incorporate the humanizing aspect into their management education; to identify challenges in the implementation of humanizing efforts; and to investigate key stakeholders’ viewpoints on the importance of humanizing management education.



The project will be conducted in three phases. The research team is currently undertaking Phase 1 activity to analyze the humanizing practices among ABSET21 members. For this purpose, questionnaires were distributed to 55 ABEST21 members selected to participate in the survey. The survey covers schools located in Japan, Indonesia, Thailand Singapore, USA, Russia, China and Malaysia.

The data collection for Phase 1 study started in August 2019 by contacting the Deans or representatives of the selected schools with the request to complete the questionnaire. Depending on the feedback collected, interviews may be arranged to gather additional information. To date, the research team is still in the process of collecting the data as some schools are yet to send their feedback as requested. Cooperation and support from ABEST21 members is highly appreciated in order to complete this exercise successfully.

At the same time, the Coordinator is reviewing the schools’ humanizing initiatives and practices based on the information extracted from the Self-Check Reports submitted by the members for accreditation purposes. The analysis aims to identify trends and best humanizing practices among ABEST21 members.

The preliminary findings of the research project will be shared at the ABEST21 International Symposium 2020 on March 12, 2020 entitled “Humanizing Higher Education for Sustainable Economic Development in Asia-Pacific”.