

### III. Faculty Members and Faculty Structure

#### 1. Description of Current Conditions

##### **(1) Are organizational policies regarding the type of faculty member and faculty structure required by the university clearly stipulated?**

<Clarifying quality and capabilities etc. required for faculty>

##### 1) University-wide

The following are the appointment criteria stipulated by the university as based on "Faculty Appointment Selection Criteria".

(Professor Selection Criteria)

##### 1) Education

Candidates must possess a doctoral degree. However, individuals deemed by the Personnel Affairs Committee to have capabilities equivalent to a doctoral degree holder due to research or practical achievements shall be treated in the same manner.

##### 2) Teaching Experience

Candidates must meet at least one of the following conditions for teaching experience.

[1] Must have at least 3 years of teaching experience in their field.

[2] Must have teaching experience as Professor or Associate Professor.

[3] Individuals with outstanding knowledge and experience in their field.

##### 3) Research Achievements

Candidates must have at least 3 publications in the past 5 years. Articles must be of a standard suitable to doctoral level supervisor and must be academic in nature. Content of academic books will be carefully screened and considered.

##### 4) Other

Candidates must meet all of the following conditions.

[1] As a rule, candidates must be deemed as having the research supervision ability required for the doctoral level.

[2] Candidates must have the ability to enthusiastically conduct education based on APU's curriculum and academic policies.

[3] Candidates must show strong enthusiasm to actively contribute to university administration and research in addition to education in order to achieve the basic ideals.

[4] Candidates must be of moral character appropriate for an educator.

(Associate Professor Selection Criteria)

##### 1) Education

Candidates must possess a doctoral degree. However, individuals deemed by the Personnel Affairs Committee to have capabilities equivalent to a doctoral degree holder due to research or practical achievements shall be treated in the same manner.

##### 2) Teaching Experience

### III. Faculty Members and Faculty Structure

Candidates must meet at least one of the following conditions for teaching experience.

- [1] Must have at least 3 years teaching experience in their field.
- [2] Must have teaching experience as an Associate or Assistant Professor.
- [3] Must possess outstanding knowledge and experience in their field.

#### 3) Research Achievements

Candidates must have at least 3 publications in the past 5 years (Publications refer to academic articles). Articles must be of a standard suitable to Master's level supervisor and must be academic in nature. For academic books, content will be carefully examined and given consideration.

#### 4) Other

Candidates must meet all of the following conditions.

- [1] As a rule, candidates must be deemed as having the research supervision ability required for the master's level.
- [2] Candidates must have the ability to enthusiastically conduct education based on APU's curriculum and academic policies.
- [3] Candidates must show strong enthusiasm to actively contribute to university administration and research in addition to education in order to achieve the basic ideals.
- [4] Candidates must be of moral character appropriate for an educator.

(Assistant Professor Selection Criteria)

#### 1) Education

Candidates must possess a doctoral or master's degree.

#### 2) Teaching Experience

Candidates must meet at least one of the following conditions for teaching experience.

- [1] Must have at least 1 year teaching experience in their field.
- [2] Must have knowledge and experience in their field.

#### 3) Research Achievements

Candidates must have at least 1 publication in the past 5 years. (Publications refer to academic articles. For academic books, content will be carefully examined and given consideration).

#### 4) Other

Candidates must meet all of the following conditions.

- [1] As a rule, candidates must be deemed as having the ability to supervise theses at the undergraduate level
- [2] Candidates must have the ability to enthusiastically conduct education based on APU's curriculum and academic policies.
- [3] Candidates must show strong enthusiasm to actively contribute to university administration and research in addition to education in order to achieve the basic ideals of the university.
- [4] Candidates must be of moral character appropriate for an educator role.

For faculty in the Center for Language Education (CLE), APU stipulates the following criteria for faculty because of the character of the Center.

(Professor Screening Criteria)

1) Education

Candidates must possess a doctoral degree. However, individuals deemed by the Personnel Affairs Committee to have capabilities equivalent to a doctoral degree holder due to research or practical achievements shall be treated in the same manner.

2) Teaching Experience

Candidates must meet at least one of the following conditions for teaching experience

- [1] Must possess at least 5 years teaching experience at an institution of higher education.
- [2] Must have teaching experience as Professor or Associate Professor.
- [3] Must possess especially outstanding knowledge and experience in their field.

3) Research Achievements

Candidates must have at least 3 publications (or other achievements) in the past 5 years. Upon a careful screening of their contents, publications may refer to the authorship of textbooks, dictionaries and the like.

4) Other

Candidates must meet all of the following conditions.

- [1] Must have the ability to enthusiastically conduct education based on APU's curriculum and academic policies.
- [2] Must show strong enthusiasm to actively contribute to university administration in addition to education in order to achieve the basic ideal.
- [3] Must possess outstanding proficiency in and teaching capacity for their language of instruction.
- [4] Must be of moral character appropriate for an educator.

(Associate Professor Screening Criteria)

1) Education

Candidates must possess a master's degree.

2) Teaching Experience

Candidates must meet at least one of the following conditions for teaching experience

- [1] Must possess at least 3 years teaching experience at an institution of higher education.
- [2] Must have teaching experience as an Associate Professor, an Assistant Professor.
- [3] Must possess outstanding knowledge and experience in their field.

3) Research Achievements

### III. Faculty Members and Faculty Structure

Candidates must have at least 3 publications (or other achievements) in the past 5 years. Upon a careful screening of their contents, publications may refer to the authorship of textbooks, dictionaries and the like.

#### 4) Other

Candidates must meet all of the following conditions.

[1] Must have the ability to enthusiastically conduct education based on APU's curriculum and academic policies.

[2] Must show enthusiasm to actively contribute to university administration in addition to education in order to achieve the basic ideals.

[3] Must possess outstanding proficiency in and teaching capacity for their language of institution.

[4] Must be of moral character appropriate for an educator.

(Assistant Professor Screening Criteria)

#### 1) Education

Candidates must possess at least a Master's degree.

#### 2) Teaching Experience

Candidates must meet at least one of the following conditions for teaching experience.

[1] Must have at least 1 year teaching experience in their chosen field.

[2] Must have teaching experience as an Assistant Professor (either jokyō or sennin koshi).

[3] Must possess knowledge and experience in their field.

#### 3) Research Achievements

Candidates must have at least 1 publication (or other achievement) in the past 5 years. Upon a careful screening of their contents, publications may refer to the authorship of textbooks, dictionaries and the like.

#### 4) Other

Candidates must meet all of the following conditions

[1] Candidates must have the ability to enthusiastically conduct education based on APU's curriculum and academic policies.

[2] Candidates must show strong enthusiasm to actively contribute to university administration in addition to education in order to achieve the basic ideals.

[3] Candidates must possess outstanding proficiency in and teaching capacity for their language of institution..

[4] Candidates must be of moral character appropriate for an educator.

Furthermore, with reference to the qualifications required to supervise a graduate subject, APU requires faculty to meet the following criteria as outlined in the "Graduate Subject Instructor Qualification Screening Criteria".

(Doctoral Level Subject Instructor Criteria (D+ and D))

As a rule, only professors may supervise research (D+), or teach lectures and assist in supervising research (D) at the doctoral level. Detailed criteria are as follows and faculty must satisfy all of these requirements. Professional experience will be taken into account when a business person is to teach subjects in his/her specialist field.

- 1) As a rule, faculty must be tenured professors at APU.
- 2) As a rule, faculty must possess a doctoral degree and have remarkable research achievements, or be deemed as having research achievements equivalent to this level.
- 3) Teaching experience: as a rule, faculty must have at least 3 years teaching experience in their specialist field, or must have teaching experience as either a Professor or Associate Professor, or must possess exceptionally outstanding knowledge and experience in their field.
- 4) Research achievements: as a rule, faculty must have at least 3 publications in the last 5 years at a level suitable to supervising in a doctoral program. As a general rule, publications refer to peer-reviewed academic journal articles. For academic books, a decision will be made after a careful examination of the content.
- 5) As a rule, faculty will have at least one year of research supervision experience at a doctoral or master's level and will be selected by the Qualification Screening Committee.

(Master's Level Subject Instructor Criteria (M+ and M))

As a rule, only Associate Professors and higher may supervise research (M+), or teach lectures and assist in supervising research (M) at the master's level. Detailed criteria are as follows and faculty must satisfy all of these requirements. Professional experience will be taken into account when a business person is to teach subjects in his/her specialist field.

- 1) As a rule, faculty must be tenured Associate Professors or higher at APU.
- 2) As a rule, faculty must possess a doctoral degree and have research achievements, or be deemed as having research achievements equivalent to this level.
- 3) Teaching experience: as a rule, faculty must have at least 3 years teaching experience in their specialist field, must have teaching experience as either a tenure Assistant or Associate Professor, and must possess outstanding knowledge and experience in their field.
- 4) Research achievements: as a rule, faculty must have at least 3 publications in the last 5 years at a level suitable to supervising in a master's program. As a general rule, publications must be peer reviewed academic articles. In the case of academic books, content will be carefully examined and given consideration.
- 5) As a rule, faculty will have at least one year of research supervision experience at the master's level or at least 1 year of undergraduate seminar supervision experience, and will be selected by the Qualification Screening Committee.

### III. Faculty Members and Faculty Structure

#### <Clarifying Faculty Structure>

##### 1) University-wide

Faculty structure is being developed based on the "AY2011 Faculty Organization Development Plan" which was enacted in AY2010 (APU Phase Three Plan). As of AY 2012 the university has 167 faculty members, greatly exceeding the 99 required by the university establishment criteria. Refer to the below charts for details.

(Full-time faculty breakdown by age)

71 or over	66-70	61-65	56-60	51-55	46-50	41-45	36-40	31-35	26-30
0.60%	1.80%	10.80%	12.60%	7.80%	12.60%	18.00%	19.20%	14.40%	2.40%

(Full-time faculty breakdown by nationality)

US	12	Germany	3	Pakistan	1
Australia	9	Indonesia	3	Rumania	1
China	9	Taiwan	3	Russia	1
UK	6	New Zealand	2	South Africa	1
Canada	5	Singapore	2	Sri Lanka	1
Iran	5	Czech	1	Sweden	1
South Korea	5	Republic of Congo	1	Thailand	1
Philippines	4	Ireland	1	Vietnam	1
Bangladesh	3	Kazakhstan	1	Japan	84

Total: 167 faculty members from 27 countries and regions

\*Regarding the nationality of full-time faculty: in order to realize the university's mission and goals there is a "Three 50s" policy in place that aims for half of the faculty to be made up of foreign nationals. We are currently sitting at 49.7 percent.

### III. Faculty Members and Faculty Structure

#### (Full-time Faculty and Employment Structure)

	Dean	Professor	Associate Professor	Assistant Professor	Senior Lecturer	Lecturer	Total Full-time
College of Asia Pacific Studies		28	20	7			55
College of International Management		22	17	6			45
Center for Language Education		2	9		6	38	55
Education Development & Learning Support Center		5	5	1			11
Other	1						1
Total	1	57	51	14	6	38	167

#### (Steps to Ensure a Diverse Faculty)

With the objective of enhancing the quality of language education subjects offered at APU, starting of course with English but also including Chinese, Vietnamese, Malaysian, Indonesian, Thai and Spanish, we are forging cooperative faculty dispatch agreements with partner universities. Through these agreements faculty are recommended by universities such as Dongbei University of Finance and Economics (China), Vietnam National University (Vietnam), and Mahidol University (Thailand) etc. and invited to APU. In addition, language education curriculum of the foreign universities are incorporated into APU's own curriculum. The university will continue to strengthen these bilateral ties and invited faculty system.

#### (Tenure Track System)

APU has a Tenure Track System in place that allows faculty in their 3rd or 4th years of a 5-year fixed-term contract to apply for a non-fixed tenure position. For this reason we clearly stipulate what fundamental criteria (education, teaching, research and university administration etc.) faculty must meet to acquire tenured employment. (Refer to screening criteria of "Screening Criteria for "Switch to Tenure".)

Through clearly stating the criteria faculty must satisfy in order to get tenure, the Tenure Track system [1] encourages outstanding young researchers to create a clear career plan, [2] promotes continual research, and [3] appoints faculty suitable to our university, thus benefiting both the university and faculty.

### III. Faculty Members and Faculty Structure

<Clarification of Cooperative Frameworks of Faculty and Where Responsibilities Lie for Academic Research>

#### 1) University-wide

The number of teaching classes per week for full-time faculty is set as follows: 5 classes per week for Professors and Associate Professors, 4 classes per week for Assistant Professors and full-time lecturers, and 10 classes per week for Lecturers. Executives may be exempt from teaching lectures depending on workload. (Regulations for Ritsumeikan Asia Pacific University Full-time Faculty Teaching Hours)

All education items are reviewed and confirmed in the weekly Division of Academic Affairs meeting. Items requiring a university-wide decision are put up for approval at the weekly University Senate Meeting. In addition, education items pertaining to the two Colleges are reviewed then reported or approved at the monthly College of Asia Pacific Studies and College of International Management Faculty Council Meetings. Matters pertaining to the everyday running of the colleges are discussed and decided upon at frequently held Field Leader Meetings made up of field leaders for each academic discipline and the Associate Dean. In addition, education items pertaining to the two graduate schools are reviewed at the Graduate School of Asia Pacific Studies Faculty Council Meeting (held 6 times during AY2012), and the Graduate School of Management Faculty Council Meeting (held 3 times during AY2012). Faculty Discussion Meetings are also held and are attended by all faculty, including faculty from the Center for Language Education (CLE) and Education Development and Learning Support Center (EDLSC). These are held once a month and are an opportunity to report on items relevant across the board to all faculty.

Faculty personnel affairs matters are decided in the following order.

[1] Screening by a Faculty Recommendation Committee [2] Screening by a meeting of the Personal Affairs Committee that includes faculty members from the area of specialization in question [3] Approval by University Senate [4] Report to Faculty Council Meeting.

Research related items will be discussed at the weekly Division of International Cooperation and Research Meeting and items pertaining to research institutes discussed and confirmed at the Ritsumeikan Center for Asia Pacific Studies Steering Committee Meeting (held 16 times during AY2012). Items requiring a university-wide decision will be put up for approval at the weekly University Senate Meeting. In addition, necessary items may be reported to, or sent for approval at the monthly Faculty Discussion Meeting.

#### **(2) Is the faculty structure in place appropriate for the curriculum in each college or school etc.?**

<Maintaining a Faculty Structure in Accordance with Organization Policies>

#### 1) University-wide

As outlined in the basic university data "II Faculty Organization", faculty structures are developed in accordance with the university's Faculty Organization Development Plan, and we have more faculty than the number of full-time faculty set down in the Standards for

### III. Faculty Members and Faculty Structure

Establishment of Universities. In addition, in efforts to create a diverse cultural environment, half of the full-time faculty members employed at APU are foreign nationals. This policy has been enforced since the university's inauguration, showing that APU has a faculty structure appropriate to the curriculums offered.

<Development of Systems to Judge the Suitability of Supervising Faculty with Subjects>

#### 1) University-wide

One of the documents given to faculty at the time of appointment is a sheet listing the classes offered at APU, and asking for indication of which classes they think they could teach/supervise. In general, all prospective faculty are required to hold a mock lecture, and therefore we are able to judge, at the time of appointment, how many APU offered classes they would be taking on. In addition, after they have been hired and appointed classes, the faculty in charge of their academic discipline (field leader), checks the syllabus to verify course content every semester.

<Clarification of Graduate School Faculty Qualifications and the Appropriate Allocation>

#### 1) University-wide

In addition to APU's Graduate School Instructor Qualification Screening Criteria, stipulating Doctoral Level Subject Instructor Criteria (D+ and D), and Master's Level Subject Instructor Criteria (M+ and M), the university also has a policy of re-screening qualifications once every five years. The Qualification Screening Committee is made up of the Vice President of Academic Affairs (Chairman), Dean and Associate Deans of Graduate School in question, Academic Affairs executives and expert faculty members teaching in related fields. (Graduate School Instructor Qualification Screening Criteria)

As a result APU has 92 research supervisors and 17 assistant research supervisors as of AY2012, thus acquiring more than the 33 research supervisors and 10 assistant research supervisors which are necessary for the Standards for Establishment of Graduate Schools. (Basic University Data Chart 2)

### **(3) Is faculty recruitment, hiring and promotion being carried out adequately?**

<Clarification of rules and procedures for the recruiting, hiring and promoting of faculty>

#### 1) University-wide

Rules and procedures regarding faculty appointment are set down in the "Faculty Appointment Screening Criteria" and "Center for Language Education Faculty Appointment Screening Criteria", and along with faculty recruitment interview implementation structure, are confirmed every year by the Personnel Affairs Committee. Rules and procedures regarding faculty promotion are clearly set down in the "Faculty Promotion Screening Criteria", "Center for Language Education Faculty Promotion Screening Criteria" and "Education Development and Learning Support Center Faculty Appointment and Promotion Screening Criteria and partial revision of already established screening criteria".

### III. Faculty Members and Faculty Structure

Rules related to the Tenure Track System have been explained above. All appointments are made by the Personnel Affairs Committee, made up of the University President, Vice President, College Deans, Center for Language Education Director and Dean of Academic Affairs.

A Faculty Recommendation Committee is established to screen individual faculty appointments and make recommendations to the Personnel Affairs Committee. The Faculty Recommendation Committee is composed of either the College Dean or Dean of Academic Affairs as Chairman and at least two other faculty members, including members of the Personnel Affairs Committee and faculty members from the discipline in question.

<Adequate Faculty Hiring in line with Regulations etc.>

#### 1) University-wide

APU carries out faculty hiring, promotion and tenure screening in accordance with the regulations and standards outlined thus far. With regards to faculty hiring, faculty appointment plans are reported to the Personnel Affairs Committee, who then confirms recruitment criteria. Because a lot of hiring involves international recruitment, nearly all screening has a focus on the degree mill check. In addition, prospective faculty have to hold a mock lecture to show adequate teaching abilities as well as research achievements. Promotion and tenure screening involves confirming the faculty member meets university standards in terms of not just research achievements, but also educational achievements and contributions to administration to guarantee suitability as the university faculty.

#### **(4) Are there measures in place to improve faculty qualifications?**

<Implementation of Evaluating Faculty Education and Research Activities>

#### 1) University-wide

In order to realize its mission and goals, APU employs a diverse range of foreign national faculty to help develop education and research activities. Through evaluating the activities carried out by both organizations and individuals, the university implements the Faculty Assessment System to assess the activities undertaken by individual faculty to raise the standard of education and research activities at APU. The following is a general outline of the Faculty Assessment System.

[1] "Evaluation by Field" is an assessment of faculty achievement in the areas of teaching, research and community service. In addition to recognizing and rewarding faculty who have achieved excellent results in each of these fields, special rewards are given to faculty who have achieved particularly outstanding results. Rewards are given in the form of bonus payments. In addition, faculty who receive a special reward in the teaching field earn the "Eligibility to apply for a Teaching Promotion Initiative". Faculty who receive a special reward in the research field are entitled to receive "Faculty Assessment Special Award Research Subsidy" to use towards subsidizing publication or academic research.

### III. Faculty Members and Faculty Structure

They are also granted priority in applying for ADL (Academic Development Leave), a paid leave for the purpose of carrying out academic or research activities.

#### [2] "Awards for Contributions to University Service"

Executive position holders recommend faculty they believe to have contributed highly to university administration with a "Awards for Contributions to University Service". The Faculty Assessment Committee then decides on top recipients for the awards and pays bonus.

#### [3] "Education Quality Promotion Incentive"

This system encourages faculty to strive towards improving their education quality. Faculty that reach the "target line" set by the Faculty Assessment Committee are awarded an assessment bonus. The "target line" for AY2012 called for the implementation of class evaluation surveys and the submission of an overview of results.

The results of these assessments are taken into consideration by the dean of each college and Vice-President of Academic Affairs when they carry out individual assessment interviews with faculty affiliated with each college, the Center for Language Education and the Education Development and Learning Support Center. Faculty members are given feedback on their assessment and told what the university's future expectations for them are.

#### 2-2) College of International Management

#### 3-2) Graduate School of Management

As part of the AACSB accreditation process in the College of International Management and the Graduate School of Management, APU has its own set of "AQ and PQ Standards" that, in keeping with the nature of the AACSB Standards, classify faculty into the three groups of Academically Qualified (AQ), Professionally Qualified (PQ) and Others\* 1 .

\*1- Working on setting current standards, to be finalized at January Senate meeting and reported on at Faculty Discussion Meeting.

Credential related standards are given based on the academic qualifications held by each faculty member, business management experience, and achievements in research and business, which AACSB classifies as "Intellectual Contributions". Through this process faculty affiliated with the International School of Management (tenure, fixed-term and part-time faculty in charge of a major subject in either the International School of Management or the Graduate School of Management) are reviewed annually on their ongoing research achievements and whether or not they continue to stay up to date with business practices. Faculty who do not reach the research achievement requirements are classified as "Others" and receive guidance from the College Dean/Graduate School Dean in the one-on-one interviews held as part of the Faculty Assessment – that will be discussed later on.

### III. Faculty Members and Faculty Structure

#### <Implementation Status and Effectiveness of the Faculty Development (FD) >

##### 1) University-wide

APU's Faculty Development Program is largely divided into the orientation for newly appointed permanent faculty and the initiative program, a program that allows faculty to plan their own events geared at professional development. When APU first opened its doors, it hadn't anticipated the various teaching methods that would be necessary to accommodate an international student body with such diverse academic backgrounds. The basic principle behind the FD was "initiative training", whereby faculty would carry out their own practical research on-site for practical demands and share their findings with other faculty. The program was also for administrative staff, and in 2009 the "initiative training" program to promote staff and faculty cooperation was adopted by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) as a University Education and Student Support Promotion initiative called "Building a Faculty Staff Enrichment Program". Initiative Programs are comprised of Faculty Initiative Programs (FIP), which allow individual faculty or groups of faculty to plan faculty development programs, and Division Initiative Programs (DIP), FD programs run by faculty organizations. Through initiative programs actual lessons are held, allowing faculty to interact with students, realize any issues and use their own motivation and initiative to handle them. This program produces a lot of positive results, with faculty taking effective initiatives to use in their normal classes. And now, after keeping this initiative alive since the university's inauguration over ten years ago, APU is strengthening new faculty training with the aim of establishing a systematic education that is both internationally viable and utilizes the wealth of knowledge acquired thus far.

The New Faculty Orientation strives to enrich faculty understanding of APU's unique characteristics, academic curriculum, classes and the diverse student body. From AY2013 two workshops are being held every June (APU) and September (Minnesota) with partner university Minnesota University in America to discuss internationally-viable teaching methods. These workshops focus on topics such as the setting of learning goals, syllabus content, rubric assessment and interactive classes etc. Training sessions use content in line with the actual conditions at APU and were planned after Minnesota University faculty visited APU to review our diverse needs.

## **2. Self Assessment**

### **[1] Items That Are Showing Results**

#### 1) University-wide

##### <1> Establishment of University-wide Personnel Affairs Committee

A university-wide Personnel Affairs Committee made up of members including the university President, was established for hiring faculty. Instead of each college faculty council choosing who to hire this system was introduced to ensure the hiring of faculty

### III. Faculty Members and Faculty Structure

suited to each college as well as the university as a whole. This has resulted in guaranteeing a level of academic and research achievements as well as providing a rigorous and fair hiring system.

#### <2> Realizing a 50% Foreign National Faculty

After establishing international recruitment and interview methods and academic background checks (degree mills etc.), APU has continued to maintain a 50% foreign national faculty, one of the “three 50” objectives, since its inauguration.

#### <3> Implementation of a Tenure Track System

A Tenure Track System is already in place and, in addition to promoting the recruitment of outstanding young researchers, it has rejuvenated research and ensured smooth and efficient hiring of faculty suited to APU’s education and research.

#### <4> Using the Faculty Assessment System to Raise Motivation

The current Faculty Assessment System provides incentives and acknowledges faculty achieving good results and contributing to university service. Through this system faculty reflect on their achievements, and mutually hone their skills. It also contributes to raising faculty motivation.

#### 2-2) College of International Management

#### 3-2) Graduate School of Management

##### <1> Classifying Faculty Based on APU’s “AQ/PQ Standards”

As part of the AACSB International Accreditation process in the College of International Management and the Graduate School of Management, APU has its own set of “AQ and PQ Standards” that, in keeping with the nature of the AACSB Standards, classify faculty into the three groups of Academically Qualified (AQ), Professionally Qualified (PQ) and Others. This helps ascertain the different research and professional achievements of faculty every year\*2.

\*2 - Working on setting current standards, to be finalized at January Senate meeting and reported on at Faculty Discussion Meeting

### **3. Development Policies towards the Future**

#### **[1] Items That Are Showing Results**

##### 1) University-wide

##### <1> Establishment of a University-wide Personnel Affairs Committee

APU maintains a university-wide faculty hiring scheme, and is striving to appoint high quality faculty through 1) broadening the level of understanding within the university for the content and direction of faculty candidate research, and 2) sustaining and enhancing the number of AQ (Academically Qualified) and PQ (Professionally Qualified) faculty required

### III. Faculty Members and Faculty Structure

by the AACSB.

#### <2> Realizing a 50% Foreign National Faculty

Like the 50:50 rate for international and domestic students, APU does not decide the rate for foreign national should go above the target 50% line. In order to secure the rate, APU continues to recruit and hire foreign national faculty.

#### <3> Implementation of a Tenure Track System

In order to further ensure that outstanding young faculty are choosing to stay at APU we are enriching programs such as the Faculty Development and the new faculty training.

#### <4> Using the Faculty Assessment System to Raise Motivation

Introduced in AY2008, the Faculty Assessment System was implemented for four years before undergoing large reforms in 2012. With the aim of strengthening teaching, research and university service, we will continue to review and reform this system.

#### 2-2) College of International Management

#### 3-2) Graduate School of Management

##### <1> Classifying Faculty Based on APU's "AQ/PQ Standards"

In order to maintain the standards stipulated by the AACSB (at least 50% AQ and 90% PQ faculty), APU tries to increase research achievements and faculty involvement in business practices, by using faculty assessment system and initiatives to promote academic research etc.