ABEST21 Management Accreditation

PRT Review Report
For
"Self-Evaluation Report"

Graduate School of Management

Kyoto University

ABEST21

2015

THE ALLIANCE ON BUSINESS EDUCATION AND SCHOLARSHIP FOR TOMORROW, a 21st century organization

I. The Outline of the Accreditation Plan

1. The Business School Educational System in Home Country
<Not Necessary to Comment>

2. The School's History and Profile
<Not Necessary to Comment>

3. The School's Mission Statement
<Not Necessary to Comment>

4. The School's Educational System
<Not Necessary to Comment>

5. The School's Educational Degree Programs
<Not Necessary to Comment>

6. Uniqueness in the School's Management Education
<Not Necessary to Comment>

7. The School's Scope of Accreditation
PRT Comments:

All of the school's course are subject of accreditation and organized into the three courses, "Two Year Course", and "One and a half Year Course (Finance and Accounting)" and the "International Project Management Course" and four programs offered within the "Two Year Course" to allow for the specific target of study in each course and program". These four programs in two-year course are "Business Leadership", "Project Operations Management", "Service Value Creation", and "Finance and Accounting". But, there are four programs; it would be expedient to include the data on students' enrollment and student composition for each program in the SER.

II. The Strategies for enhancing the Quality of Management Education

1. SWOT Analysis and the School's Strategies

PRT Comments:

In the SER the School describes its mission ("To develop an educational system that bridges the gap between the latest research in management and highly specialized business practices. This school aims to contribute to the diverse yet harmonious development of society through nurturing of originality and decision making capabilities in professionals so that they can give leadership in a wide area of fields") and objective ("To train highly skilled professionals able to work internationally to meet the needs of the global age"), and provides a comprehensive SWOT analysis. It also explains how its program portfolio was developed in response to the changing needs of its stakeholders. Therefore the School appears to be in touch with its environment, which ensures that its strategies are developed and realized consistently.

Based on the SWOT, the School describes its strategies in education and research, student admission, financing and program portfolio development. The strategies are described in a systematic and comprehensive way. However, in the Threats and Weaknesses of the SWOT the School lists the challenges that refer to the faculty and staff: "Existence of a ceiling in the teaching staff framework" (Threats), "Constraints with regard to instructors and other staff" and "Lack of researchers with regard to experience in practical research" (Weaknesses), but the ways and strategies to address these issues are not described. It can be expedient for the School to consider developing an HR strategy as well.

2. Globalizing the School's Management Education

PRT Comments:

The school takes several measures to globalize its education: (1) attracting and admitting international students to create a multinational and multicultural environment, (2) implementing exchange programs with overseas schools and a double-degree program with College of Management National Taiwan University, (3) implementing internships in the Asian companies outside of Japan. The school's efforts to globalize its education are commendable, but it is advisable to provide the information on how many students are in a fact going on the exchange programs and participating in the overseas internships.

3. Humanizing the School's Management Education

PRT Comments:

The School's mission states that the School aims to contribute to the diverse yet harmonious development of society, and it identifies the following future developments for humanizing its education further: promoting business ethics in the curriculum; aiming to train leaders who can contribute to solving environmental, international and social issues; training woman leaders; and integrating liberal arts education into the curriculum. The plans outlined in this section indicate that

the School indeed pays attention to humanizing the management education – but they would be more substantial if the School provided more details, e.g. on how it plans to integrate liberal arts education in the curriculum. The School might also consider other ways to invite its students to make a social impact, e.g. through the volunteering projects.

4. Collaborating with Industries in Management Education
PRT Comments:

The School's efforts to enhance collaboration with industries include research (through the Center for Research in Business Administration) and educational activities (through the endowed chairs for organizations and the consortium with corporations and also to implement educational projects from MEXT and METI). To enhance collaboration, the school also relies on its alumni network; it is expedient to provide more details on the school's interaction with its alumni network in the SER. The school also states that it try to establish a permanent advisory committee in collaboration with industries to provide the inputs for the mission and curriculum revision. To understand this collaboration substantially, it is expedient to indicate which companies participate on the committee, and how often does it meet.

III. Self-Check/Self-Evaluation Analysis

1. Self-Check Analysis
CHAPTER ONE: MISSION STATEMENT
Standard 1-MISSION STATEMENT
Basic Standard: "Any School which applies for management accreditation by ABEST21 (hereinafter called "the School") must define a mission statement for its educational and research activities that provides a framework for how decisions are made by the School's management."
PRT Comments:

1.   Desk Review The school's mission is stated as follows: "GSM develops and educational system that bridges the gap between the latest research in management and highly specialize business practices. This school aims to contribute to the diverse yet harmonious development of society through nurturing of originality and decision making capabilities in professionals so that they can give leadership in a wide area of fields". It emphasizes the focus both research and education, and the school appear to follow its mission in its operations.   The basic standard is satisfied. _____ 2. On-site Interview None

Detailed Standard 1: "The School must develop its mission statement with the aim of nurturing highly skilled professionals in management who are able to meet the needs of globalization."

PRT Comments:

1. Desk Review

The school's mission explicitly states that it aims to nurture "originality and decision making capabilities in professionals so that they can give leadership in a wide area of fields", which fully meets the Detailed Standard 1. However, the ability to meet the needs of globalization is not stated explicitly in the mission – but the School reports that the aim "to contribute to the diverse yet harmonious development of society" implies meeting the needs of globalization, and the School's purpose (which is served by the mission) is to train "highly specialized professionals who can play an important role globally". The School's activities – i.e. accommodating international students, delivering a course in English (IPROMAC), exchange agreements and overseas internship programs – indicate that the School indeed keeps globalization in mind. Still, it might be expedient to consider integrating these needs into the mission statement more explicitly.

The Detailed Standard is satisfied.

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2. On-site Interview
None

Detailed Standard 2: "The School's mission statement must be a statement that reflects the views of its stakeholders."

PRT Comments:

1. Desk Review

The School's mission explicitly indicates two stakeholders: society and students (professionals). It also follows the mission of the parent university as another key stakeholder. The School states that it obtains regular feedback from the students (at time of graduation), graduates and companies, and also external evaluators. However, it is not clear how this feedback is reflected in the mission statement. Another key stakeholder that seems to be missing in the School's mission statement is the faculty and administrative staff – it might be expedient to consider their needs in formulating the School's mission as well.

The Detailed Standard is satisfied, but the list of the key stakeholders might be expanded.

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2. On-site Interview

Who will be on the advisory committee in near future? What will be the committee's composition? How are the alumni vision and challenges incorporated? Need more explanation as to how this is done.

The school must establish the framework for seeking the opinions of stakeholders on reviewing its mission statement continuously? May be Ok, not how are you going to conduct your examination of stakeholders, so that unbiased data is collected? What criteria will be used to determine the stakeholders to be examined?

Detailed Standard 3: "The School must establish its mission statement in line with the provisions of the *second Clause of Article 99 of the School Education Act by Ministry of Education*, Culture, Sports, Science and Technology of Japan; which stipulates that Professional Graduate Schools of Business Administration should aim to cultivate scholarship and superior capabilities as required for highly specialized professions."

PRT Comments:

1. Desk Review

The School's mission emphasizes nurturing "originality and decision making capabilities in professionals so that they can give leadership in a wide area of fields", and its purpose is to train "highly specialized professionals who can play an important role globally".

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 4: "The School must publish its mission statement in brochures, such as its School code, student admission materials, syllabi, and program outlines, and post its mission and goals on the School's website."

PRT Comments:

1. Desk Review

The School states in the SER that its mission statement is published in the School's Academic Year General Information, on the website, on DVD and on YouTube.

The Detailed Standard is satisfied

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2. On-site Interview

None

Standard 2-MISSION IMPERATIVES

Basic Standard: "The School's mission statement must imply nurturing highly skilled professionals in management and follow the larger mission of the parent university."

PRT Comments:

1. Desk Review

The School states that its mission and policies are developed in line with Kyoto University's mission and its policy for the professional graduate schools.

The Basic Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 1: "The School's mission statement must be a statement which includes developing expert knowledge, fundamental knowledge and sophisticated expertise in the realm of management."

PRT Comments:

1. Desk Review

The School's mission states that its educational system draws upon the latest research in management, advanced and specialized business practices, and aims to nurture originality and decision making capabilities in professionals. This is in line with the Detailed Standard 1. The School's curriculum appears to cover the development of expert knowledge, fundamental knowledge and sophisticated expertise.

The Detailed Standard is satisfied.

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2. On-site Interview
None

Detailed Standard 2: "The School's mission statement must be a statement that indicates the support of the students' career development."

PRT Comments:

1. Desk Review

The School states that its aim to nurture professionals who can be leaders in a wide area of fields implies the support of the students' career progress.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 3: "The School's mission statement must be a statement that indicates

contribution to the development of the educational and research activities of its faculty members."

PRT Comments:

1. Desk Review

The School's mission does not explicitly state the aim to contribute to the development of the educational and research activities of its faculty members. However, the School states that its educational aims imply that the faculty members need to develop both their educational methods (in order to ensure that the education is practically applicable) and research (with the emphasis on the specialized academic research). The School also states that it provides the faculty members with the opportunities to conduct studies to meet the new challenges.

The Detailed Standard is satisfied, but the contribution to the development of the educational and research activities of the faculty members might be stated more explicitly in the Mission Statement, in line with considering faculty as one of the key stakeholders (as mentioned in Standard 1, Detailed Standard 2).

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2. On-site Interview

None

Standard 3-OBJECTIVES FOR CONTINUOUS IMPROVEMENT

Basic Standard: "The School must review its mission statement continuously based on the defined processes which ensure continuous improvement of its mission statement in response to the changes in its educational and research environment."

PRT Comments:

1. Desk Review
The school states that it reviews its educational objectives based on self-checks, external evaluation, mid-term targets and planning.
The basic standard is satisfied.
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2. On-site Interview
None

Detailed Standard 1: "The School must have systematic decision-making processes for reviewing its mission statement."

PRT Comments:

1. Desk Review
The school states that these processes include self-check and external evaluation within the framework of external accreditation and the mid-term planning process of Kyoto University.
The detailed standard is satisfied.
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2. On-site Interview
  None

Detailed Standard 2: "The School must form an operational control framework to gather and file relevant information and data in order to review its mission statement on a continuous basis."

PRT Comments:

1. Desk Review
The school states that it collects and retains regulations, meeting minutes, syllabi, class record, class evaluation surveys, self-check evaluation reports on classes, the educational evaluation survey at the time of completing the program, surveys of companies and organizations, record of events (e.g. symposia), and records on faculty members' educational and research activities. There are specific rules regulating collecting and filling the data.
The detailed Standard is satisfied.
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2. On-site Interview

None

Detailed Standard 3: "The School must establish the framework for seeking the opinions of stakeholders on reviewing its mission statement continuously."

PRT Comments:

1. Desk Review

The school states that it gathers the information on the opinions of the business community through proactively listening to the companies and the organizations they come in contact with concerning their needs and evaluation of our school. It also states that it gathers the information on the student's opinions through conducting an annual survey at the time when students complete the program.

The detailed standard is satisfied.

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2. On-site Interview

None

Standard 4-FINANCIAL STRATEGIES

Basic Standard: "The School must have both short-term and long-term financial strategies to secure necessary funds to realize its mission statement."

PRT Comments:

1. Desk Review

The school states that its basic funds necessary to realize its educational and research objectives are covered since the School is a part of a national university. The School also makes efforts to secure additional funds.

The Basic Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 1: "The School must have a financial basis necessary for realizing its mission statement."

PRT Comments:

1. Desk Review

Since the School is a part of a national university, its operational expenses are covered by the government subsidy. Therefore the School states that it has a financial basis for realizing its mission. The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 2: "The School must develop financial strategies for securing the funds necessary for realizing its mission statement."

PRT Comments:

1. Desk Review

Currently the School's operating expenses are covered by the government subsidy. However, this subsidy is decreasing, and the School is trying to attract funding from the other sources, incl. acquiring funds from MEXT, METI, and the Osaka Chamber of Commerce, also launching endowed chairs and visiting chairs, joint projects, research funding, joint research and contracted research, and scholarship donations. These efforts seem to be commendable. However, it is not clear from the SER what the actual and prospective needs for funding are, and whether the School's efforts are appropriate to meet these needs – now and in the future.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 3: "The School must take appropriate action to secure adequate budgets necessary for realizing its mission statement."

PRT Comments:

1. Desk Review

The School appears to take many actions to secure additional funding apart from the operational expense subsidy, which is commendable.

The Detailed Standard is satisfied.

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2. On-site Interview

None

CHAPTER TWO: EDUCATIONAL PROGRAMS
Standard 5-LEARNING GOALS

Basic Standard: "The School must define its learning goals which imply innovation and discovery, global engagement, and diffusion of technology for realizing its mission statement."

PRT Comments:

1. Desk Review

The School's approach to realizing its mission states that it places the importance on the autonomous and independent spirit and critical discussions, that it aims to produce highly specialized professionals in various fields, and also to become a base for research and education with originality, following the Kyoto University's mission of a university in the global society. The School has several educational programs, each having their own learning goals: Business Leadership program aims "to merge both theories and practices on how to realize strategic superiority of "the individual within the organization" and "business within a market"; Project Operations Management Program aims "at cultivating internationally-minded project managers with diverse management capabilities"; Service Value Creation Program aims "to nurture leading professionals in the advanced service industry who will provide higher values by improving productivity through innovation"; Finance and Accounting Program aims "to cultivate specialists who possess combined knowledge in both areas of finance / financial technology and accounting". Across all these programs combined, the goals do appear to imply innovation and discovery, global engagement, and diffusion of technology. However, the program aims are quite broadly formulated, and it is expedient that the School considers specific learning goals that it wishes to achieve through its educational activities.

The Basic Standard is partially satisfied.

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2. On-site Interview

Desk review OK, but a concern is that the IPROMAC might be a concern among the other programs, since it requires English language resource or professors. Please specify how the school will support IPROMAC and other English language activities, especially in light of the lack of full time international faculty.

Detailed Standard 1: "The School must clearly stipulate its learning goals in brochures such as its syllabi and publicize them to its students."

PRT Comments:

1. Desk Review

The learning goals for each course are listed in the syllabi that are available to the students and faculty. The example of the syllabus provided in the Annex does list the learning goals.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 2: "The School must provide academic assistance to students in choosing the courses in line with their learning objectives in accordance with the guidelines for student assistance."

PRT Comments:

1. Desk Review

The School appears to provide sufficient academic assistance. The School's "Philosophy and Cautions on Taking Classes at the Kyoto University Graduate School of Management" provides guidance on choosing courses, and extra assistance is given during the admissions and orientation in the second year. The supervisors in the first year and the workshop instructors in the second year also provide academic assistance.

The Detailed Standard is satisfied.

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2. On-site Interview

The school provides academic assistance to students in choosing the courses in line with their learning objectives. But, a major issue is the continuity between the first year supervisor and the second year workshop advisor. The "hand off" here is critical to the carrier development of the student.

Detailed Standard 3: "The School must build a system to enhance communication among students, faculty, and staff, and provide academic assistance to students to help them achieve their goals."

PRT Comments:

1. Desk Review

The supervisors provide the general personal guidance for the students in the first year and the workshop instructors in the second year. The class instructor provides the class-specific assistance. Communication with the students is also institutionalized through meetings at the orientation and the survey at the time of graduation. Issues are discussed at the academic affairs committee.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Standard 6-MANAGEMENT OF CURRICULA

Basic Standard: "The School must design its curriculum systematically to realize its mission statement."

PRT Comments:

> 1. Desk Review
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> The School states that the curriculum design follows the learning goals of each program, and that the curriculum review is conducted annually.
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> The Basic Standard is satisfied.
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> 2. On-site Interview
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> None

Detailed Standard 1: "In designing its curriculum, the School must pay attention to combining theory and practice effectively in line with its mission statement and following the current trends in management education and research."

PRT Comments:

> 1. Desk Review
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> The School combines theory and practice through its curriculum: the classes are divided into those that emphasize theory (basic and specialized subjects) and those that focus on practice (business practice and advanced subjects). There are also practical classes by business practitioners offered by the School. The School's participation in the research and educational projects and its communication with the industry appear to ensure that the current trends in management education and research are taken into account by the School.
>
> The Detailed Standard is satisfied.
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> 2. On-site Interview
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> None

Detailed Standard 2: "In designing its curriculum, the School must aim at helping students acquire expertise, advanced professional skills, advanced levels of scholarship, high ethical standards, and a broad international perspective which are necessary for management professionals."

PRT Comments:

1. Desk Review

The classes are divided into basic, specialized, business practice and advanced categories, so that the students can master the knowledge step by step and acquire expertise, professional skills and advance in their scholarship. The ethical component is covered by the Comparative Business Ethics; ethical issues are also discussed within each course, as stated by the School. The international perspective is addressed through having a group of international students who are enrolled in the IPROMAC course, overseas summer school, exchange programs and a double-degree program with the National Taiwan University. According to the SER, this IPROMAC which are specified into global management in the curriculum that address the need to develop the broad international perspective are important place for fostering new leaders.

The Detailed Standard is satisfied.

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2. On-site Interview

About Management of curricula we look at the IPROMAC in AY 2014 there were 26 students from 16 countries. A 3-year double degree program was established in 2014. More exploration needs to be done into why few students sigh up for double degree program and why so many do not sign up for the program.

Detailed Standard 3: "In designing its curriculum, the School must include core courses to provide a foundation necessary for management education and research."

PRT Comments:

1. Desk Review

The School classifies its course into basic, specialized, business practice and advanced subjects, where basic equal core. These courses appear to be adequate in terms of providing a necessary foundation for management education.

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2. On-site Interview

None

Detailed Standard 4: "The School must set a process to review its curriculum systematically and update its curriculum periodically."

PRT Comments:

1. Desk Review

The School states that it revises the curriculum based on the feedback from the students and opinions of the business community, and updates and revises its educational programs. However, the process and the time frame for curriculum revision are not described – it is expedient to include it in the SER.

The Detailed Standard is partially satisfied.

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2. On-site Interview

None

Detailed Standard 5: "The School must design a system which enables its students to take related courses in other departments at the same university and at other universities, a credit transfer system with other schools, and a system to allow students to receive academic credit by completing an internship program."

PRT Comments:

1. Desk Review
The School recognizes up to 6 credits earned at the other graduate schools at Kyoto University, and up to 14 credits earned at the other universities, including those earned within the overseas student exchange agreements and internships.
The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 6: "The School must utilize appropriate educational methods, including case studies, site surveys, debates, discussions, and question and answer sessions between faculty members and students and / or among students."

PRT Comments:

1. Desk Review
The School uses diverse educational methods and class formats, including discussions, exercises, group study, case studies, internships, PBL, as well as lectures.
The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 7: "When the School provides distance education, it must aim to maximize its educational effect by utilizing various media."

PRT Comments:

1. Desk Review
Some classes are delivered in a distance-learning mode – a lecturer is located in Tokyo and the students in Kyoto. However, the School does not appear to provide distance education per se.
The Detailed Standard is not applicable.

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2. On-site Interview

None

Standard 7-EDUCATIONAL LEVEL

Basic Standard: "The School must set the quality level of educational content so as to enable students to achieve their learning goals."

PRT Comments:

1. Desk Review

The School states that the level of attainment of the learning goals is reflected through grading. However, defining and ensuring the *quality* level of educational content is not addressed in this section. In the subsequent sections of the SER (Standard 8, Detailed Standard 2) the School states that it conducts class evaluations, but it might consider using other methods such as peer evaluations, external examiners, student satisfaction surveys (apart from those done at the time of graduation), etc. as a means to ensure that the quality level is maintained.

The Basic Standard is satisfied.

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2. On-site Interview

About educational level, a limit of 24 credit hours per semester does not appear as much of a limit. However, after on-site interview, it appears that the first year (especially the first semester) is very intense. Perhaps some way to balance the load should be discussed with students, faculty and staff.

Detailed Standard 1: "The School must provide an environment and a guidance system that is conducive to learning and teaching in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The School provides sufficient learning environment in terms of facilities and infrastructure. The supervisors, the Academic Affairs Committee, FD Committee and other bodies, provide the guidance. The Detailed Standard is satisfied.

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2. On-site Interview
None

Detailed Standard 2: "The School must secure adequate classroom hours necessary for completing one credit of each course in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The School states that it allocates sufficient classroom hours to maintain the quality level of educational content.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 3: "The School must design adequate time schedules and set a limit to the number of credits which students can take to assure students' learning efficiency in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The School designs class schedules so as to avoid clashes, and limits the number of credits for which students can register to 24 credits per semester.
The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 4: "The School must establish clearly defined standards for calculating grades and for evaluating the academic performance of its students, state them in its School code, and inform the students of them in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The grades are calculated based on multiple inputs, and the standards for calculating grades are stated in the Grading policy. The requirements for graduation are also clearly stipulated. The students are informed of the grading standards and graduation requirements through various media.
The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 5: "The School must take measures that ensure that the completion of the program and the academic performance of students are evaluated fairly, and that grades are calculated in an objective and standardized way in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The system for calculating grades appears to be objective and well designed. The results of the grading are discussed at the FD committee and Academic Affairs Committee. The students can also appeal their grades to the faculty member in charge of the course and the Academic Affairs Committee.
The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 6: "The School must set a quota on the number of students registered to a course in accordance with its educational methods, the availability and condition of its facilities, and other educational considerations in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The School states that the class sizes depend on the type of the course and the teaching methods: lecture-based classes can accommodate more students (over 60), while case-based classes and workshops accommodate smaller numbers of students. This appears to be appropriate. However, there is no information on the actual number of students registered per course in the SER.

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2. On-site Interview

None

Detailed Standard 7: "The School must provide adequate registration guidance, learning guidance and academic and career guidance to respond to the needs of diversified student body including foreign students, and also provide sufficient support for the students taking distance education programs in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The guidance is provided by supervisors (in the first year) and workshop instructors (in the second year). However, it is unclear if there is any staff member or academic office that can also provide guidance for the students, especially foreign ones. The career guidance is not mentioned in this section of the SER—it is expedient to describe it. If applicable.

The Detailed Standard is partially satisfied.

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2. On-site Interview

May be the career guidance is smoothly done because we can find good face of such students and satisfactory from graduate foreign students.

None

Detailed Standard 8: "The School's faculty members should share information about students' course records, attendance rates for each program, total credits earned and academic grades, and develop initiatives to improve students' learning in order to maintain the quality level of educational content."

PRT Comments:

1. Desk Review

The system of sharing information among the faculty members is embodied in the Academic Affairs Committee and the Faculty Council, and appears to be sufficient.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 9: "In case of providing shortened programs, the School must ensure that the educational methods and time schedules enable the students to achieve its learning goals in order to maintain quality level of education."

PRT Comments:

1. Desk Review
The School offers a shortened program (1.5 years) only in Finance and Accounting. The high entry requirements for this program ensure that due to the qualification of the applicants the quality of education should not suffer.
The Detailed Standard is satisfied.
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2. On-site Interview
None

Standard 8-MESASURES TO IMPROVE EDUCATIONAL QUALITY

Basic Standard: "The School must improve its curriculum in a systematic manner to realize its mission statement."

PRT Comments:

> 1. Desk Review
> The School states that the courses offered are first approved by the course and program council and the Academic Affairs Committee, and then the final approval is done by the Faculty Council of the Education Department. Revisions are made annually.
> The Basic Standard is satisfied.
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> 2. On-site Interview
> None

Detailed Standard 1: "The School must prepare syllabi which state its educational goals, course contents, course plans, educational methods, class materials, faculty office hours, and standards for evaluating academic performance, ensure that the course content is aimed at achieving the learning goals, and publish the syllabi to be examined through peer reviews."

PRT Comments:

> 1. Desk Review
> The School states that the syllabi are appropriately prepared and published. However, the syllabi appear to be published to the current students and faculty, and the peer review of the syllabi might be not addressed.
> The Detailed Standard is partially satisfied.
> _____
> 2. On-site Interview
> There are no problems about the syllabi after having MBA students' interview.

Detailed Standard 2: "The School must review its curriculum by both examining students' course records, total credits earned, academic grades and career options, and reviewing opinions from stakeholders."

PRT Comments:

> 1. Desk Review
> The School takes all necessary measures to take the students' opinions (expressed through class evaluations) into account. However, it is expedient to explore the opportunity to integrate the opinions of other stakeholders into the revision system.
> The Detail Standard is satisfied.
> _____
> 2. On-site Interview
> May be no problem about the hearing process from stakeholders. We think some process is necessary for absorbing other stakeholders' opinions for improving IPROMAC.

Detailed Standard 3: "The School must do periodic self-check/self-evaluations and publicize the results."

PRT Comments:

1. Desk Review

The school does regular self-evaluations and publicizes the results to the students and faculty.
The detail standard is satisfied.

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2. On-site Interview

None

Detailed Standard 4: "The School must conduct faculty development in a systematic manner in order to ensure the high quality of education and research."

PRT Comments:

1. Desk Review

In the SER, the faculty development is limited to the fact that the faculty can see the feedback on their courses provided by the students through the class evaluations forms. However, the faculty development system aimed at enhancing the quality of teaching and research is not described the faculty development system in a more comprehensive way in this section of the SER.
The Detailed Standard is partially satisfied.

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2. On-site Interview

None

Detailed Standard 5: "The School should establish a system for awarding faculty members who achieve distinguished teaching and research results in order to ensure high quality of education and research."

PRT Comments:

1. Desk Review

The School has "The Best Teacher Award" and "The Awards for Research Performance".
The Detailed Standard is satisfied.

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2. On-site Interview

None

CHAPTER THREE: STUDENTS
Standard 9-STUDENT PROFILE

Basic Standard: "The School must specify the target student population and profile of its students to realize its mission statement."

9-0-1 Number of Students enrolled

	2012	2013	2014
Undergraduate students enrolled	47	47	45
Work experience students enrolled	42	42	46
Total number of students enrolled	89	89	91

9-0-2 Number of Foreign Students enrolled

	2012	2013	2014
Foreign students enrolled	55	54	53
Home students enrolled	34	35	38
Total number of students enrolled	89	89	91

PRT Comments:

1. Desk Review

The School has three basic requirements for a ideal student: (1) he/she must possess the desire to proactively take on the complex and diverse issues faced by management today;(2) he/she must be able to participate in GSM's educational programs with active, intellectual ambition and awareness of his/she social role; (3) he/she must possess a temperament that allows for mutual, diligent efforts after enrollment. The School also aims to ensure that it has a diverse range of students.
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2. On-site Interview

None

Detailed Standard 1: "The School must make efforts to secure students with target profiles through its selection processes."

PRT Comments:

1. Desk Review

The School's selection process appears to be designed so as to ensure that the students who fit the target profile are admitted.

The Detailed Standard is satisfied.
_____

2. On-site Interview

None

Detailed Standard 2: "The School must provide opportunities for the candidates to take entrance examinations in a fair and unbiased way."

PRT Comments:

1. Desk Review

The School takes efforts to accommodate all types of candidates, who conform to its target profile, And the entrance examinations and candidate screening appear to be carried out in a fair and unbiased way.

---

2. On-site Interview

None

Detailed Standard 3: "The School must update its target student profile to meet the requirements of the School's admission policy on a continuous basis."

PRT Comments:

1. Desk Review

The school states that its target profile is appropriate and that the screening process ensures that the admitted students meet the target profile. The school allows for some variation in the characteristics of admitted students and also, there are some mentions in the SER that the students profile must be revised or updated on a continuous basis.

The Detailed Standard is satisfied.

---

2. On-site Interview

None

Standard 10-STUDENT ADMISSION

Basic Standard: "The School must clearly stipulate its admission policy in its selection processes."

PRT Comments:

1. Desk Review
The school's admission policy appears to be clear, and the admission processes and criteria are designed to accommodate different types of students to ensure student diversity
The Basic Standard is satisfied/
_____
2. On-site Interview
None

Detailed Standard 1: "The School's admission policy must be developed in line with its mission statement."

PRT Comments:

1. Desk Review
The School's admission policy is fully based on its mission—to nurture originality in professionals so that they can provide leadership in a wide range of fields. The policy specifically states that the school aims to admit a diverse range of students whose backgrounds ensure that they can study at the School.
The detailed Standard is satisfied.
_____
2. On-site Interview
None

Detailed Standard 2: "The School must clearly articulate its admission policy and selection criteria in brochures such as student admission materials and show them to all prospective candidates."

PRT Comments:

1. Desk Review
The School makes its admission policy and the information about the target student profile available to all candidates through its website.
The Detailed Standard is satisfied.
_____
2. On-site Interview
None

Detailed Standard 3: "The School must evaluate the scholastic abilities and aptitudes of candidates in a consistent and objective fashion through its selection processes."

PRT Comments:

1. Desk Review

The School's approach to evaluating the scholastic abilities of the candidates appears to be objective and consistent. The selection process includes written examinations where the candidates can choose one subject among economics, accounting, business management or mathematics; essays concerning the candidates' goals and plans; interviews; and the certificates of proficiency in English or Japanese language for the foreign students who wish to study in Japanese.
The Detailed Standard is satisfied.

_____

2. On-site Interview
None

Detailed Standard 4: "The School must match the actual number of student enrollment with the required enrollment through its selection processes. If the actual enrollment does not match the required number, the School must take corrective action to balance the actual and the required enrollment appropriately."

PRT Comments:

1. Desk Review

The School's admission quota is 90 students. Current admission numbers show that the number of admitted students matches the required number.
The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 5: "The School must take measures to attract through its selection process a diverse student body that possesses a wealth of knowledge and background to meet the needs of globalization."

PRT Comments:

1. Desk Review

The school's admission policy and the target student profile place a special emphasis on the student diversity, and the school's admission processes appear to ensure this diversity, as shown in the SER. The students come from the different backgrounds, and the proportion of foreign nationals is reasonable. However, the majority of the students are aged, 21-34, and the school also admits the students who are quite past this age.
The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Standard 11-STUDENT SUPPORT

Basic Standard: "The School must have appropriate student support systems that help students concentrate on their academic work."

PRT Comments:

1. Desk Review

The School's students can utilize the strong student support system of Kyoto University which provides counseling, career support, disability support, guidance for international students, and addresses other issues through the General Student Support System. The School also provides individual support to its own students through the supervisors and workshop instructors. The School also provides students with the academic information, and with information on career opportunities and internships through its business connections.

The Basic Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 1: "The School must take various measures to provide financial support to students who need it."

PRT Comments:

1. Desk Review

The School provides extensive financial support, including scholarships and exemption from tuition fees. Financial support is available to both the Japanese and the international students, and the students appear to be sufficiently informed about it. As shown in the SER, quite a number of students do use the financial support.

The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 2: "The School must have administrative offices which collect and process relevant information and provide consultation for the students concerning academic guidance, career development and studying abroad."

PRT Comments:

1. Desk Review

Information processing and consultation are administered at the university level (Career Support Office and The International Center) and at the School level. At the school level, the supervisors and workshop instructors provide support on a wide range of issues, including academic guidance and study abroad options. The career support staff provides employment information and holds employment information seminars.

The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 3: "The School must establish support systems to provide academic counseling and any other support that students require."

PRT Comments:

1. Desk Review

At the university level, the General Student Support Center provides counseling, career support, disability support, guidance for international students, and addresses other issues regarding students' welfare. The School also provides individual support to its own students through the supervisors and workshop instructors.

The detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 4: "The School must provide appropriate academic support and lifestyle support to international students and disabled students."

PRT Comments:

1. Desk Review

The needs of the disables students are addressed through the General Student Support Center. The International Center at the University level provides support to all the international students. This support includes helping with accommodation, learning Japanese, and student exchange. After introducing IPROMAC the school hired two English-speaking supporting staff members to help the international students. However, it is not clear if there is any system in place to address the needs of the foreign students in terms of lifestyle support or counseling. It is expedient to ensure that the needs of the international students in terms of this type of support are indeed met.

The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Standard 12-STUDENT INCENTIVE

Basic Standard: "The School must take measures to enhance the academic progression of its students to realize its mission statement."

PRT Comments:

> 1. Desk Review
>
> The school provides academic incentives which include awards to the students with exceptional results in the second-year workshops and to the students with outstanding academic results in all programs, recognizing the outstanding performers at the graduation ceremony, etc. The points system introduced in 2013 encourages students to participate in the special lectures, seminars, internship, etc. The measures taken by the School appear to be sufficient.
> The Basic Standard is satisfied.
> _____
>
> 2. On-site Interview
>
> None

Detailed Standard 1: "The School must have a system that rewards students who achieve excellent academic results."

PRT Comments:

> 1. Desk Review
>
> There are non-financial awards, such as recognition at the graduation ceremony; the commemorative stole for the students with outstanding grades in each program, and certificate for the students who pass all 11 credits of the foundation courses or in the achievement test. Students with exceptional academic performance are also given preference when decisions on the scholarships are made. This system appears to meet the Detailed Standard.
> The Detailed Standard is satisfied.
> _____
>
> 2. On-site Interview
>
> None

Detailed Standard 2: "The School must have a system for providing academic support to the students who face difficulties with continuing their studies."

PRT Comments:

> 1. Desk Review
>
> Students' progress is monitored by the Academic Affairs Committee and the FD committees. If the students are facing difficulties, primarily the supervisors and workshop instructors provide the academic support. Orientations are also held, whereby the students can receive advice related to the academic issues.
> The Detailed Standard is satisfied.
> _____
>
> 2. On-site Interview
>
> None

Detailed Standard 3: "The School must hold orientation programs either at the time students enter the School or before the new academic year begins, to provide incentives for students to achieve high standards of academic work."

PRT Comments:

1. Desk Review
The School holds orientations at the start of the first and the second semester.
The Detailed Standard is satisfied.

_____

2. On-site Interview

None

CHAPTER FOUR: FACULTY
Standard 13-FACULTY SUFFICIENCY

Basic Standard: "The School must maintain an adequate faculty organization to realize its mission statement."

13-0 Number of Faculty members

	Capacity for Students	Required number of Faculty members	Current number of faculty members	+/-
2012	180	12	24	+12
2013	180	12	24	+12
2014	180	12	24	+12

PRT Comments:

1. Desk Review
The School makes efforts to ensure that faculty teaching and research abilities are excellent and exceed the necessary standards. The number of faculty members also exceeds the number set by the Standards for the Establishment of Professional Graduate Schools. However, the issue of the faculty diversity needs to be addressed to ensure that the School realizes its mission statement.
The Basic Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 1: "The School must have a number of full-time faculty members that is adequate for its educational programs."**PRT Comments:**

1. Desk Review
The current number of the full-time faculty members exceeds the required number.
The Detailed Standard is satisfied.

_____

2. On-site Interview
None

Detailed Standard 2: "The School must maintain a sufficient number of full-time Professors and/or Associate Professors necessary for realizing its mission statement."

13-2 Current view of Faculty Organization

	Prof.	Associate Prof.	Assistant Prof.	Lecturers	Others	Total
Full-time Faculty members	20	4	0	1	0	25

PRT Comments:

1. Desk Review
  The distribution between Professors and Associate Professors appears to be balanced
The Detailed Standard is satisfied.
_____

2. On-site Interview
None

Detailed Standard 3: "The School must secure adequate number of practically qualified faculty members to realize its mission statement."

13-3 Number of Practically Qualified Faculty members

Type	Academically Qualified Faculty members	Practically Qualified Faculty members	Total
Participating Faculty members	13	12	25
Supporting Faculty members	36	39	75
Total	49	51	100

PRT Comments:

1. Desk Review
The number of the practically and academically qualified faculty members appears to be in a good balance, and the faculty organization exceeds the criteria set by the standards for the Establishment of Professional Graduate Schools
The Detailed Standard is satisfied.
_____

2. On-site Interview
None

Detailed Standard 4: "The School must ensure that the ratio of full-time and part-time faculty members in its faculty organization is appropriate for realizing its mission statement."

13-4-1 Participating Faculty members

13-4-1 Participating Faculty members

Name of Participating faculty members	Position	Number of courses	Number of credits
Hirotaka KAWANO	Dean / Professor	6	12
Yoshinori HARA	Professor	6	12
Tatsuhiko NARIU	Professor	4	8

Koichiro HIOKI	Professor	7	14
Chihiro SUEMATSU	Professor	4	8
Yasunaga WAKABAYASHI	Professor	8	16
Yoshihiro TOKUGA	Professor	5	10
Norio SAWABE	Professor	5	10
Naoki WAKABAYASHI	Professor	7	14
Yasuo SUGIYAMA	Professor	5	10
Hiroyuki MATSUI	Professor	9	16
Kiyoshi KOBAYASHI	Professor	10	20
Keiichi TODA	Professor	5	10
Hidetaka KAWAKITA	Professor	8	16
Katsunori SAWAI	Professor	12	24
Yasuyuki KATO	Professor	7	14
Katsuji ISHIHARA	Adjunct Professor	5	10
Ryo EJIRI	Adjunct Professor	5	10
Hidenori SUGIURA	Adjunct Professor	9	18
Makoto USUI	Adjunct Professor	4	8
Takashi HIKINO	Associate Professor	10	20
Nobuhiro UNO	Associate Professor	8	16
Sayuri KIMOTO	Associate Professor	0	0
Seiji NOZAWA	Adjunct Associate Professor	4	8
Yutaka YAMAUCHI	Senior Lecturer	5	10
Total		158	314

13-4-2 Supporting Faculty members

Name of Supporting faculty members	Position	Number of courses	Number of credits	Graduate Schools
Keiichi TAMURA	Professor	1	2	Graduate School of Management
Jun MITARAI	Professor	1	2	Graduate School of Management
Masahiko FURUICHI	Professor	1	2	Graduate School of Management
Toichi KIMURA	Professor	1	2	Graduate School of Management
Gautam Ray	Professor	2	4	Graduate School of Management
Yoshikazu MAEGAWA	Associate Professor	8	16	Graduate School of Management
William Baber	Associate Professor	8	1	Graduate School of Management
Asli M. Colpan	Associate Professor	12	24	Graduate School of Management
Kwangmoon KIM	Associate Professor	2	4	Graduate School of Management
Satoko SUZUKI	Senior Lecturer	4	8	Graduate School of Management
Takeshi Hiramoto	Assistant Professor			Graduate School of

				Management
Masaaki ANMA	Adjunct Professor	1	2	Graduate School of Management
Hideki IWAKI	Adjunct Professor	2	4	Graduate School of Management
Goro KUMAGAI	Adjunct Professor	3	6	Graduate School of Management
Masahiko TAKAHASHI	Adjunct Professor	1	2	Graduate School of Management
Nobuo SAYAMA	Adjunct Professor	1	2	Graduate School of Management
Nobuyuki ISAGAWA	Adjunct Professor	2	4	Graduate School of Management
Osamu YAMAGUCHI	Adjunct Professor	1	2	Graduate School of Management
Yoko SHIRASU	Adjunct Professor	5	10	Graduate School of Management
Munetaka HORIGUCHI	Adjunct Professor	1	2	Graduate School of Management
Takashi INOUE	Adjunct Professor	1	2	Graduate School of Management
Hisakaza OISHI	Adjunct Professor	1	2	Graduate School of Management
Toshihoko OMOTO	Adjunct Professor	2	4	Graduate School of Management
Shigenori YUYAMA	Adjunct Professor	1	2	Graduate School of Management
Takashi MITACHI	Adjunct Professor	1	2	Graduate School of Management
Deniz Atik	Part-time Lecturer	1	2	Graduate School of Management
Tsay, Yang-Tzong	Part-time Lecturer	2	4	Graduate School of Management
Yukihiko OKADA	Part-time Lecturer	1	2	Graduate School of Management
Akira KAMOSHIDA	Part-time Lecturer	2	4	Graduate School of Management
Iwao TAKA	Part-time Lecturer	1	2	Graduate School of Management
Yoshinori YAMAKAWA	Part-time Lecturer	2	4	Graduate School of Management
Yoshitaka YAMADA	Part-time Lecturer	1	2	Graduate School of Management
Kazuo WAKAYAMA	Part-time Lecturer	1	2	Graduate School of Management
Toshifumi MATSUMOTO	Part-time Lecturer	1	2	Graduate School of Management
Tomio ARAI	Part-time Lecturer	1	2	Graduate School of Management
Takashi SUGIMOTO	Part-time Lecturer	1	2	Graduate School of Management
Hodeo AOMATSU	Part-time Lecturer	1	2	Graduate School of Management

Hirokazu HASEGAWA	Part-time Lecturer	1	2	Graduate School of Management
Yoshiaki AKEDA	Part-time Lecturer	1	2	Graduate School of Management
Takanori IDA	Professor	1	2	Graduate School of Economics
Takekazu IWAMOTO	Professor	1	2	Graduate School of Economics
Shuji HISANO	Professor	1	2	Graduate School of Economics
Masahiko EGAMI	Professor	3	6	Graduate School of Economics
Kazuhiro UETA	Professor	1	2	Graduate School of Economics
Yuji NISHIMUTA	Professor	1	2	Graduate School of Economics
Junko WATANABE	Professor	1	2	Graduate School of Economics
Tetsuro SHIMAMOTO	Professor	1	2	Graduate School of Economics
Hideki FUJII	Professor	1	2	Graduate School of Economics
Akira TAKEISHI	Professor	1	2	Graduate School of Economics
Kazuhiro YUKI	Associate Professor	1	2	Graduate School of Economics
Akifumi ISHIHARA	Senior Lecturer	1	2	Graduate School of Economics
Munechika KATAYAMA	Senior Lecturer	1	2	Graduate School of Economics
Naoya SUEISHI	Senior Lecturer	2	4	Graduate School of Economics
Mizuho Financial Group	Part-time Lecturer	1	2	Graduate School of Economics
Kohei MIYAMOTO	Part-time Lecturer	1	2	Graduate School of Economics
Eiichi TANIGUCHI	Professor	1	2	Graduate School of Engineering
Dai NAKAGAWA	Professor	6	6	Graduate School of Engineering
Tomoki SHIOTANI	Associate Professor	6	12	Graduate School of Engineering
Yoshiaki KUBOTA	Associate Professor	1	2	Graduate School of Engineering
Ryouji MATSUNAKA	Associate Professor	6	6	Graduate School of Engineering
Hiroshi NAGAMOCHI	Professor	1	2	Graduate School of Informatics
Masatoshi YOSHIKAWA	Professor	1	2	Graduate School of Informatics
Nobuo YAMASHITA	Professor	1	2	Graduate School of Informatics
Kazuyuki MORIYA	Professor	2	4	Graduate School of

				Informatics
Toru ISHIDA	Professor	4	8	Graduate School of Informatics
Katsumi TANAKA	Professor	2	4	Graduate School of Informatics
Shigeo MATSUBARA	Associate Professor	3	6	Graduate School of Informatics
Donghui Lin	Assistant Professor	1	2	Graduate School of Informatics
Makoto YOKOZAWA	Part-time Lecturer	1	2	Graduate School of Informatics
Takafumi KINOSHITA	Part-time Lecturer	1	2	Graduate School of Informatics
Keiko OMORI	Professor	1	2	Institute of Economic Research
Hiroshi SUZAKI	Professor	1	2	Graduate School of Law
Masahiro MAEDA	Professor	1	2	Graduate School of Law
Liang Zhao	Associate Professor	1	2	Graduate School of Environmental Studies
Yoko NIIYAMA	Professor	1	2	Graduate School of Agriculture
Total		141	272	

PRT Comments:

1. Desk Review

The School needs to provide its own evaluation of the current ratio of full-time and part-time faculty members in the self-check (p. 78). The figures show that the number of the supporting faculty members far exceeds the number of the participating faculty members, but the number of courses they teach and the number of credits appears to be in a good balance.

The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 5: "The School must maintain faculty diversity in terms of age, gender, and nationality in its faculty organization."

13-5-1   Age Group of the Participating Faculty members

years old	29 & under	30-39	40-49	50-59	60 & above	Total
Participating faculty members	0	2	3	12	8	25

13-5-2   Gender of the Participating Faculty members

Type	Number of Men	Number of Female	Total
Participating faculty members	24	1	25

13-5-3   Nationalities of the Participating Faculty members

Type	Number of home Nationality	Number of foreign Nationalities	Total
Participating faculty members	25	0	25

PRT Comments:

1. Desk Review

The School needs to provide its own evaluation of the current ratio of full-time and part-time faculty Members in the self-check (p.78). The figures show that the number of the supporting faculty members far exceeds the number of the participating faculty members, but the number of courses they teach and the number of credits appears to be in a good balance.
The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 6: "The School must maintain qualified full-time faculty members for each of the majors it offers in accordance with the following criteria:

(1) Faculty members recognized as possessing outstanding accomplishments in research or education

(2) Faculty members recognized as possessing outstanding skills in their field of study

(3) Faculty members recognized as possessing outstanding knowledge and experience in their field of study."

13-6 The Degreed held by Faculty members.

Type	PhD	Masters	Others	Total
Participating Faculty members	20	4	1	25

PRT Comments:

1. Desk Review

20 out of 25 participating faculty members hold a PhD degree, which is appropriate to ensure that the School's courses maintain the necessary academic and research focus. The skills of the faculty members are consistently assessed upon employment, which is appropriate.
The Detailed Standard is satisfied.

_____

2. On-site Interview
None

Standard 14 -FACULTY QUALIFICATIONS

Basic Standard: "The School must hire faculty members who possess intellectual qualifications, relevant expertise and teaching skills necessary for realizing its mission statement."

Chart 14-0-1 Research Achievements by Participating Faculty members

Name	Deg-ree*1	Title*2	Field*3	AQ/PQ *4	Research Achievements of last 5yrs*5						Total
					Class / Educational		Academic/ Theory		Professional		
					PRJ	OIC	PRJ	OIC	PRJ	OIC	
Hidetaka KAWAKITA	PhD	Professor	FIN	PQ	0	3	0	14	0	1	18
Hirotaka KAWANO	PhD	Professor	O*	PQ	0	6	50	59	1	12	128
Kiyoshi KOBAYAS HI	PhD	Professor	O*	AQ	2	3	92	10	0	0	107
Yasuyuki KATO	MA	Professor	FIN	PQ	0	0	1	4	0	0	5
Norio SAWABE	PhD	Professor	ACT	AQ	0	4	2	3	0	0	9
Chihiro SUEMATS U	PhD	Professor	MGT, O	PQ	0	1	9	0	0	0	10
Yasuo SUGIYAMA	PhD	Professor	MGT	AQ	0	0	1	2	0	0	3
Yoshihiro TOKUGA	PhD	Professor	ACT	AQ	0	3	1	14	0	4	22
Keiichi TODA	PhD	Professor	O*	PQ	0	0	15	5	0	2	22
Tatsuhiko NARIU	PhD	Professor	MKT	AQ	0	0	11	3	0	0	14
Yoshinori HARA	PhD	Professor	OIS, O	PQ	0	1	21	5	0	3	30
Hiroyuki MATSUI	PhD	Professor	OIS	AQ	3	7	25	22	0	8	65
Naoki WAKABAY ASHI	PhD	Professor	AGT	AQ	0	1	2	3	0	5	11
Yasunaga WAKABAY ASHI	PhD	Professor	MKT	AQ	0	0	4	4	0	3	11
Takashi HIKINO	MA	Associate Professor	MGT	AQ	0	0	3	5	0	0	8
Nobuhiro UNO	PhD	Associate Professor	O*	AQ	2	1	14	0	0	0	17
Sayuri KIMOTO	PhD	Associate Professor	O*	AQ	0	0	24	1	0	0	25
Yutaka YAMAUCHI	MA	Associate Professor	MGT, O	AQ	1	3	5	3	0	3	15
Katsuji ISHIHARA	PhD	Adjunct Professor	O*	PQ	0	1	0	0	0	1	2
Hidenori	MA	Adjunct	FIN	PQ	0	2	0	4	0	25	31

Name	*1	*2	*3	*4							
SUGIURA		Professor									
Makoto USUI	BA	Adjunct Professor	OIS, O	PQ	0	3	0	0	0	3	6
Ryo EJIRI	PhD	Adjunct Professor	O*	PQ	0	8	0	0	0	0	8
Seiji NOZAWA	MA	Adjunct Associate Professor	MKT	PQ	0	0	0	0	0	0	0

Note

*1 Last degree earned (PhD or MA)

*2 Title (Professor, Associate Professor, and others)

3 Field: Management (MGT) Finance (FIN) Marketing (MKT) Accounting (ACT) Operation and MIS (OIS) Others (O) Engineering and Management (O)

*4 AQ/PQ = AQ: Academically Qualified faculty member, PQ: Professionally Qualified faculty member

*5 Research achievements of the past 5 years - for the academic year

-Class/Educational = mainly for or related to their class taught or to the business school

- Academic/Theory = highly technical academic and theory for expert field

- Professional Achievement = Research of the professional and practical matters related to the field of expertise

-PRJ = Peer Reviewed Journal – number of published articles

-OIJ = Other Intellectual Contributions – number of published articles other than those included under PRJ

PRT Comments:

1.Desk Review

The School maintains a good balance between academically-qualified and practice-based faculty, and the research achievements of some the faculty members are commendable.

The Basic Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 1: "The School must set rules and standards for recruiting and promotion of faculty members."

PRT Comments:

1. Desk Review

The Criteria for recruitment of the faculty members include education, research performance and practical skills. The criteria for promotion include the educational and research performance of the faculty members during their employment. These are defined in the "Kyoto University Graduate School of Management Research Department faculty selection criteria" and in the "Candidate selection bylaws".

The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 2: "The School must have a promotion system for faculty members and evaluate each faculty member fairly and objectively through this system."

PRT Comments:

1. Desk Review

The promotion is based on the faculty members' research and educational performance. However, the SER does not provide the detailed description of the system, which is expedient to evaluate whether it is fair and objective.

The Detailed Standard is partially satisfied.

_____

2. On-site Interview

None

Detailed Standard 3: "The School must periodically assess its faculty members by reviewing their educational and research performance during the last five years."

PRT Comments:

1. Desk Review

Faculty member submit a report on their educational, research, management and social activities. The information on the research activities is given a special attention and appears to be consistently collected and processed. The educational performance is reflected in the bonus and the Best Teacher Award, which is given based on the results of the class evaluations.

The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Detailed Standard 4: "The School must disclose information about the educational and research performance of full-time faculty members during the previous five years."

PRT Comments:

1. Desk Review

The faculty members are encouraged to register with the Kyoto University Activity database on Education and Research, which is in collaboration with the Japan Science and technology Agency's " Directory Database Research and Development Activities" (READ). However, this is not mandatory, and both systems do not function properly, according to the SER. The school also has its own database (K.A. Files of Management). The research materials are being disclosed to the public through the activity Database on Education and Research Kyoto University, through the Kyoto University Library Public Disclosure Repository, and through Kyoto University Open Courseware. The research results are also published on the faculty members' web pages.

The Detailed Standard is satisfied.

_____

2. On-site Interview
None

Detailed Standard 5: "The School must evaluate academic performance of professional faculty members periodically, and assign the courses which they teach appropriately."

PRT Comments:

1. Desk Review

The School's professional faculty members are mostly responsible for specialized and business practice subjects. The Academic Affairs Committee, FD Committee, and the Faculty Council of the Education Development do the assignment. The professional status of these faculty members is analyzed annually to confirm their eligibility. The evaluation of the academic performance of professional faculty members is not addressed in this section of the SER—however, it appears that their performance evaluation is being done within the general evaluation framework. Still, it is advisable to describe the academic performance evaluation system in this section specially. The Detailed Standard is satisfied.

_____

2. On-site Interview

None

Standard 15-FACULTY SUPPORT

Basic Standard: "The School must have an educational and research environment necessary for promoting educational and research activities of its faculty members."

PRT Comments:

> 1. Desk Review
>
> The School encourages active research, and appears to maintain an educational and research environment necessary for promoting educational and research activities of its faculty members. However, the issue of the excessive teaching work is recognized by the School.
>
> The Basic Standard is satisfied.
>
> _____
>
> 2. On-site Interview
> None

Detailed Standard 1: "The School must limit the number of courses its faculty members teach so that faculty members can secure time to develop their educational and research activities."

PRT Comments:

> 1. Desk Review
>
> The Academic Affairs Committee discusses the number of classes allocated to each faculty member. The Optimal teaching load is considered to be 2 subjects per semester, or 4 subjects / 8 credits annually, which is appropriate. However, Table 13-4-1 shows that for most of the participating faculty members the number of courses is over 4.This issue might be clarified. However, the School has introduced additional teachers to be posed from the Graduate School of Economics and Engineering because such system to encourage the research activities of the faculty members. However, there are negative aspects to the increasing budget resulting from the number of classes.
>
>   The Detailed Standard appears to be satisfied in terms of teaching load, but the issue of the actual load needs to be reexamined.
>
> _____
>
> 2. On-site Interview
>
> None

Detailed Standard 2: "The School must have a support system to secure the research funds necessary for promoting faculty members' educational and research activities."

PRT Comments:

> 1. Desk Review
>
> The School provides operating grants which cover the research expenses of the full-time faculty members, asks the faculty members to apply for the Grants-in-Aid funding, and provides the administrative support for the faculty members applying for research grants.
>
> The Detailed Standard is satisfied.
>
> _____
>
> 2. On-site Interview
> None

Detailed Standard 3: "The School must have a support system including administrative and technical support staff necessary for promoting faculty members' educational and research activities."

PRT Comments:

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1. Desk Review

The School's academic office has 6 members. In addition, there are 43 TAs. They were instituted, not only as classroom assistants, but also to provide educational support such as conducting make-up classes.

The Detailed Standard is satisfied.

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2. On-site Interview

Perhaps, more educational service staffs are necessary for supporting student activities.

Detailed Standard 4: "The School must take appropriate steps to vitalize its curricula so as to

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1. Desk Review

The self-check for this standard addresses mostly the faculty composition, employment criteria and faculty incentives, and does not refer to the curricula. It is expedient to provide more information on this Standard specifically.

The Detailed Standard is partially satisfied.

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2. On-site Interview

None

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promote the educational and research activities of its faculty."**PRT Comments:**

Standard 16-RESPONSIBILITIES OF FACULTY MEMBERS

Basic Standard: "The School's faculty members must strive to communicate with its stakeholders and ensure that their research and teaching activities are aimed at achieving the School's mission statement."

PRT Comments:

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1. Desk Review

The School considers students and corporations as its key stakeholders. The School communicates with these stakeholders and collects their opinions in a variety of ways. The School also maintains proactive relationships with the academic communities through the community activities. This appears to correspond with the School's mission.

The Basic Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 1: "The School's faculty members must continuously develop and improve their course contents, materials used in their courses, and teaching methods based on the results of the self-check/self-evaluation and the student evaluation."

PRT Comments:

1. Desk Review
The faculty members create class reports on their subjects, and student evaluations are conducted by the end of each course. The School states that it employs a PDCA cycle to improve classes.
The Detailed Standard is satisfied.

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2. On-site Interview
None

Detailed Standard 2: "The School's faculty members must strive to teach cutting-edge expertise and specialized knowledge in their respective fields of study in order to achieve the learning goals."

PRT Comments:

1. Desk Review
The faculty members are actively involved in communications with the business, conduct relevant Research and develop new classes based on their findings and the external requirements.
The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 3: "The School's faculty members must strive to set office hours and actively communicate with the students through e-mail in order to help them to achieve their learning goals."

PRT Comments:

1. Desk Review
The School's faculty members actively communicate with the students through the system of supervisors and workshop instructors who are in charge of the individual student guidance. The information on the office and e-mails is explicitly stated in the Syllabus, which enables communication.
The Detailed Standard is satisfied.

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2. On-site Interview

None

CHAPTER FIVE: SUPPORTING STAFF AND INFRASTRUCTURE
Standard 17-EDUCATIONAL RESPONSIBILITIES OF STAFF

Basic Standard: "The School must have an appropriate administrative system to support educational and research activities of its faculty members in order to realize its mission statement."

PRT Comments:

> 1. Desk Review
> The School's administrative system includes the Research department and the Education department. There are also various faculty councils established within these departments. The administrative staff carries out office management functions. The School appears to have an appropriate administration system to support educational and research activities of its faculty members
> The basic Standard is satisfied.
> _____
> 2. On-site Interview
> None

Detailed Standard 1: "The School must institute management systems, including faculty meetings and executive committees, to discuss administrative issues and to make and enforce the decisions required to achieve its mission statement."

PRT Comments:

> 1. Desk Review
> The faculty councils operating within the Research department and the Education department are the final decision-making bodies. There are various committee instituted within these councils, which meet once a month. When the decisions are approved by the faculty council, they are carried out by the committees. Both departments also have deans. The administrative structure appears to be appropriate.
> The Detailed Standard is satisfied.
> _____
> 2. On-site Interview
> None

Detailed Standard 2: "The School must institute administrative systems which are in an appropriate proportion to its size and status, and which are able to respond to the needs of globalization."

PRT Comments:

> 1. Desk Review
> The School has an administrative system that appears to be appropriate to its size and status. There are also 3 academic staff members who speak English and are able to respond to the needs of the international students. Overseas training of the employees has also been carried out as a part of the staff development. The School's organization chart on p.94 also shows that tare is a special committee for the international exchange – However, this chart does not quite correspond to the one in the Annex (p.028).
> The Detailed Standard is satisfied.
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> _____
> 2. On-site Interview
> None

Detailed Standard 3: "The School must institute administrative systems that adequately support the educational and research activities of its faculty members."

PRT Comments:

1. Desk Review

The School appears to have an administrative system that is designed to support the educational and research activities of the faculty members. However, it appears that many managerial issues are dealt with by the faculty members (through the numerous councils and committees), and the academic support staff is less involved in these issues due to their smaller numbers. Therefore the faculty members' responsibilities include not just teaching and research, but also extensive student guidance and administrative duties. It is commendable that the School promotes individual approach to its students and involves its faculty in the administration, but it is questionable whether the faculty members are satisfied with this arrangement.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Standard 18-INFRASTRUCTURE SUPPORT

Basic Standard: "The School must maintain educational and research facilities and other infrastructure needed to achieve its mission statement."

PRT Comments:

1. Desk Review

The School's facilities and infrastructure enable it to accommodate 180 students, which is sufficient for the current enrollment (90 per year). However, there are individual research rooms only for 20 full-time faculty members, which is less than a current number. It is expedient to make sure that all the full-time faculty members are satisfied with the current arrangement.

The Basic Standard is satisfied.

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2. On-site Interview

The current arrangement of facilities and accommodation may be not enough for the scale of members.

Detailed Standard 1: "The School must maintain an appropriate number and quality of its facilities, such as classrooms, seminar rooms, and study rooms, in order to enhance the efficiency of its educational programs."

PRT Comments:

1. Desk Review

The number and capacity of the classrooms, seminar rooms and study rooms appear to be appropriate. The School also continues to improve its facilities and equipment.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 2: "The School must provide an individual office for each full-time faculty member."

PRT Comments:

1. Desk Review

The number of the individual offices is 20, while the number of the full-time faculty members is 25. It is not clear from the SER whether it can be considered an issue or not.

The Detailed Standard is partially satisfied.

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2. On-site Interview

More space may be necessary for achieving space problems.

Detailed Standard 3: "The School must systematically maintain a collection of books, academic journals, and audiovisual materials necessary for the educational and research activities of both students and faculty."

1. Desk Review

The School operates a library together with the Graduate School of Economics. The collection of books is being continuously extended, including those in English. The library also provides access to the electronic journals and databases. This appears to be quite sufficient. The Center for Research in Business also collects a variety of materials required for the educational and research activities of the faculty members.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 4: "The School must effectively utilize and maintain facilities and equipment appropriate for its educational and research activities and the delivery of its educational programs."

PRT Comments:

1. Desk Review

The School continuously improves its facilities and equipment, and the classroom number and capacity are adjusted to meet the educational needs of the students and faculty.

The Detailed Standard is satisfied.

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2. On-site Interview

None

Detailed Standard 5: "The School must provide study environments which enable students to engage in self-study, and encourage students to make use of these environments."

PRT Comments:

1. Desk Review

The School has study rooms for students with the total capacity of 170 seats, mostly available 24 hours a day. These include rooms for self-study, group workroom, and a computer laboratory seminar room with PCs. These rooms can be used by 194 persons in total, which is sufficient to meet the needs of all the students.

The Detailed Standard is satisfied.

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2. On-site Interview

None

2. Improvement Issues

1) Chapter One: Mission Statement

PRT Comments:

The School lists three improvements concerning its mission:(1) introducing a doctoral course to meet the needs of both the students and the companies, (2) monitoring the opinions of the stakeholders—students, graduates, corporations and the economic sector—to proactively respond to the changes in the economy and student needs, (3) more active acquisition of external funds. While item (1) is not quite relevant in terms of the School's scope of accreditation (master's programs), of course this new course might be very useful for doing joint research between business and this school's staff. The other two improvements appear to be relevant. It is also advisable for the School to consider a wide range of stakeholders, including the faculty and the international academic community, and to consider the international students as specific stakeholders as well, which is in line with its globalization perspective.

2) Chapter Two: Educational Programs

PRT Comments:

The School identifies 4 improvements concerning its educational programs: (1) promoting highly ethical decision making in the educational programs, (2) development and delivery of educational programs based on industry-government-academia collaboration, (3) improving English-language ability of the Japanese students and encouraging them to take more classes in English, (4) resolving the issue of the two-semester system which implies that the students take classes once an week and that the classes cannot be condensed into shorter modules, which does not contribute to better learning and limits the students' opportunities in terms of internships and overseas exchanges.

Improvement (1) appears to be formulated too generally. However, looking at the various problems concerning corporate governance in Japan as well as Germany. It may be valuable what is the current issue concerning with the ethical decision-making. It is advisable to specify this issue. Improvements (2)-(4) appear to be appropriate.

3) Chapter Three: Students

PRT Comments:

The School identifies 3 improvements related to students: (1) verifying if the requirements for students, admission policies and admission systems should be reviewed, (2) examining measures to improve learning outside lecture hours, (3) enhancing the network of graduates and the connections between the graduates and the current students.

Improvement (1) might be considered as a continuous process rather a specific improvement, while (2) might be specified – it is not quite clear what is the issue identified by the school with the out-class learning. Improvement (3) appears to be appropriate.

4) Chapter Four: Faculty
PRT Comments:

The School identifies 2 improvements related to faculty: improvement (1) appears to address the issue that the School is focused on the improvement of the educational abilities of the faculty members, while improving their research abilities is also important, (2) increasing the faculty diversity.

It is expedient to specify the improvement (1), since throughout the SER the School states that it attaches high importance to the research done by the faculty members. What are the specific issues and concerns of the School in this respect? Improvement (2) is appropriate.

5) Chapter Five: Supporting Staff and Infrastructure
PRT Comments:

The School identifies 2 improvements concerning supporting staff and infrastructure: (1) adjustment and standardization among programs, (2) alleviating excessive burdens on the faculty members caused by their participation in the meetings. Both improvements appear to be appropriate.

Another question that remains open is the sufficiency of the faculty rooms (20 rooms for 25 faculty members).

IV. Quality Improvement in Management Education

1. PDCA Cycle for Quality Improvement

PRT Comments:

The School describes its Quality Improvement systems as consisting of two elements: (1) inspection and evaluation system which is implied by Kyoto University practices and the requirements for ABEST21 accreditation, (2) faculty development and the curriculum reviews required to adapt to the changes in the external environment. This system appears to be appropriate to implement the PDCA cycle.

2. Improvement Initiatives

PRT Comments:

The initiatives are appropriate and correspond to the improvement-related issues described above.

1) Mission statement: The initiatives are appropriate, although the doctoral program is outside of current scope of accreditation. However, it is understandable and commendable that the School considers the extension of its programs.
2) Educational programs: The initiatives are appropriate.
3) Students: The initiatives are appropriate.
4) Faculty: The initiatives are appropriate.
5) Supporting Staff and Infrastructure: The initiatives are appropriate. It might be expedient to consider not only the reduction in the number of meetings, which create burden for the faculty member, but also increasing the number of administrative staff.

3. Action Plans for three years

PRT Comments:

The School's action plans are appropriate and correspond to the improvement initiatives outlined above. However, in many cases the action plans repeat the initiatives – eg.in item 3(students) or 4(Faculty). It is advisable to consider the specific actions that the School can implement to realize its improvement initiatives. As one example, what can be the specific measures for the developing the alumni network or the recruiting more female and foreign faculty members? Who will be in charge of these assignments?

1) Action plans for 2016

The plans are appropriate, but appear to be formulated in a very broad way and often rephrase the improvement initiatives. It is expedient to develop more specific plans and possible target measures where applicable.

2) Action Plans for 2017

The plans for 2017 are mostly a continuation of the plans for 2016. This is appropriate if the School does not anticipate any specific new developments in this time period.

3) Action Plans for 2018

The plans for 2018 are mostly a continuation of the plans for 2017 and 2016. This is appropriate if the School doesn't anticipate any specific new developments in this time period.

V. Comprehensive Evaluation

1. Comprehensive Review

PRT Comments:

The School meets most standards. However, there seems to be a space or things for improvement, specifically concerning enhancing faculty diversity and developing an administrative system, which can reduce the administrative burden for the faculty members.

2. Good Practice in Management Education

PRT Comments:

1) Title of Good Practice in Management Education

<u>Internationalization and the extension of interdisciplinary studies through overseas cooperation, IPROMAC, and Cooperative agreements with the government and the private sector.</u>

2) Reasons for selecting the title stated above

For a relatively young school (established in 2006), GSSM has made and continues to make a very good progress in terms of all the accreditation standards. The number of applicants and enrolled students show that the school's programs are indeed in demand. The School's internationalization—especially a range of overseas agreements and the introduction of the IPROMAC course that attracts foreign students—is highly commendable and qualifies as a very good practice. Also, introducing several kinds of additional endowed courses.

3. Matters to be noted

PRT Comments:

As it appears from the SER, the school relies extensively on the faculty to carry out its administrative operations. Of course, looking at the other aspects, it is commendable that the faculty plays a very active role in the School's administration. However, the faculty educational workload (teaching and student guidance) appears to be quite high level. The school might consider enhancing its administrative structure to perform the functions and realize the improvement initiatives. If possible, the international relations or the alumni relations can be considered as functions, and thus be assigned to the specific departments or staff members who do not have teaching responsibilities.

VI. PRT Questions on the Self-Evaluation Report

PRT Comments:

The School's Scope of Accreditation

・There are four programs that are subject of accreditation: Business Leadership Program, Service Value Program, Project Operations Management Program, Finance and Accounting Program, International Project management Course (IPROMAC).   Can the School provide the data on student enrollment and student composition for each program?

SWOT Analysis and the School's Strategies

・In the threats and weakness of the SWOT the School lists the challenges that refer to the faculty and staff: "Existence of a ceiling in the teaching staff framework" (Threats), "Constraints with regard to instructors and other staff" with practical research rather than theoretical one" (weakness). As there any strategies to address these issues?

Globalizing the School's Management Education

・How many students are in fact participating in the exchange programs and the overseas Internship?

Humanizing the School's management Education

・How does the School see its perspectives in integrating liberals arts education into its curriculum?
・Does the School consider other ways to humanize its education, e.g. through promoting volunteering or else?

Collaborating with Industries in Management Education

・How does the School see its perspectives in integrating liberal arts education into its curriculum?
・The SER states that a permanent advisory committee <u>will be</u> established in collaboration with Industries to provide the inputs for the mission and curriculum revision <u>in 2016</u>. Which companies participate on the committee, and how often does it meet?

Chapter one: Mission Statement

Standard 2 (Mission Imperatives)

・Does the School consider including the faculty and administrative staffs in the list of its key

stakeholders?
  ・ Does the School consider including contribution to the development of the educational and
    research activities of the faculty members into the Mission Statement ?
Standard 4(Financial Strategies)
  ・ How does the School assess its current and prospective needs for funding ?　How is this
    Strategies integrated in the development of the financial strategies?

Chapter Two: Educational Programs

Standard 5 (Learning Goals)
  ・ The goals for each program appear to be quite broadly formulated. What are the specific learning
    goals for each program, e.g. in terms of competencies, skills or attitude?
Standard 6 (Management of Curricula)
  ・ Are there any specific courses in the curriculum which address the need to develop the broad
    international perspective?
  ・ What are the process and the time for curriculum revision?
Standard 7(Educational Level)
  ・ How does the School define the quality of its educational content?
  ・ Are there any methods of ensuring quality apart from the class evaluation?
  ・ What is the actual number of students registered per course?
  ・ What is the system of career guidance at the School ?
Standard 8 (Measures to Improve Educational Quality)
  ・ What is the School's system of faculty development (a system aimed at enhancing the quality of
    teaching and research)?

Chapter Three: Students

Standard 9 (Student Profile)
  ・ There is no mention in the SER that the student profile is updated on a continuous basis—What
are the process and the time frame for updating it ?
Standard 10 (Student Admission)
  ・ The majority of the students are aged 21-34,but the School also admits the students who quite
past this age. How does the School make sure that these older students are indeed benefiting from
the MBA program where they may study together with the students who have much less practical job
experience?

Standard 11(Student Support)

・Is there any system in place to absorb the needs of the foreign students in terms of lifestyle support or counseling?

Chapter Four: Faculty

Standard 13 (Faculty Sufficiency)

・How does the School plan to increase the faculty diversity in terms of age, gender and nationality?

Standard 14 (Faculty Qualifications)

・What is the system for the faculty promotion? How does the School make sure that it is fair and Objective?

Standard 15 (Faculty Support)

・Table 13-4-1 shows that for many of the participating faculty members the number of courses exceeds the optimal number set by the School (4 subjects / 8 credits annually). How does the School considers tackling this issue?

・The self-check for the Detailed Standard 4 addresses mostly the faculty composition, Employment criteria and faculty incentives, and does not refer to the curricula. How does the School vitalizes its curricula to promote the educational and research activities of its faculty?

Chapter Five: Supporting Staff and Infrastructure

Standard 17 (Educational Responsibilities of Staff)

・The organizational chart in the SER(p.94) does not fully correspond to the one in the Annex (p.128). Can the School provide the current organization chart?

・it appears that the faculty members' responsibilities include not just teaching & research, but also extensive students guidance and administrative duties. There are the faculty members who have some claims or something with this arrangement?

Standard 18 (Infrastructure Support)

・The number of faculty offices is 20,while the number of the participating faculty members is 25. Does the School consider it as reasonable?