“Due to the spread of the COVID-19 pandemic, we have conducted all meetings online for avoiding the so-called “Three Cs” -- Closed places with poor ventilation, Crowded places and conversations in Close proximity.”

ABEST21 Office Report
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November
- Informal announcement to applicant schools on PRT Comments Reports (Drafts)
- 26th: Conducting the first Online Workshop for Assuring the Quality of the online Lectures

December
- Coordination with the applicant schools on PRT Comments Reports (Drafts)
- 17th: Conducting the second Online Workshop for Assuring the Quality of the online Lectures

I. General Information
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1. Schedule for 2021 Annual Conference
   Given the travel restrictions due to the spread of COVID-19, we are obliged to hold the 2021 Annual Conference online. The date is scheduled for Tuesday, March 23, 2021. The time is not finalized because we need to consider the time difference.
   For security reasons, we will not send the Conference access details to each ABEST21 member by email. All details will be posted on the bulletin board on ABEST21 website.

2. Holding of the Online Panel Discussion
   The panel discussion on ABEST21 Joint Research Project No. 8-Humanizing, which was originally scheduled in March 2020, is now scheduled online at the Annual Conference. The discussion will include the report on the result of the research project.

3. Professor Arfah Salleh passed away on the 18th of December 2020
   We announce with deep sadness that Dr. Arfah Salleh, Former President & CEO, Putra Business School and Founder & Principal Director, Human Governance Institute INC., Malaysia, passed away on the 18th of December 2020 at the age of 61 in Kuala Lumpur, Malaysia. We will publish the
II. ABEST21 Note and Voice for Tomorrow

1. ABEST21 President Note-No. 45 - Review of the Accreditation Criteria -

ABEST21 reviews its Accreditation Criteria once every 3 years, and this is the year for the amendment. Based on the knowledge and experience acquired through the accreditation review in the past 3 years, it is essential that we check the adequacy of the “criteria” which are used to assess whether the educational institution will survive in the “future” under the recent changes of the education and research environment. This time we have checked the following 3 points.

1. With the development of “globalized economy, society and culture”, the universities are required to address the complicated challenges of education and research. We must lead the schools to analyze their “Self-Check/Evaluation” in an appropriate manner. To guide the schools towards deeper analysis, the traditional detailed accreditation criteria were rearranged by integrating the similar criteria, so that the further substantial analysis on “Self-Check/Evaluation” can be implemented.

2. Considering the rapid development of “globalized economy, society and culture”, the traditional accreditation standards concerning “Globalization” were systemized. Criteria on “Globalization and Diversification” are placed on respective accreditation standards to systemize the criteria on globalization.

3. Spread of COVID-19 has popularized the online teaching. Based on the viewpoint of how to assure the quality of online lectures, the criteria concerning online teaching were systemized.

Regarding point no. 1, traditionally 142 simplified criteria were set after clarifying the purpose of self-check/evaluation analysis, aiming for easier analysis for the applicant schools. However, for the universities to respond to the recent changes of the education and research environment such as diversification, complication, advancement and globalization, further deeper analysis of their education and research activities are required. Therefore, we hope that the self-check/evaluation analysis will be conducted even more substantially with “broadness” and “depth”.

Point no. 2 is the systemization of criteria items concerning “globalization” to meet the challenges of “economic, social and cultural globalization”. Traditionally, the criteria related to “globalization” were set in the accreditation standards for “Educational Programs”, “Students”, “Faculty” and “Educational Infrastructure”. However, when referring to “globalization of education and research activities”, most universities tend to self-check the progress of “globalization” merely by quantitative analysis based on the numbers of overseas partner schools, foreign students and foreign faculty members. Unfortunately, in most cases little analysis is done on the qualitative changes affected by the quantitative evaluation for globalization. Some schools boast about a large number of partner schools around the world while the actual number of exchange students is small and no impact of globalization is seen on campus. Considering these facts, in the amendment a new standard “Global Management of Educational Organization” is set. The new standard is systematically structured with the existing criteria concerning globalization in the current standards.

Point no. 3 refers to the issue of “quality assurance of online lectures”, given the expansion of
online teaching due to the spread of COVID-19. Bearing in mind what is necessary for online education and research environment when aiming for the same level of quality assurance as with face-to-face lectures, the accreditation criteria were set. There are so many issues to be solved and improved for online lectures to be conducted. It is an urgent matter to translate these issues into the criteria and understand the problems regarding the quality assurance on online lectures.

Universities are organizations with corporate status and must maintain their existence in the future. In order to respond to the changes of the environment, the functions of the organization which will deteriorate with age must be activated, and the abilities to adapt and to survive must be reinforced.

I keep in my heart that the mission of the accreditation is to provide an objective assessment for such activities. (ITOH Fumio, President)

2. “Member’s Voice for Tomorrow”-No. 5

“International development at Graduate School of Management, Kyoto University”

Dean Prof. Dr. TODA Kei-ich, Graduate School of Management, Kyoto University, Japan

The mission of education and research at the Graduate School of Management, Kyoto University is to nurture advanced professionals and to develop the latest management research. Under the recent globalization, we aim to extend our network throughout the world while pursuing world-class education and research with impact, based on our unique viewpoint. On these standpoints we accept many foreign students from overseas and are increasing the number of foreign faculty members. To further promote globalization, we are implementing the following activities under the international development framework “i-GSM Vision”.

(1) In 2011, International Project Operations Management Course (IPROMAC) was established with maximum enrollment of 10 students. The course can be completed by only taking classes conducted in English language. In 2019 the course was modified to two English programs, International Business Administration Program (i-BA) and International Project Management Program (i-PM), accepting twice the number of students of 20. i-BA focuses on programs related to business leadership, service and hospitality, finance and accounting, while i-PM takes over the traditional IPROMAC.

(2) In 2019, international collaborative course with Cornell University, U.S.A. was established as Kyoto-Cornell International Collaborative Degree Opportunity (KC-CDO). The aim is to nurture global leaders with the mind of hospitality in this digital disruption age. It is also a new course in terms of the fact that after two years of study, the student can obtain degrees from both Kyoto University and Cornell University.

(3) Student exchange, mainly short-term, is practiced between foreign universities/departments that we have signed partnership agreements with. In 2018 GSM students were sent to partner schools and we received approximately 30 exchange students. These exchanges contribute to the
globalization of GSM.

There are also opportunities for summer schools and research programs overseas. Participants of these events are given the special points. Under the “point system”, points are accumulated according to participation in events such as GSM symposiums or overseas seminars. By setting minimum points to be earned by the time of course completion, we encourage students to participate in these studies.

(4) Due to increase of foreign visitors to Japan, we aim to nurture more human resources who can promote tourism business on global viewpoint. Therefore the enrollment for Tourism and Hospitality Management Course was increased from 5 to 10 effective 2019.

Based on above activities, in 2019 we were authorized to increase the enrollment at GSM (professional graduate school program) by 20, from 80 to 100 students. At the same time increase of 2 faculty members was approved.

In addition, since 2013 we have been collaborating with companies to provide education for their employees. Tied up with Asian business schools, Asia Business Leader Program offers opportunities including internship at major local companies. It offers chances for younger generations to build new experiences and thrive as leaders.

By knowing different cultures and studying with foreign people, the students will widen their view, become an active and broad-minded person. We will continue to work on and improve above activities. At the same time we are ready to search for a system to promote more student exchange with foreign schools, and look into the possibility to increase classes such as where more students, including Japanese, can learn English communication.

III. Quality Assurance-“Assessing Today for Tomorrow”-

“There will be no problem if the School exists in a vacuum. However, in the society where the real environment is changing, improving the educational and research activities is essential in order for the School to survive as a “Going Concern.”

1. Accreditation Schedule for 2020

The online PRV and coordination with the applicant schools are now completed. We are entering the final stage of review scheduled as follows.

The 1st Online Peer Review Committee: Thursday, January 28, 2021
The 2nd Online Peer Review Committee: Thursday, February 25 and Friday, February 26, 2021
The Online Accreditation Committee: Thursday, March 11, 2021

2. ABEST21 Accreditation Seminar 2021

ABEST21 Accreditation Seminar for 2021 will be held online as follows. The seminars will start at 15:00 (Tokyo time) and ABEST21 will be the Zoom host. Details will be posted on the ABEST21 website bulletin board.

Online “Quality Improvement Strategy (QIS)” Seminar: Tuesday, January 19, 2021
Online “Self-Check/Self-Evaluation (SCR)” Seminar: Wednesday, January 20, 2021
3. Submission of the Accreditation Reports for 2020 (March 2020)

Due to the COVID-19 pandemic, the bookbinding of the ABEST21 Accreditation Results for 2020 reported to the Japanese Ministry of Education, Culture, Sports, Science and Technology (MEXT) was delayed at the printing office. Finally the bookbinding was completed recently, and the reports were submitted to the MEXT. The Accreditation Result Reports consist of three volumes: 1) Accreditation on Japanese business schools (83 pages), 2) Accreditation on overseas Program-based Accreditation System (149 pages), 3) Accreditation on overseas Academic Unit-based Accreditation System (431 pages).

4. Amendment of ABEST21 Accreditation Standards

ABEST21 reviews its Accreditation Standards once every 3 years, and 2020 is the year for the amendment. Based on the knowledge and experience acquired through the past accreditation reviews we are preparing for the amendment based on the following points.

1) With the development of “globalized economy, society and culture”, the universities are required to address the complicated challenges of education and research. We must lead the schools to analyze their “Self-Check/Evaluation” in an appropriate manner. To guide the schools towards deeper analysis, the traditional detailed accreditation criteria were rearranged by integrating the similar criteria, so that the further substantial analysis on “Self-Check/Evaluation” can be implemented.

2) Considering the rapid development of “globalized economy, society and culture”, the traditional accreditation standards concerning “Globalization” were systemized. Criteria on “Globalization and Diversification” are placed on respective accreditation standards to systemize the criteria on globalization.

3) Spread of COVID-19 has popularized the online teaching. Based on the viewpoint of how to assure the quality of online lectures, the criteria concerning online teaching were systemized.

The amendment draft shall be discussed for ratification at the Peer Review Committee, Accreditation
Committee and the Board of Trustees of ABEST21, then reported to the MEXT. The amended standards

IV. Quality Improvement - “Building Network for Tomorrow”

"In the age of increasing globalization, it is a great challenge for the schools to create and maintain first-class educational programs in management. But no single institution can maintain all the required and ever-changing resources at hand nor continually keep those resources updated. It is important for us to work together to leverage our complementary resources on a global scale.”

1. Holding the Online Workshop for Assuring the Quality of Online Lectures

1) The 1st Workshop report

On Thursday, November 26, 2020, the 1st Online Workshop for Assuring the Quality of the Online Lectures was held during 15:00 – 16:30 (Tokyo time) chaired by Associate Prof. Danaipong Chetchotsak, Ph.D. (KKU, Thailand). The following 2 presentations were made.

1) Associate Professor Dr. Yudi Fernandes (Dept. of Business Engineering, Faculty of Industrial Management, Universiti Malaysia Pahang, Malaysia) on the theme “Electronic Teaching and Learning: UMP Experiences Engineering, Faculty of Industrial Management” referred to the problems in practicing online exams, especially on how to secure the fairness among students.
2) Senior Lecturer Dr. Gancar C. Premananto (Master of Management, Faculty of Economics and Business, Universitas Airlangga) on the theme “Learning during Pandemic: the Rise of Creativity” emphasized the need for further cooperation with companies in order to enhance the quality of management education online.

The 1st Workshop participants:
Moderator:
・ Associate Prof. Danaipong Chetchotsak, Ph.D., Khon Kaen University, Thailand
Speakers:
・ Associate Prof. Dr. Yudi Fernando, Universiti Malaysia Pahang, Malaysia
・ Senior Lecturer Dr. Gancer C. Premananto, Universitas Airlangga, Indonesia
Attendees:
・ Assistant Prof. Dodie Tricahyono, Ph.D., Universitas Telkom, Indonesia
・ Assistant Prof. Dr. Hen Kai Wah, Universiti Tunk Abdul Rahman, Malaysia
・ Prof. Dr. IWAI Chiak, Aoyama Gakuin University, Japan
・ Senior Lecturer Dr. Jayne Bye, Western Sydney University, Australia
・ Director Nalinee Mohprasit, Ph.D., Naresuan University, Thailand
・ Program Manager Dr. Rosly Othman, Universiti Sains Malaysia, Malaysia
・ Associate Prof. Dr. Siti Zaleha Sahak, Universiti Teknologi MARA, Malaysia
・ Lecturer Dr. Suthasinee Susiva, Burapha University, Thailand
・ Senior Lecturer Dr. Werner R. Murhadi, Universitas Surabaya, Indonesia
・ Vice Director Yeshika Alversia, Universitas Indonesia, Indonesia
・ Assistant Prof. Dr. Zabeda Bt. Abdul Hamid, International Islamic University Malaysia, Malaysia

The presentation slide materials are posted on the ABEST21 website online workshop library.

2) The 2nd Workshop report
On Thursday, December 17, 2020, the 2nd ABEST21 Online Workshop “Assuring the Quality of the Online Lecturers” was held chaired by Associate Professor Dr. Danaipong Chetchotsak (Khon Kaen University, Thailand). Senior Lecturer Dr. Werner R.
Murhadi (Universitas Surabaya, Indonesia) and Assistant Professor Dr. Hen Kai Wah made presentations as speakers.

1) Dr. Werner R. Murhadi on the theme “UBAYA e-Learning” introduced the present situation and the problems they face at the school. Due to the COVID-19 pandemic, all the lectures are still conducted online. Under such circumstances, it is difficult to check the attendance of students, and students are also asking for face-to-face lectures. After the presentation, the workshop participants suggested ideas for attendance check such as having many discussions by students during the online lecture.

2) Dr. Hen Kai Wah on the theme “Online Experience During Covid-19: Challenges and Opportunities for Universiti Tunk Abdul Rahman” introduced the measures at the school to enhance the quality of online lectures, such as setting up the platform to offer access to class materials prior to the lecture. Also the advantage and problems regarding online meetings were explained. After the presentation, questions were raised on the data security methods, followed by an active exchange of opinions.

The 2nd Workshop participants:
Moderator:
・Associate Prof. Danaipong Chetchotsak, Ph.D., Khon Kaen University, Thailand
Speakers:
・Senior Lecturer Dr. Werner R. Murhadi, Universitas Surabaya, Indonesia
・Assistant Prof. Dr. Hen Kai Wah, Universiti Tunk Abdul Rahman, Malaysia
Attendees:
- Vice Dean Dr. Abdul Ghofar, Universitas Brawijaya, Indonesia
- Adjunct Associate Prof. Catherine Shibala, Hitotsubashi University, Japan
- Assistant Prof. Dodie Tricahyono, Ph.D., Universitas Telkom, Indonesia
- Senior Lecturer Dr. Gancer C. Premananto, Universitas Airlangga, Indonesia
- Prof. Dr. Huam Hon Tat, Putra Business School, Malaysia
- Prof. Dr. IWAI Chiaki, Aoyama Gakuin University, Japan
- Program Manager Dr. Rosly Othman, Universiti Sains Malaysia, Malaysia
- Lecturer Dr. Suthasinee Susiva, Burapha University, Thailand
- Associate Prof. Dr. Veena Jadhav, SP Jain School of Global Management, Singapore
- Vice Director Yeshika Alversia, Universitas Indonesia, Indonesia
- Associate Prof. Dr. Yudi Fernando, Universiti Malaysia Pahang, Malaysia
- Assistant Prof. Dr. Zabeda Bt. Abdul Hamid, International Islamic University Malaysia, Malaysia

3) The 3rd Workshop schedule
The 3rd Workshop is scheduled on Thursday, January 21, 2021, with presentations by the following 3 members.

Moderator:
- Associate Prof. Danaipong Chetchotsak, Ph.D., Khon Kaen University, Thailand

Speakers:
- Ersa Tri Wahyuni, Ph.D., Universitas Padjadjaran, Indonesia
- Associate Prof. Dr. Veena Jadhav, SP Jain School of Global Management, Singapore
- Assistant Prof. Dodie Tricahyono, Ph.D., Universitas Telkom, Indonesia

2. Introduction of the new Deans
Dean Prof. Dr. Syed Jamal Abdul Nasir Syed Mohamad
Arshad Ayub Graduate Business School (AAGBS), Universiti Teknologi MARA (UiTM) Shah Alam, Malaysia

Greeting from AAGBS.
On behalf of the AAGBS’s faculty members and staff, and as the new dean of AAGBS, it is a pleasure to continue working with ABEST21 in ensuring and enhancing the quality of management education. For your kind information, we are approaching the Phase II and Phase III of our five-year strategic plan, that is to achieve global presence (the year 2021-2022) and global prominence (the year 2023-2024).

We highly value the ABEST21 international re-accreditation awarded to our MBA program for the year 2020 to 2025. The ABEST21 accreditation standards and criteria are vital to us in improving our program quality and realizing our School’s mission. We look forward to keeping our partnership with ABEST21.
Time flies. Its speed seems to prove the growth of ABEST21. In the year 2020 the ABEST21 activities for quality assurance of management education disseminated in the Asian countries and gained further recognition. Here is a brief review of 2020:

January
- 07th: Visit to Ministry of Education, Culture, Sports, Science and Technology of Japan
- 11th: Visit to the United Nations University, Tokyo
- 14th: Visit to Japan International Cooperation Agency (JICA), Tokyo
- 27th: Attending the 37th Japan Council for Nurturing Global Management Professionals
- 31th: Visit to the 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".

February
- 03rd: Attending the 2nd Malaysia Council for Nurturing Global Management Professionals
- 04th: Organizing the ABEST21 Accreditation Seminar I in Malaysia, Kuala Lumpur
- 06th: Visit to Prof. M.Nasir, Plaza Bank Mandiri, Jakarta
- 07th: Organizing the ABEST21 Accreditation Seminar I in Indonesia, Jakarta
- 07th: Attending the 3rd Indonesia Council for Nurturing Global Management Professionals, Jakarta
- 19th: Visit to AEON Head Office, Chiba

March
- 03rd: An accounting report by HORIE Licensed Tax Accountant
- 03rd: Visit to the Ministry of Education, Culture, Sports, Science and Technology of Japan
ABEST21 becomes a supporting member of Scholarship for the United Nations University Institute for the Advanced Study of Sustainability

The Institute for the Advanced Study of Sustainability at the United Nations University aims to nurture experts able to cope with "global urgent challenges that United Nations and the world face". To support the Institute’s students from the developing countries (master and doctoral programs), ABEST21 has become a supporting member category A for the Scholarship for UNU. The Master’s program aims to nurture human resources equipped with necessary knowledge and skills for contributing to problem solving regarding sustainability. The Doctoral program aims to develop researchers in the field of sustainability as a science.

April
- 07th: The Japanese Government declared a national state of emergency in seven prefectures due to COVID-19, requesting people to stay home

May
- 20th: The 1st Online Accreditation Seminar II
- 25th: The emergency declaration in Japan was entirely lifted

On May 25, Prime Minister ABE Shinzo lifted the state of emergency concerning the novel coronavirus in all areas. But, Tokyo Gov. Yuriko Koike said that "I want to protect the capital of Tokyo. ⋅⋅⋅The measure would extensively cover places where the so-called “Three Cs” are likely to be seen — closed places with poor ventilation, crowded places and conversations in close proximity."
- 26th: The 2nd Online Accreditation Seminar II
- 28th: The 3rd Online Accreditation Seminar II

The 3rd online Seminar II was on Thursday, May 28, 2020, 15:00-16:00 (Japan time), connecting 4 countries (Japan-Thailand-Malaysia-Indonesia). It was delivered by the President of ABEST21 and Dr. Danaipong (Khon Kaen University, Khon Kaen) of Thailand, followed by active Q&A session. 10 applicant schools and 13 school representatives took part in the
Seminar.

**June**
- 04th: Conducting online Accreditation Seminar II for the schools
- 16th: Conducting online Accreditation Seminar for Institut Teknologi Bandung (Indonesia)
- 18th: Conducting online Accreditation Seminar for Universitas Jendal Soedirman (Indonesia)
- 22nd: Conducting online Accreditation Seminar for Universitas Jendal Soedirman (Indonesia)
- 30th: Conducting online Accreditation Seminar for PPM School of Management (Indonesia)

**July**
- 04th: Holding online meeting for the 2nd Research Project-8 “Humanizing”
- Posting Accreditation Certificate and KAIZEN Review Report for schools
- 15th: Granting Accreditation Certificate and Crystal Shield for Waseda Business School
- 16th: Conducting online Accreditation Seminar for GSM-Kyoto University
- 20th: Conducting online Accreditation Seminar for Universitas Islam Sultan Agung (Indonesia)
- 21st: Conducting online Accreditation Seminar for Management and Science University (Malaysia)
- 27th: Conducting online Accreditation Seminar for Universitas Udayana (Indonesia)

**August**
- 03rd: Conducting online PRV Training Seminar for PRT Group-A

PRT Training Seminar for 2020 was held for 12 days starting August 3, 2020. There were 7 PRT member groups, from Group A to Group G. In particular, the issues of how to cope with the time difference while practicing online PRV internationally, how to utilize the limited time, clarification of the purpose of online PRV, were examined. The Seminar was held at 15:00-16:00 (Tokyo Time) and featured lectures by Dr. Danaipong Chetchotsak (Khon Kaen university, Thailand), Dr. Siti Zaleha Sahak (Universiti Teknologi MARA, Malaysia), Dr. Sudarso Kaderi Wiryono (Institut Teknologi Bandung, Indonesia), and Dr. Hirotaka Kawano (Kyoto University).
- 04th: Conducting online PRV Training Seminar for PRT Group-B
- 05th: Conducting online PRV Training Seminar for PRT Group-C
- 06th: Conducting online PRV Training Seminar for PRT Group-D
- 07th: Conducting online PRV Training Seminar for PRT Group-E
- 11th: Conducting online PRV Training Seminar for PRT Group-F
- 12th: Conducting online PRV Training Seminar for PRT Group-G
- 15th: Holding online meeting for the 3rd Research Project-8 “Humanizing”
- 28th: Conducting online PRV for Universitas Kristen Satya Wacana (Indonesia)
- 28th: Conducting online PRV for Management & Science University (Malaysia)
- 29th: Conducting online PRV for Management & Science University (Malaysia)
- 31st: Conducting online PRV for Universitas Bengkulu (Indonesia)

**September**
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- 1st: Conducting online PRV for Universitas Bengkulu, Indonesia
- 2nd: Conducting online PRV for Universitas Islamic Indonesia, Indonesia
- 3rd: Conducting online PRV for Universitas Islamic Indonesia, Indonesia
- 7th: Conducting online PRV for Universitas Jenderal Soedirman, Indonesia
- 8th: Conducting online PRV for Universitas Jenderal Soedirman, Indonesia
- 10th: Conducting online PRV for Universitas Udayana, Indonesia
- 11th: Conducting online PRV for Universitas Udayana, Indonesia
- 14th: Conducting online PRV for Universitas Airlangga, Indonesia
- 15th: Conducting online PRV for Universitas Airlangga, Indonesia
- 16th: Conducting online PRV for Universitas Islam Sultan Agung, Indonesia
- 17th: Conducting online PRV for Universitas Islam Sultan Agung, Indonesia
- 21st: Conducting online PRV for Universitas Andalas, Indonesia
- 23rd: Conducting online PRV for FAM-Universiti Tunk Abdul Rahman, Malaysia
- 24th: Conducting online PRV for FAM-Universiti Tunk Abdul Rahman, Malaysia
- 28th: Conducting online PRV for Institut Pertanian Bogor University, Indonesia
- 29th: Conducting online PRV for Institut Pertanian Bogor University, Indonesia
- 30th: Conducting online PRV for Universitas Indonesia, Indonesia

October
- 1st: Conducting online PRV for Institut Teknologi Bandung, Indonesia
- 5th: Conducting online PRV for Universitas Telkom, Indonesia
- 6th: Conducting online PRV for Universitas Telkom, Indonesia
- 8th: Conducting online PRV for Kyoto University, Japan
- 9th: Conducting online PRV for Kyoto University, Japan

Online PRV for SCR will take 2 days based on the result of the Desk Review. Problems will be solved through online interviews with various stakeholders. In the case of Graduate School of Management, Kyoto University, Japan, the online PRV was conducted on October 8 and 9, 2020, connecting Tokyo, Moscow (Russia), Kuala Lumpur and Bandung. In addition to considering the time differences, the online environment was tested with Kyoto University on the day before the PRV. The actual review was filled with good communication to solve the problems within a certain time limit. ABEST21 was in charge of managing the Zoom room as a coordinator.

- 12th: Conducting online PRV for SBI Graduate School, Japan
- 13th: Conducting online PRV for PPM School of Management, Indonesia
- 14th: Conducting online PRV for PPM School of Management, Indonesia
- 16th: Conducting online PRV for Universitas Surabaya, Indonesia
As for the online PRV for KAIZEN Report, it was conducted in a single day based on the Desk Review done in advance. In the case of Kaizen Report submitted by Faculty of Economics and Business, Universitas Surabaya, the PRV was conducted on October 16, 2020. In the same way as in PRV for SCR, online network was tested on the day before, and considering the time differences among Tokyo, Pittsburgh (U.S.A.), Kuala Lumpur, and Jakarta, review was practiced to check on the progress of Kaizen issues based on action plan to enhance the quality of education.

- 27th: Conducting online PRV for Universitas Malaysia Pahang, Malaysia
- 29th: Conducting online Workshop for Assuring the Quality of the Online Lectures

Prior to the launch of the above workshop in November, we held a special lecture meeting on October 29 with Professor Takao Shigeta from SBI Graduate School as the speaker. Since SBI Graduate School is a Japanese Business School featuring education system mainly based on E-Learning, we asked Professor Shigeta to provide a lecture on how to assure the quality of E-Learning education. “Assurance of online education quality” is an urgent issue for schools obliged to introduce online education due to the COVID-19 pandemic. The Workshop will be held monthly on the third Thursday of the month. Up to August 2021, cases for 2 schools will be studied at each workshop. In the future these studies will be put together as a research paper. At the special lecture meeting, President Itoh of ABEST21 explained the aim and method of the workshop based on the slide materials on “The ABEST21 Online Workshop for Assuring the Quality of the Online Lectures”.

**November**

- 4th: Conducting online PRV for FBF-Universiti Tunk Abdul Rahman, Malaysia
- 5th: Conducting online PRV for FBF-Universiti Tunk Abdul Rahman, Malaysia
- 26th: Conducting the 1st online Workshop for Assuring the Quality of the online Lectures

**December**

- 17th: Conducting the 2nd online Workshop for Assuring the Quality of the online Lectures