

Supplementary Review Results

Kenichi Ohmae Graduate School of Business



Basic Information of the Institution	
Ownership: Private	Location: Tokyo, Japan
Accreditation Status	
Year of the Review: 2019	
Accreditation Status: Accredited (Accreditation Period: April 1.2020 – March 31.2024)	

**Supplementary Review
for the MBA Program, Department of Management,
Kenichi Ohmae Graduate School of Business**

The MBA Program (hereinafter referred to as the “Program”), Department of Management, Kenichi Ohmae Graduate School of Business, states its purpose as “to always achieve the creation world-class, innovative intelligence through constant engagement in intellectual pursuit in an open and free manner in accordance with high ethical standards, and, through the creation of intelligence and its inheritance, develop individuals who have mastered advanced technical skills, who are equipped with the qualities necessary to lead others on a global stage, who are capable of thinking and making judgments independently, who can behave according to their own responsibility, and who can contribute to global society,” and provides education with the aim of nurturing individuals capable of playing an active role in the rapidly-changing global business environment. The most distinctive feature of the Program is that it offers its whole curriculum online via AirCampus®, its original educational platform. The Program offers multiple subjects that adopt various unique educational methods, and carries out distinctive activities that connect “graduation research” and entrepreneurial support. A very high level of student satisfaction was shown.

However, it was judged in the Certified Evaluation and Accreditation for Professional Graduate Business School for AY2018 (hereinafter referred to as the “Evaluation”) that there was a serious problem with the Graduate School’s faculty members and faculty (Item 12, perspectives of evaluation 3-4, 3-6-, and 3-9). As a result of a comprehensive consideration of the situation, it was determined that the Program did not meet the Professional Graduate Business School Standards of the JUAA. More specifically, adequate research achievements were not confirmed for more than half of the full-time faculty members classified as research faculty members, and thus a faculty capable of ensuring the quality of education for bridging between theory and practice was not in place. Due to this situation surrounding research faculty members, the policy of assigning research faculty members to theory-oriented subjects and practitioner faculty members to practice-oriented subjects had not been implemented. In order to improve the situation above, the JUAA requested the Program to immediately proceed with hiring faculty members according to the plan formulated by the Program (Outline of the Faculty Revision Plan) and establish an appropriate faculty structure.

The present Supplementary Review has obtained the following results with

regard to the assessment of the status of improvement. The Program has taken the JUAA's previous comments very seriously. It immediately began to make improvements, and has hired multiple research faculty members through active public advertisement. It has established the Criteria for Research Achievements to be applied when hiring research faculty members, and has strived to assign faculty members meeting the criteria to teach theory subjects and basic subjects. The Program defines a research faculty member as "a person with a doctoral degree and educational experience and research achievements in the field of business administration," and has, based on this requirement and the Criteria for Research Achievements, revised the classification of research faculty members and practitioner faculty members. The Graduate School has established an environment that enables research faculty members to continuously disseminate their research achievements, and has also made improvements to faculty distribution in terms of age and gender. Considering the overall situation, it can be concluded that steady progress has been made with regard to the plan presented in the Outline of the Faculty Revision Plan, and that the problems raised in the Evaluation have been rectified to a certain extent.

However, although a certain degree of improvement has been achieved, more needs to be done in order to reach the final goal. The Program needs to implement further initiatives in order to establish a faculty capable of actually "ensuring the quality of education for bridging between theory and practice." As institutions of higher education, universities cannot automatically establish an ideal faculty by simply gathering competent researchers and practitioners. Rather, it is vital that full-time faculty members engage in exchange and discussion over a long period of time and look for ways to achieve their unique purposes. During this process, the Program must constantly review its Criteria for Research Achievements.

Finally, as noted above, the Program is distinct from other typical professional graduate schools in that it provides online distance learning via its original educational platform. Since the university was established by a joint-stock company, it has a very different world view from that of traditional universities. This is a strength of the Program, but also poses challenges that should be overcome. One of those challenges is for the Program to learn from the culture and practices of existing universities and develop its original educational activities based on an understanding of such aspects. The present Supplementary Review has shown that the Program was not familiar with the common practices of regular universities, and because of that has hitherto been groping in the dark. It will be helpful for the Program to develop a deeper understanding of how existing universities operate. By implementing innovative initiatives based on such an understanding, the Program will be able to evolve significantly in the future. We hope the

Program continues to implement the measures of improvement and reform to become a leading organization in online MBA education in Japan.