

International Joint Accreditation

By JUAA and TWAEA

The Accreditation Report

For Chia Nan University of Pharmacy & Science



Date of On-site Visit: 25 April, 2019

Date of Report: 22 July, 2019



Japan University Accreditation Association
(JUAA)

Taiwan Assessment and Evaluation
Association
(TWAEA)

1 Accreditation Status: Accredited

Validity Period: 1 October, 2019 to 30 September, 2025

On the evidence considered by the Review Team, Chia Nan University of Pharmacy & Science meets International Joint Accreditation Standards (IJAS) which is set by the Japan University Accreditation Association (JUAA) and the Taiwan Assessment and Evaluation Association (TWAEA).

This report is to certify that the accreditation is conferred based on the related regulations of “International Joint Accreditation Standards.” For Chia Nan University of Pharmacy & Science, the achievement of the six standards is shown in Table 1 and Figure 1.

Standard 1: Mission, Goals & Strategy	4	Standard 4: Faculty	4
Standard 2: Internal Quality Assurance	4	Standard 5: Social Connection	5
Standard 3: Teaching & Learning	4	Standard 6: Governance	4

Table 1: The achievement results of each standard

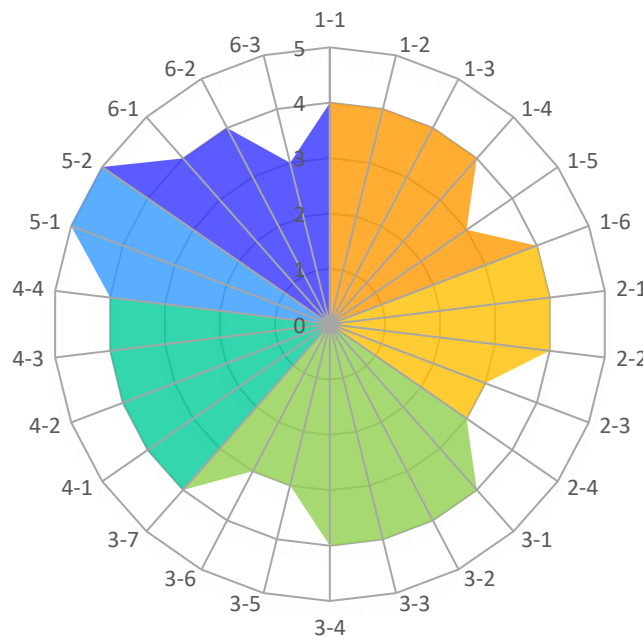


Figure 1: The achievement results of each indicator

Performance Level		Reference Standard
5	Excellent	Results are excellent and distinctive in every aspect. The HEI fully achieves its visions and goals, and its performance is outstanding.
4	Very good	Results are excellent and distinctive, and there is appropriate evidence.
3	Good	The implementation of the basic requirements of the university is effective and has sufficient evidence to prove it.
2	Requiring improvement	The implementation situation has not reached the basic requirements for operating a university, or the implementation results have not met the standards, or the supporting information is insufficient.
1	Insufficient	There is a significant gap between the implementation situation and the basic requirements for operating a university, or there is no specific planning or action, or there is a major lack of implementation.

2 Executive Summary

Chia Nan University of Pharmacy & Science (hereinafter called the University) was established as a junior college in 1966, which developed to a four-year college in 1996. It later changed its name from college to university as it added several programs. Now the University is one of the leading universities in South Taiwan. As its history describes, the University is proactive in terms of its strategy for development, which is the main reason for the university's development in such a short period of time. The University has a specific philosophy and orientation towards development. This may be another reason for such high achievements. Overall, the University has well-defined long- and mid-term goals. However, some goals need more specific strategies. One such area is internationalization. The University has prepared a few tactics for its internationalization. They include courses and activities to improve students' foreign language ability, English-taught courses and international collaboration and exchange. The problem is, however, there are not enough students from abroad on campus. Since the University has not set up its long- and mid-term tactics, the number of inbound students has not increased as desired. Considering the demographic change that the birth rates of younger generations have been declining, the University should start figuring out feasible strategies and tactics for internationalization as soon as possible. The University has a highly efficient publicity function, and operates offices publicizing the University through several channels and platforms. Though their efforts in publicity can be highly evaluated, there is still room for improvement. For instance, some students do not fully understand the philosophy and orientation of the university. In addition, some faculty members do not have a clear idea about the rules and regulations

that are necessary for university operation and management.

The University has the necessary internal quality assurance organizations and systems according to its internal quality assurance policy. The University has conducted internal and external audits regularly. Some showed excellent results. One of the factors for realizing the efficient implementation of the organization for quality assurance is the fact that the University has adopted Standard Operation Procedures. The efficiency of the internal quality assurance organization is regularly reviewed under the PDCA cycle. Those procedures are also evaluated regularly. What is worth mentioning is that the University is conducting research on how to improve its management capability. The structure and organization for quality assurance is satisfactory. On the other hand, there are still many issues that require improvement. The University should find out why there are many issues that remain unsolved.

The University properly discloses the curriculum design, implementation and admission policy. The curriculum design of each program is carefully planned and implemented. Especially, it is a good practice that some courses are provided by team teaching with industrial professionals and experts, which amounted to about 700 in academic year 2017. Each program is properly supported by staff and professionals. The faculty members execute relevant evaluation criteria for students' assessment. Generally, they adopt a variety of assessment criteria for encouraging the students to study constantly. For curriculum management, the University operates appropriate student support and maintains the system. However, there is still much room for improvement in terms of measurement and evaluations of learning outcomes.

The faculty and staff members have been properly employed and promoted. The University has been trying to promote faculty development (FD) by way of industry- academia collaboration. Every year almost 350 faculty members are involved in it and the number has been increasing steadily. The University has achieved good learning outcomes in terms of research and education through those collaborations with industry and the community. The University's collaborations with industry have been active and have become one of the university's features and strengths. Outcomes from such collaborations have been enormous. On the flip side, the University has not provided their faculty members with off-the-job training, like holding FD seminars or sending them to external seminars, and subsidizing such activities.

The University has been keeping good relationships and connections with the community. These relationships and connections are second to none. First of all, it should be mentioned that the University has four social connection guidelines. The University gained a large

amount of funds for its social connection activities. The efforts for attaining those funds should be very much appreciated. The number of faculty and students involved in social connection have reached from 1,500 in academic year 2015 to 1,700 in 2017. Social connection activities range from public welfare activities and professional testing activities to creation and innovation services and other social contributions. Social connection is one of the Universities' features and strong points. It is advisable that the University enhance its social connections more robustly.

The present President proposed six school management strategies. The Review Team recognized that the University is making steady progress in accordance with the six policies. However, these six policies are not for the administration but for the entire University. It is not clear to the Review Team how the six management strategies are connected with the motto, philosophy, orientation and so forth. The Review Team suggests that the policies should be broken down into more precise and detailed policies designed for administrative work. The University has set up a relevant administration organization with several committees. All the activities of these committees are supposed to work for the improvement of the education and research. The University regularly holds an outside advisory board meeting for absorbing objective ideas and opinions. However, the University has no specific internal notification procedures yet. The University has been providing the staff members with training programs for improving their skills and knowledge.

The Review Team concludes that the University has satisfied most of the iJAS standards, with room for improvement in the field of internationalization. The University has made a very high achievement in the field of social connection. The University has been constantly striving to maintain and improve the overall quality of teaching, learning and research, and has cultivated good community service programs both for faculty members and students. Programs such as health- and social work-related programs by their nature provide students with opportunities for social awareness and social contributions. On the other hand, given that Taiwan is facing a drastic population decrease in the younger generation, the University should accelerate its internationalization.

3 Strengths, Specialties and Recommendations

3.1 Strengths and Specialties

(Standard 1) Mission, Goals and Strategy

- The University started in 1966 as a Junior College of Pharmacy. Since then, the University has grown to be a comprehensive university of science and technology. The University was renamed as the University of Pharmacy & Science in 2014. Based on its unique position as the first pharmaceutical college in Taiwan and its history of more than 50 years, the University's commitment to "LOHAS innovation service" with two conceptual axes "pharmacology" and "health" is highly valued. This LOHAS innovation has played a very important role for the University's development. Under the LOHAS principle, the mission and goals of the University are clearly defined and eight goals (targets) are well organized so that the mission can be attained firmly.
- The orientation of the University, which is described on page 6 of the Self-Assessment Report (SAR), is very clear. It is a very good idea that the orientation of the University, i.e., from reactive to proactive, and medicine for life to LOHAS for health preservation, is very easy to understand. In addition, its development strategies from 2018 to 2022 were listed as four visions including an axis comprised of eight goals and 30 strategies, covering both the width and depth of its strategies. They are appropriately related to the mission of the University.
- The University aggressively defines a strategy on internationalization, which is accompanied with various types of international cooperation and agreements, and sending students abroad. As far as private universities are concerned, it is rare that 51 courses have been taught in English for the past three years, and 70 teachers and 910 students have participated in these courses.

(Standard 2) Internal Quality Assurance

- The University specifies university-wide policies and procedures appropriately by setting up "Measures for Self-Evaluation at Chia Nan University of Pharmacy & Science". The University also continues to improve the Handbook of Internal Control System and take other measures for improvement.
- The internal quality assurance system has been supported by such effective methods as administrative support, the PDCA cycle, collecting the opinions of internal and external stakeholders, and the institutional research structure.
- The University appropriately publishes the outcomes of internal quality assurance activities through announcement of the information.

- The University appropriately implements gender education on campus. It is essential for the pharmaceutical university to implement gender equality education through several channels.

(Standard 3) Teaching & Learning

- The University strongly enhances diversified evaluation methods for the assessment of students' performance in courses.
- Overall satisfaction with teaching and learning by students is quite high, which is indicated by the high scores of teaching assessment.
- Faculty members continuously strive to improve the quality of teaching by group teaching and discussion, Project-Based Learning (PBL), developing teaching materials and so on.
- The University has made much investment in many facilities including the library and other learning spaces, which enhance active learning, PBL and other interactive academic activities.

(Standard 4) Faculty

- There are 467 full-time teachers at the University (academic year 2018), of which 92.72% are assistant professors or above and 66.17% possess doctoral degrees. The ratio of students to teachers in the whole university is 24.98, and the ratio of students to teachers in day school is 22.08. Teacher evaluation is regularly performed and it helps the University maintain the level of teaching quality.
- Besides well-established rules governing teachers' appointments, promotion, training, etc., the University encourages industry-academia cooperation, tries to upgrade the rank of part-time teachers, and expands the incentives and diversifies the channels of teachers' promotions.
- The University fosters an environment for joint research and peer growth groups, resulting in the increase of interdisciplinary cooperation and integrated courses. Strong connection with industry helps faculties to develop their skills of practical teaching for the students.
- The University has committed to industry-academia cooperation. In the past three years, both the number and dollar value of such cooperative programs have achieved as expected. In academic year 2017, the number of projects was 967 and the amount was NT\$173,195,676.

(Standard 5) Social Connection

- Putting emphasis on social cooperation and contribution is really the strength and specialty of the University. To achieve these goals, the University has guidelines for various measures

of social connection.

- The University has various kinds of evidence of performance for social connection, such as the number of participations in special courses. Good practices, which are written in the SAR, are very informative and strongly support the strengths and specialties of social connection.
- Given the University's commitment to "LOHAS innovation service", its contribution for continuing education with much emphasis put on programs for senior citizens is regarded as invaluable, especially given the country's ageing demography.
- The University makes good use of the expertise of various departments in the University to integrate itself into community services, promote educational and industrial consultations, and upgrade its activities in cooperation, service and contribution.
- It has taken approximately three years to execute the government's various research projects and industry-academia cooperation. The results are fruitful. In 2017, it reached NT\$250,000,000, of which nearly NT\$200,000,000 was from industry-academy cooperative projects.
- To establish first and second-level centers, the University has integrated college resources, undergraduate departments and graduate schools, and developed its fields with distinguished features. These have led to fruitful results.
- In the past three academic years, 586 non-credit classes have been given in the center of continuing education with revenues of NT\$120,000,000, which is worthy of recognition.
- The Senior Development Center promotes the plans of the Senior Citizens University and even offers special classes and advanced classes to meet the needs of senior citizens.

(Standard 6) Governance

- The University has formed its six university management strategies in order to realize its vision, "the cradle of LOHAS and sustainable development", which is visualized as ten specific development goals and objectives. The University has been implementing 30 tactics for making the objectives materialize. All these strategies, goals, objectives, visions and tactics are well described and implemented. One of the University's strengths is its ability to achieve these goals.
- One of the University's strategies is "to seek strategic alliances and link regional industrial resources with key technologies". The University has already formed strategic alliances by signing with a few organizations and industrial associations, such as the Hot Spring Tourism Association Taiwan. In addition, the University has implemented many alliance activities with corporations. It is worth mentioning that the University actively involves students in such alliances. This indicates the University's commitment to importance of education.
- The University proactively utilizes human resources from the corporate and practical world

for education. It has employed 1,765 professionals and experts based upon cooperation memorandums. That was achieved within three years from 2015 through 2017. This proactive approach should be highly appreciated.

- The University has implemented its plans and investment for developing new products and services in collaboration with corporations, such as biotech cosmeceutical products, high-value diversified usage of hot spring water, life care management of elder citizens and cloud innovation service research and development.
- The management structure of the University to proceed with its strategies and tactics is also well organized. There are seven committees under the decision-making bodies such as the Board Meeting, the University Assembly and the Council of University Administration.
- The University puts emphasis on educating and training the 159 staff members who work for the University, taking advantage of the summer and winter breaks and enhancing the service spirit, attitude and manners of the staff, and the efficiency of administrative work. Its training and education of its administrative staff is highly appreciated qualitatively and quantitatively.

3.2 Recommendations

(Standard 1) Mission, Goals and Strategy

- The University should extend efforts to make the faculty members, students and staff members realize the University's mission, goal and strategies. Although there is a system for publicizing important meeting minutes on the Internet, and the University's various decrees and regulations were enacted, it seems that these measures have not been as effective as desired/intended. The Review Team suggests that the University adopts supplementary measures or strengthens their surveys and enhances faculty members and students' understanding of these rules and regulations.
- While it is good for the University to have clear tactics and measures to achieve the goals and objectives, one of the negative things about such detailed tactics and objectives may be that in general institutions tend to be rigid in relation to their implementation. The Review Team suggests the University keeps in mind the significance of flexibility.
- As an extension of the idea that the University should emphasize management for medium and long-term development, and elaborate on these concepts, as to whether there is any plan to respond to changes in the future scale of colleges and graduate schools, the University recommends that discussion or supplementary explanations be made as needed.
- Internationalization should be attained not only by international activities of outgoing students and faculty members but also by incoming foreign students and scholars. According to the data provided by the University, the number of international students on

campus is small compared to the number of students studying abroad in exchange programs. In order to enhance the degree of internationalization, it is helpful to increase the number of courses taught in English. To achieve that objective, it may be a good idea to introduce incentives to the teachers who take up that task.

(Standard 2) Internal Quality Assurance

- The University has established an audit team in the secretarial office responsible for auditing and internal control matters, and the president has appointed appropriate personnel in the University to fill these positions. It is important that the independence of this audit system should continue to be kept. Accordingly, the composition of the team and the number and term of personnel should be specified more clearly.
- The University conducts an annual evaluation of the university's affairs. However, there are still more issues that remain under ongoing improvement. The University should pay attention to these, try to find out what the problems are, and improve them as quickly as possible.
- The University conducts an annual evaluation, facilitating the review of its issues. However, in order to make the PDCA cycle more effective, P, i.e., self-positioning of the university, must be carefully set up by deeper analysis of the situation with which the University is faced. And it is desirable that self-positioning should be chosen from several alternative options.

(Standard 3) Teaching & Learning

- There were noticeable aspirations for more practical courses in some colleges. It may be a good idea to review the curriculum of colleges and maintain appropriate balance between theory and application.
- Some students seem to be eager to have their skills after graduation developed at earlier stages of their university lives. Since the University has already introduced career-oriented online resources, it will be beneficial to both the students and the University to make more use of such resources.
- With respect to internationalization, it is desirable that more efforts be made to bring in faculty members and students from abroad, thereby making local students realize the importance of global awareness.

(Standard 4) Faculty

- Among faculty members, there may be some invisible categories of roles, e.g., research oriented, teaching oriented, and practical oriented. Then it would be effective if the

University encourages faculties to develop their own specific advantages (research, teaching, or practical training) by providing appropriate opportunities and resources.

- Among those teachers who have been promoted in the past three years, four were promoted through multi-channel evaluation alternatives. It is important to keep working on providing resources as well as proper access to the faculty members for their multi-channel promotion needs.
- The incentives for outstanding teachers and the teacher's disposal methods are also important. Accordingly, it is essential that the University pays extra attention to keep improving systematically in order to maintain the quality of teaching.
- Significant resources to recruit international faculty members to support the goal of the University's internationalization are recommended.

(Standard 5) Social Connection

- For the good performance of social connection, the University needs adequate resources. Thus, for a higher degree of success, it is essential that the university assess the activities for social connections on a regular basis, and reconsider resource allocation if necessary.
- With respect to the number of non-credit classes given in continuing education, and the number of students completing their courses in the University, in 2015, more classes were given and the income was also higher. In 2016, the number of students decreased by nearly one-third, while the number of classes decreased by approximately two-thirds. In 2017, it rebounded slightly. It is appropriate to review the reasons for this trend and try to promote it extensively to benefit the community of people who are interested in learning.

(Standard 6) Governance

- The organizational structure of the University is hierarchical with the Board Meeting at its top. Below the Board Meeting, the University Assembly and the Council of School of Administration are arranged horizontally. The structure shows that the Board Meeting has priority over the Assembly and the Council. In principle, the functions of each of the organizations should be different from each other. They should monitor one another mutually. In other words, these three organizations should have triangular check-and-balance functions. The Review Team suggests that the University should clarify the roles and functions of these three organizations.
- According to the SAR, there are six different management strategies proposed by the President. There may be several ways of planning strategy, but it is absolutely necessary for the drafted plans to go through other decision-making bodies.
- There is no endorsement that the next President will respect and continue the same set of

strategies. Accordingly, the Review Team advises that the President should include advice and opinions from the stakeholders in his drafted strategies.

- The University provides its staff members with several kinds of training. While it is good that the staff members can improve their knowledge and skills, the training that they receive is not thorough enough to become professionals. Since the staff members are expected to contribute to the research development of faculty members and the educational development of students, the Review Team advises the University to define the qualities required for such professionals and provide training necessary for them.
- The University has an external advisory board, which is held three times a year, but it has no specific whistle-blowing system yet.



Appendix A: The Performance Indicators

Standard 1: Mission, Goals & Strategy	
1	The goals of the university and each school and department are clear and specific, and the goals of each school and department can meet the goals of the university.
2	The university can set the strategy based on its mission and goals, and implement it.
3	The university can set the development goals and a mid- and long- term plan based on the analysis of their goals and internal condition and external environment.
4	The university goals are clear, and the development plans are specific and effective, and can be implemented.
5	The university can set a strategy on internationalization that meets its own conditions and implement it.
6	The university informs the university rules and institution information to academic and administrative staff and students, and publicizes to society.
Standard 2: Internal Quality Assurance	
1	The university sets the policy and procedures for internal quality assurance.
2	The university establishes internal quality assurance system and operates it.
3	The university reviews and improves the effectiveness of internal quality assurance system.
4	The university informs academic and administrative staff and students about information related to internal quality assurance and appropriately publishes it to society.
Standard 3: Teaching & Learning	
1	The information disclosure about “teaching and learning” such as degree awards policy, curriculum design and implementation policy, and admission policy.
2	Rationality of curriculum planning for each degree program.
3	Rationality of the policy of faculty organization and the actual staffing in each schools and departments.

4	The academic staff provides the appropriate teaching methods and assessment methods for classes.
5	Assessment and evaluation of learning outcomes.
6	The support systems for student learning outcomes and its implementations.
7	Resources (software and hardware) such as campuses, buildings, space, and equipment can meet the needs for academic staff's teaching and research activities and student learning.
Standard 4: Faculty	
1	Faculty Development (FD) programs to promote for enhancement of academic staff's professional knowledge and teaching effectiveness.
2	Appropriateness of regulations such as appointment, promotion, and evaluation for academic staff, etc.
3	Academic staff's research and the results of industry-academia collaboration.
4	Return of faculty's research and educational achievement of industry-academia collaboration to education.
Standard 5: Social Connection	
1	Community cooperation, social service, and their implementation.
2	University contribution to society.
Standard 6: Governance	
1	Sustainable development strategy and its implementation.
2	Administration, academic organizations and various committees can be set up and operated in accordance with the needs of university operation and development.
3	The promotions of various growth activities of administrative staff that help improve administrative efficiency.

Appendix B: Review Team

Name	Title and Organization
Kenji Yokoyama*	Vice-President, Ritsumeikan Asia Pacific University
Saeko Urushibara	Professor, The University of Kitakyushu
Shinichi Yamamoto	Professor Emeritus, University of Tsukuba, Hiroshima University and J. F. Oberlin University
Tian-Ren Lee	President, Huafan University
Fred P.C. Huang	Honorary Chairman, Taiwan Association of Machinery Industry

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