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## Junior College Standards and Rationale



 Japan University Accreditation Association

## Junior College Standards

### Preamble

1. As an institution of higher education and research that respects academic freedom, the junior college has a mission to advance science and contribute to social development by fostering capable human resources possessing a strong sense of humanity, enhancing the creation and application of knowledge and technology, and preserving and passing on the arts and sciences. By contributing to equal opportunity and diversity in higher education, the junior college also plays a significant role in cultivating professional human resources who will play central roles in their communities. Each junior college is mindful of this mission, maintains standards appropriate to an institution of higher education and strives to realize its own mission and purpose by continual self-assessment of its organization and activities to improve and enhance its organizational competence.
2. The Junior College Standards serve as criteria for junior college evaluation and accreditation conducted by the Japan University Accreditation Association. They also serve as a guideline for the junior college to maintain appropriate standards and enhance its competence.

## Standards

### [Mission and Purpose]

1. The junior college has appropriate purposes in education, research and human resource development based on its mission, which are made public in an appropriate manner. The junior college has clearly defined medium- to long-term plans and other strategies to realize this mission.

### [Internal Quality Assurance]

2. The junior college has an internal quality assurance system to realize its mission and purpose, with which the junior college continues to regularly maintain and enhance the quality of the education it offers.

### [Education and Research Organizations]

3. The junior college has appropriate education and research organizations to realize its mission and purpose.

### [Teaching and Learning]

4. The junior college has degree award policies and curriculum design and implementation policies to realize its mission and purpose, which are made public in an appropriate manner. Following its curriculum design and implementation policies, the junior college establishes a coherent curriculum that produces appropriate educational outcomes, implements measures for effective education and grants degrees appropriately. The junior college assesses and evaluates learning outcomes against those identified in the degree award policies.

### [Student Enrollment]

5. The junior college has admission policies to realize its mission and purpose, which are made public in an appropriate manner. Following these policies, the junior college conducts an orderly and equitable screening process.

### [Faculty and Faculty Organization]

6. The junior college has clearly defined qualifications and qualities it seeks in its faculty and policy on the formation of its faculty organization to realize its mission and purpose. The appropriateness of its faculty organization translates into education that achieves learning outcomes and the junior college's research objectives. The

junior college constantly strives to enhance its faculty competence.

[Student Support]

7. The junior college has a clearly defined policy on student support to realize its mission and purpose. Based on its admission policies, the junior college provides support to enable students to focus on studying in a secure environment, with appropriate support for student learning and campus life, as well as career guidance.

[Education and Research Environment]

8. The junior college has a clear policy on maintaining an environment for education, research and other purposes to realize its mission and purpose that allows students to adequately learn and faculty to conduct substantive education and research activities. Following this policy, the junior college appropriately establishes and administers its education and research environment.

[Social Cooperation and Contribution]

9. The junior college has an appropriate social cooperation and contribution policy to realize its mission and purpose. Following this policy, the junior college partners with the regional or global community to advance the public good with its educational and academic resources.

[Management and Finance]

10. The junior college has a clear management policy to realize its mission and purpose, and administers the school based on regulations stipulated in accordance with this policy to efficiently and sufficiently fulfill its role. There are appropriate offices to support, maintain and improve its education and research activities, and faculty and staff members are constantly trained to expand their competence in administration duties. The necessary and adequate financial resources are secured for appropriate management.

## Junior College Standards Rationale

### Preamble

This section clarifies the expected role of junior colleges and the rationale for the Junior College Standards.

### 1. Expected Role of Junior Colleges

As an institution of higher education and research, the junior college nurtures a rich sense of humanity in pursuing the truth and cultivates human resources. It constantly verifies its activities and that of society, maintains and improves education and research standards befitting its role and enhances the wellbeing of the communities it serves.

Present-day progress in academic research, structural changes in society and the economy, and the rapid advancement of globalization and digital technology have demanded that junior colleges be more diverse, engage in cutting-edge research and fulfill their distinctive mission. Society expects junior colleges, with their expertise, to make proposals and present knowledge based on constructive, critical verification of trends in society to provide for its betterment. The junior college constantly assesses whether it meets these expectations and works to substantiate and improve its education and research activities.

### 2. Junior College Standards Rationale

The Japan University Accreditation Association (JUAA) evaluates and accredits junior colleges based on the Junior College Standards, which also serve as a guideline for junior colleges to maintain appropriate standards and improve and enhance their competence in accordance with their mission and purpose.

Junior colleges use the standards as criteria for conducting thorough self-assessment. For junior colleges aspiring to full JUAA membership, the standards direct their endeavors to improving and enhancing their organization. Full members verify their day-to-day operations against the standards to enhance their development.

Each item in the Junior College Standards has been designed to respect the autonomy of the institution in accordance with its mission and standing, while pointing out matters requiring attention for junior colleges to fulfill their role.

## Standards

This section states the standards that junior colleges should adhere to as institutions of higher education while honoring their distinctive mission and purpose.

### 1. Mission and Purpose

The junior college clarifies its purpose and defines the direction of its education and research activities based on its mission. Each department (or program) and advanced course states its objectives in human resource development, education and research. These objectives clarify the distinctive character of the institution, ensure academic freedom and fulfill the expected roles of the junior college, as stated in the School Education Act, Article 108 Clause 1: “To teach and conduct research in specialized fields and cultivate skills required in working and everyday life,” and in the case of professional junior colleges in particular, Article 108 Clause 4: “To teach and conduct research in specialized fields and cultivate practical and applied skills required for specialized occupations.” The objectives are appropriate to institutions of higher education and academic research organizations.

The junior college provides the necessary entities, systems and other means for its education and research to fulfill its mission and purpose. The junior college engages in self-assessment to substantiate and improve its education and research activities by examining that its activities are coherent with its mission and purpose.

The junior college states its mission and purpose in the junior college regulations, which are communicated to relevant college personnel and made public through printed and digital institutional publications.

The junior college compiles medium- to long-term plans and other strategies to realize its mission and purpose, with consideration for changes in society and prospects for the future. These plans are revised as necessary. They ensure the autonomy of the junior college in accordance with its organizational and financial foundation.

### 2. Internal Quality Assurance

The junior college bears primary responsibility for ensuring the quality of the education it offers. It is the responsibility of the junior college to engage in internal quality assurance to realize its mission and purpose. Here, internal quality assurance refers to a consistent and continual internal process including a plan-do-check-act cycle for maintaining appropriate standards in the quality of education and learning that enables

the junior college to be accountable for the education it offers.

The junior college establishes an entity responsible for implementing internal quality assurance for the whole institution in accordance with its mission, purpose and other relevant policies (hereinafter referred to as internal quality assurance entity) for smooth operations within the junior college to ensure quality and clarifies institution-wide policy and procedures for implementation (hereinafter referred to as internal quality assurance policy and procedures). This includes the junior college's basic approach to internal quality assurance; the authority and role of the internal quality assurance entity; the relationship of this entity to departments and other organizations; as well as guidelines for planning, designing, implementing, verifying, improving and enhancing educational programs.

The main element of internal quality assurance is the set of activities from planning and designing to implementing, verifying, improving and enhancing to secure the appropriateness of education and learning. To this end, the junior college first establishes degree award policies, curriculum design and implementation policies, and admission policies while also taking the necessary institution-wide measures to design and implement educational content and teaching style. The junior college verifies the effectiveness of educational activities in light of its mission and purpose as well as the three policies and makes consistent and continual improvements and enhancements based on the results of the verification. Through these efforts, the junior college maintains a level of education that enables students to achieve learning outcomes and that enables it to be accountable for the appropriateness of its education. The internal quality assurance entity ensures that internal quality assurance activities are thoroughly carried out at departments, advanced courses and other organizations, and implements the necessary measures to realize the junior college's mission and purpose.

The junior college verifies the effectiveness of educational activities for improvement and enhancement, and regularly carries out self-assessment targeting departments, advanced courses and other organizations in accordance with the junior college's mission and purpose as well as the three policies. The validity and objectivity of this self-assessment are enhanced by incorporating measures such as students' opinions and external perspectives. The junior college considers how to respond to recommendations from government authorities and certified evaluation and accreditation agencies.

The self-assessment carried out targeting departments, advanced courses and other organizations work in conjunction with a clear plan to enforce improvement and enhancement. To this end, the internal quality assurance entity, while constantly

assessing the status of quality maintenance within the junior college, plays a central role in the improvement endeavor by giving the necessary instructions or support to departments and other organizations within the institution to coordinate implementation of the plan.

As an independent institution entrusted by society, the junior college is committed to accountability for its education and research, self-assessment and the result, and financial and other operations by publishing the status of each in printed and digital format. The junior college publishes information on students' actual learning experiences and outcomes and strives to earn the understanding of society about its education and research activities.

The junior college regularly inspects and evaluates the appropriateness of its internal quality assurance system and makes use of the results for improvement and enhancement.

### 3. Education and Research Organizations

The junior college establishes the necessary departments, advanced courses and other organizations to realize its mission and purpose, and appropriately administers them. These education and research organizations function as units of activity within the junior college and appropriately reflect its mission as well as other factors such as recent trends in academia, the demands of society and the local regional environment.

The junior college regularly inspects and evaluates the appropriateness of its education and research organizations and makes use of the results for improvement and enhancement.

### 4. Teaching and Learning

The junior college defines the learning outcomes it expects students to achieve and develops and provides organized and effective educational programs that enable students to make full use of their abilities in society to realize its mission and purpose. To this end, the junior college stipulates and publicizes the expected learning outcomes including knowledge, skills and attitudes in degree award policies for each degree program. Based on the degree award policies, the junior college defines and publicizes curriculum design and implementation policies, which include the structure of the curriculum, content of courses, classification of courses in the curriculum, and teaching style.



The junior college adheres appropriately offers courses based on its curriculum design and implementation policies in addition to the legal requirements, in both associate degree programs and advanced courses. The curriculum is organized coherently. Social changes such as trends in academia, globalization, and diversification of information usage as well as social needs and other factors are considered in offering appropriate courses to achieve each program's education and research objectives and learning outcomes. The junior college offers an orderly learning process that enables students to effectively achieve the learning outcomes and that conforms with the academic framework.

The junior college carries out measures to ensure the achievement of the learning outcomes based on its curriculum design and implementation policies. As part of this, the junior college compiles appropriate syllabi, offers creative lesson formats, contents and teaching styles, assesses the status of learning and provides adequate guidance and support to enable motivated, independent, and effective learning and ensure that students achieve the expected outcomes.

The junior college takes measures to award credits in accordance with the credit system by considering the learning goals, content and teaching style of each course. To ensure educational quality, students are informed in advance about the grading and credit-awarding schemes, which are objective, strict, fair, and equitable, and in line with the content and instruction style of the subject. Degrees are awarded through these schemes in accordance with an appropriate system of responsibilities and procedures. The junior college appropriately recognizes previously earned credits and grants credits to those with practical abilities.

The junior college assesses and evaluates whether students have acquired the learning outcomes including the knowledge, skills and attitudes stipulated in the degree award policies. The junior college establishes indicators and methods to this end in advance.

The junior college regularly inspects and evaluates the appropriateness of the content and methodology of its educational programs and the measures taken to enable independent and effective learning by the students and makes use of the results for improvement and enhancement. It strives to appropriately use the assessed and evaluated learning outcomes in that process and to verify from as diverse a perspective as possible, such as by focusing on learning status and incorporating students' opinions and external perspectives to enhance the objectivity and effectiveness of its self-assessment.

## 5. Student Enrollment

The junior college stipulates and publicizes admission policies based on its degree award policies and curriculum design and implementation policies to realize its mission and purpose, clarifying the qualities it seeks in students including education up to high school, scholastic aptitude and abilities as well as the criteria and process by which applicants are screened. Student quotas and capacities are appropriately stipulated and publicized.

Based on the admission policies, the junior college establishes and implements an orderly and equitable student screening system by an appropriate entity. Screenings are implemented with consideration to students' diverse backgrounds such as the relation between higher and secondary education, acceptance of students with working experience and those from the international community including Japanese returnees, and transfers from other educational programs. Information of benefit to applicants such as on tuition and other fees as well as on financial aid is provided in digital and other forms. The screening appropriately takes into consideration the needs of applicants requiring special accommodation.

To secure sufficient educational outcomes, the junior college appropriately controls the number of admitted students in relation to the intake capacity as well as the number of enrolled students in relation to the enrollment capacity.

The junior college regularly inspects and evaluates the appropriateness of its student admissions and makes use of the results for improvement and enhancement.

## 6. Faculty and Faculty Organization

The junior college defines the qualifications and qualities it seeks in faculty members and stipulates policies on the faculty organization structure of each department or advanced course, to realize its mission and purpose, while taking into consideration its degree award policies and curriculum design and implementation policies. In line with these policies, faculty members are organized in accordance with educational programs and student populations in the department or advanced courses. Optimum faculty staffing levels are considered in relation to the needs in specific fields of study for effective education and research, and the placement of suitable faculty members translates into education that achieves learning outcomes and the junior college's research objectives. The junior college ensures that roles are distributed between faculty and staff members, and that they cooperate and coordinate closely with a clear

indication of their responsibilities in providing organized and effective education and research. The junior college appropriately assesses the workload of faculty members.

The junior college carries out appropriate faculty placement to conduct continuous education and research. To this end, it has clear provisions for recruiting, appointing and promoting faculty members through an open and equitable process, with consideration for stability in their status. In the recruitment of faculty members, it is essential to actively seek talent both domestically and internationally in order to enhance the dynamism of the personnel system. Considering its place as an institution of higher education and academic research, the junior college looks for faculty candidates with the necessary character, achievements in education and research, and practical experience in the relevant fields, along with appropriate contributions to society and academia. A balanced distribution of characteristics such as age, nationality and gender is considered in carrying out faculty placement.

The junior college engages in systematic and multilateral faculty development (FD) activities to enhance faculty competence. Through these activities, faculty members improve skills such as in teaching, developing and enhancing the curriculum based on an analysis of learning outcomes, and making classroom instruction more effective, with the aim of enhancement of education and learning outcomes. Measures are carried out to encourage activities required of faculty members to enhance their competence, such as in research and social contribution in addition to education. The junior college evaluates faculty performance, including in education, research, and social work to promote activity in these areas.

The junior college inspects and evaluates the appropriateness of its faculty organization and makes use of the results for improvement and enhancement.

## 7. Student Support

The junior college is responsible for not only cultivating human resources deeply cultured in a wide range of subjects with specialized knowledge but also empowering students with diverse backgrounds and senses of values to foster true humanity and maximize their competence. Bearing this in mind, the junior college stipulates policy on student support to realize its mission and purpose, establishes a system of student service and offers various forms of support to enable students to focus on studying and lead a secure campus life.

Supplementary, remedial and other forms of extracurricular education are provided to support learning based on student needs, as well as the support to enhance

independent study. Individual support is provided to students with special needs and those from the international community as well as those who have difficulty continuing their studies such as those repeating courses and those considering dropping out. Financial aid is offered through reduction or exemption of tuition and/or a junior college scholarship for students to study without financial worry.

Campus life support includes a system of appropriate counseling in mental and physical health with meticulous concern for the student living environment. Career support is provided to help students establish careers after they graduate. A special entity established for career guidance provides students support and guidance in choosing their path after graduation. The junior college strives to provide appropriate support for extracurricular activities including student clubs and volunteer groups.

In addition to providing support, initiatives concerning students' human rights are essential to ensure that students can focus on studying and lead a secure campus life. The junior college takes sufficient steps to prevent harassment, protect personal information, respect privacy and individual dignity, and in other ways protect students' basic human rights.

The junior college regularly inspects and evaluates the appropriateness of its student support and makes use of the results for improvement and enhancement.

## 8. Education and Research Environment

The junior college stipulates a policy on education and research environment to realize its mission and purpose, and in accordance with this policy, provides each entity with the necessary and sufficient grounds and buildings appropriate to the scale and nature of its role in education and research. The junior college provides an environment for students to engage in independent study and for faculty to offer substantial instruction and conduct meaningful research. Particularly, the junior college ensures safety and hygiene for users of facilities and equipment, provides an optimum network environment with appropriate information and communication technology (ICT) tools from the perspective of students, and promotes their use. In view of recent advances in information technology, faculty, staff and students are provided with a strong foundation in information ethics. The junior college also strives to provide other appropriate means to enhance student comfort on campus.

The junior college provides an adequately sized library and systematically acquires the appropriate amount and quality of academic resources. The library provides the environment and necessary staff to contribute to student learning and the education

and research activities of faculty members. It also strives to build a network with education and research institutions in Japan and abroad to share academic information.

The junior college clarifies its basic policy on research and provides appropriate research funds and labs, secures faculty research time, utilizes expertise of education and research support staff as well as specialized research support personnel, and based on a long-term perspective, provides an environment that promotes education and research activities by faculty members.

The junior college clearly stipulates regulations in research ethics to prevent research misconduct and establishes an appropriate organ to ensure compliance and the soundness of research activities.

The junior college regularly inspects and evaluates the appropriateness of its education and research environment and makes use of the results for improvement and enhancement.

## 9. Social Cooperation and Contribution

The junior college promotes cooperation with education and research institutions, corporations and other organizations, and the local community it serves. It offers opportunities for lifelong learning, considering the needs of the regional community, and in other ways makes use of its intellectual resources to build a system to effectively provide the knowledge and technology it creates to contribute to society.

The junior college stipulates policy on social cooperation and contribution and with these concerns in mind, and in accordance with this policy, assesses and responds to needs including from the local community through its education and research organizations.

When the junior college includes regional cooperation in its mission and purpose, its students, faculty and staff members actively interact with local residents and businesses, and work to communicate research findings and share knowledge and skills.

With the connection between people and things, and the impact of social issues extending beyond a single country's borders today, discussions about junior college education and research require a global perspective, which all junior colleges are expected to possess. When the junior college includes proactive participation in the globalization process in its mission and purpose, it clarifies policy on globalization and works to promote international exchange among students, faculty and staff, communicate research findings, provide knowledge and skills abroad, and provide opportunities for international exchange to the local community.

The junior college regularly inspects and evaluates the appropriateness of its social cooperation and contribution and makes use of the results for improvement and enhancement.

## 10. Management and Finance

### (1) Management

The junior college stipulates policy on management to realize its mission and purpose and implements medium- to long-term plans and other strategies with consideration for future prospects, which it informs to faculty, staff and the administration. That policy establishes a system for the President to make responsible decisions with appropriate management by heeding to opinion from relevant junior college personnel. Many junior colleges in Japan are composed of an academic organization and a corporate organization that establishes the junior college. The authority and responsibility of both entities is clearly defined for an appropriate system of management and cooperation.

Furthermore, if the junior college is affiliated, its management policies and plans are particularly clarified.

Decisions are made and authority is exercised appropriately and equitably, complying with relevant laws and regulations and the junior college's policy on management. The authority and responsibility of academic organization positions such as the President, Vice President and Department Chair, along with the authority and responsibility of corporate organization positions such as Chairman of the Board and other board members, are clearly determined. Appointment and dismissal of those positions is handled appropriately. The junior college formulates and executes the budget ensuring transparency and an appropriate process.

The junior college establishes the necessary organizations to manage junior college operations efficiently and effectively and ensures cooperation and coordination between faculty and staff members as they fulfill their roles with a clear indication of their responsibilities. Both faculty and staff members have a deep understanding of the purpose of the junior college's education and research activities, especially the need for student support. Staff with specialized knowledge and skills are cultivated and distributed appropriately. The junior college carries out organized staff development (SD) activities to cultivate and enhance the faculty and staff members' abilities necessary for management.

The junior college stipulates regulations for staff appointment and promotion and

strives to secure outstanding talent. It enhances staff members' incentives by rewarding them with improved benefits based on appropriate evaluations of their work.

The junior college establishes an audit system to ensure that it is managed according to its management policy. It regularly inspects and evaluates the appropriateness of its management and makes use of the results for improvement and enhancement.

## (2) Finance

For continuous implementation of education and research activities, the junior college secures a firm financial foundation based on clear and appropriate medium- to long-term financial plans and manages it effectively and with fairness. The junior college has a firm foundation to fulfill its mission in cultivating capable human resources for the good of the nation, advancing academic research, and maintaining and enhancing the level of education and research. For this reason, the junior college lays emphasis on stable financial management.

The junior college avoids excessive reliance on tuition for revenue and secures other sources of income for maintaining and enhancing the level of education and research. The junior college strives to acquire external funds and proactively engages in the diversification of its income sources.