

3. Faculty and Faculty Organization

1. Description of Current Conditions

- (1) **Are expectations for faculty members and faculty organization policies clearly stipulated?**

◆ **University-wide**

We have formulated Faculty Appointment Screening Criteria (Ref. 3-1) for use in faculty member appointments, and these are listed in the application guidelines for faculty positions.

We have also formulated the Center for Language Education Faculty Appointment Screening Criteria for the Center for Language Education (CLE), and the detailed screening criteria for the Educational Development and Learning Support Center (EDLSC) are stipulated in a document entitled "Formulation of Faculty Appointment and Promotion Criteria for the Educational Development and Learning Support Center and Revisions to Existing Criteria" (Ref. 3-2; Ref. 3-3).

Meanwhile, our faculty organization is based on a document entitled "APU Faculty Organization Development Plan (AY2011- AY2014): Backbone of the AY2011 Academic Reforms". As of May 1, 2014, there are 173 faculty members at APU, which exceeds the required minimum of 99 as per the Standards for the Establishment of Universities (Ref. 3-4).

The number of lectures taught by full-time faculty is stipulated in the Regulations for Teaching Hours Required of Full-time Faculty as follows: five lectures per week for professors and associate professors, four lectures per week for assistant professors (tenured and fixed-term), and 10 lectures per week for lecturers. Also, teaching loads are reduced for faculty member who assume executive positions or other duties (Ref. 3-5).

All matters pertaining to education are discussed and confirmed at the weekly Division of Academic Affairs Meeting, and matters that require a university-level decision are decided at the weekly University Senate Meeting (Ref. 3-6). Furthermore, matters pertaining to education in the respective Colleges are deliberated at monthly meetings of the College of Asia Pacific Studies Faculty Council and the College of International Management Faculty Council (Ref. 3-7). Matters pertaining to the day-to-day management of the Colleges are discussed in the Field Leader Meetings, which are composed of the Associate Deans of the respective Colleges and the Field Leaders for each academic field (held as needed).

The Graduate School of Asia Pacific Studies Faculty Council and the Graduate School of Management Faculty Council (held irregularly; each met seven times in AY2013) deliberate matters pertaining to education in the respective Graduate Schools (Ref. 3-8). Faculty Discussion Meetings, which comprise all faculty members including those affiliated to CLE

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and EDLSC, are held monthly as a way to share necessary information.

Matters pertaining to research are discussed weekly at the International Cooperation and Research Division Meeting, while matters concerning the Ritsumeikan Center for Asia Pacific Studies (RCAPS) are discussed at meetings of the RCAPS Steering Committee (held irregularly; met 23 times in AY2013). Matters that need to be decided at the university level are handled at the weekly University Senate Meeting. Necessary matters are also reported or discussed at monthly Faculty Discussion Meetings.

◆ College of Asia Pacific Studies

In accordance with the university-wide screening criteria, the Personnel Affairs Committee, a university-level body, plays the central role in formulating faculty recruitment policies for the College of Asia Pacific Studies (APS) each time they are needed. Each round of faculty recruitment is deliberated based on the faculty organization and discipline-specific needs at that point in time, but something unique to APS is that, in recent years, announcements of faculty openings have stated that in addition to field-specific expertise "candidates who are experts on a specific region of the Asia Pacific and whose teaching and research achievements focus on that region will be preferred." By indicating this common expectation under the list of preferred qualities, we strive to recruit faculty who are suitable for APS.

APS is administered by one Dean, one Associate Dean and five Field Leaders, and consistency is maintained by convening the various meetings mentioned earlier, namely, the Field Leader Meeting, the Faculty Council, the Division of Academic Affairs Meeting and the University Senate Meeting.

◆ College of International Management

In accordance with the university-wide screening criteria, the Personnel Affairs Committee also plays a central role in formulating faculty recruitment policies for the College of International Management (APM) each time they are needed. Each round of faculty recruitment is deliberated based on the faculty organization and discipline-specific needs at that point in time, but since APM is currently in the process of obtaining accreditation from AACSB, it has been selecting faculty who also satisfy the AACSB's standards for skills and qualifications since AY2009 (Ref. 3-9). The same also applies to part-time lecturers (Ref. 3-10).

APM is administered by one Dean, two Associate Deans and six Field Leaders, and consistency is maintained by convening the various meetings mentioned earlier, namely, the Field Leader Meeting, the Faculty Council, the Division of Academic Affairs Meeting and the University Senate Meeting.

◆ Graduate School of Asia Pacific Studies

Faculty members affiliated to APS who possess certain qualifications can teach subjects

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in the Graduate School of Asia Pacific Studies (GSA). The skills and qualities required of those faculty are described in detail under the heading entitled "Is the faculty organization in place appropriate for the curriculum in each college or graduate school etc.?"

GSA is administered by one Dean (who serves concurrently as the Dean of APS), one Associate Dean (in charge of graduate school affairs) and five Field Leaders, and consistency is maintained by convening the various meetings mentioned earlier, namely, the Field Leader Meeting, the Graduate School Faculty Council, the Division of Academic Affairs Meeting and the University Senate Meeting.

◆ Graduate School of Management

Faculty members affiliated to APM who possess certain qualifications can teach subjects in the Graduate School of Management (GSM). The skills and qualities required of those faculty are described in detail under the heading entitled "Is the faculty organization in place appropriate for the curriculum in each college or graduate school etc.?"

GSM is administered by one Dean (who serves concurrently as the Dean of APM), one Associate Dean (in charge of graduate school affairs) and six Field Leaders, and consistency is maintained by convening the various meetings mentioned earlier, namely, the Field Leader Meeting, the Graduate School Faculty Council, the Division of Academic Affairs Meeting and the University Senate Meeting.

(2) Is the faculty organization in place appropriate for the curriculum in each college or graduate school etc.?

◆ University-wide

As shown in the table in "II. Faculty Organization" in the University Basic Data, we recruit and retain faculty in accordance with Faculty Organization Development Plans and currently have more full-time faculty than stipulated in the Standards for the Establishment of Universities (Ref. 3-4). The age distribution of full-time faculty is as shown in Table 2 in the University Data Book, and there are no major imbalances.

With regard to nationality, we have a policy in place—one of the "Three 50s"—to secure at least 50% of faculty from outside of Japan in order to realize our mission and purpose. At present, there are 173 faculty members from 24 countries, and the non-Japanese faculty ratio is 50.3%.

To determine faculty suitability for subjects, we enclose a list of subjects offered at APU with application materials and ask applicants to indicate which subjects they can teach. We also require applicants to conduct mock lectures as part of the interview process to verify the extent to which they can teach APU subjects. After appointment, faculty assignments are confirmed along with a subject offering policy every academic year in the fall in the Division of Academic Affairs Meeting, University Senate Meeting and Faculty Council based on a proposal. This process ensures that faculty members are suited to teach their subjects.

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With regard to graduate subject instructor qualification screening criteria, a document entitled "Reformulation of the Graduate School Instructor Qualification Screening Criteria" stipulates screening criteria for supervising research and teaching lectures in the doctoral program (i.e., D+ and D qualifications) and criteria for supervising research and teaching lectures in the master's program (i.e., M+ and M qualifications). A policy is in place to re-screen these qualifications once every five years (Ref. 3-11). Qualification Screening Committees are chaired by the Vice President of Academic Affairs and are composed of the Deans and Associate Deans of the Graduate Schools, executives from the Division of Academic Affairs and the Division of International Cooperation and Research, and expert members, that is, faculty members with expertise related to the field of the faculty member being screened.

As of May 1, 2014, 100 faculty can supervise research and 17 faculty can assist in supervising research, which exceed the required numbers of 16 research supervisors and 9 assistant research supervisors stipulated in the Standards for the Establishment of Graduate Schools (Table 2, Basic University Data).

◆ College of Asia Pacific Studies

The current faculty organization for APS is as shown in Table 2 of the University Data, and faculty are recruited and retained in accordance with Faculty Organization Development Plans. Overall, the average age of faculty in APS is slightly older, but there are no major imbalances (Ref. 3-4).

In addition to university-wide initiatives, faculty suitability for subjects is ensured by having Field Leaders, i.e., the persons responsible for each area of study, check syllabi every semester and confirm that subject content and the curriculum as a whole are in alignment.

◆ College of International Management

The current faculty organization for APM is as shown in Table 2 of the University Data, and faculty are recruited and retained in accordance with Faculty Organization Development Plans. Overall, the ratio of faculty of late 50s is higher, but there are no major imbalances (Ref. 3-4).

In addition to university-wide initiatives, faculty suitability for subjects is ensured by having Field Leaders, i.e., the persons responsible for each area of study, check syllabi every semester and confirm that subject content and the curriculum as a whole are in alignment.

◆ Graduate School of Asia Pacific Studies

The composition of GSA faculty as of April 2014 is as follows and satisfies the faculty numbers required by the Standards for the Establishment of Graduate Schools. All education and research in GSA is conducted in English, and the ratio of non-Japanese faculty members is higher than that at the undergraduate level.

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	No. of Faculty	Remarks
Master's Program Major in Asia Pacific Studies	17 (including 8 non-Japanese faculty)	Intake capacity: 30
Master's Program Major in International Cooperation Policy	35 (including 19 non- Japanese faculty)	Intake capacity: 90
Doctoral Program Major in Asia Pacific Studies	39 (including 26 non- Japanese faculty)	Intake capacity: 30

◆ Graduate School of Management

In addition to the graduate instructor qualification screenings mentioned earlier, GSM has formulated an AACSB standard-compliant document called "Internal Regulations on the Administration of Graduate School Instructor Qualifications (Graduate School of Management)", and it decides graduate instructor qualifications in accordance with these internal regulations (Ref. 3-12).

As of April 2014, GSM, with its intake capacity of 80, has 26 faculty members (14 of whom are non-Japanese), thus satisfying the faculty numbers required by the Standards for the Establishment of Graduate Schools. All education and research in GSM is conducted in English, and the ratio of non-Japanese faculty members is higher than that at the undergraduate level.

(3) Is faculty recruitment, hiring and promotion conducted adequately?

◆ University-wide

Matters pertaining to the appointment and promotion of faculty members are set forth in the Ritsumeikan Asia Pacific University Appointment and Promotion Regulations for Faculty Members, and we also have detailed screening criteria for appointments and promotions (Ref. 3-13).

With regard to appointment, we have formulated the Faculty Appointment Screening Criteria as well as documents entitled "Formulation of Faculty Appointment Screening Criteria and Faculty Promotion Screening Criteria for the Center for Language Education" and "Formulation of Faculty Appointment and Promotion Criteria for the Educational Development and Learning Support Center and Revisions to Existing Criteria". Also, the Personnel Affairs Committee confirms the faculty candidate interview framework every academic year. (Ref. 3-1; Ref. 3-2; Ref. 3-3).

Matters pertaining to promotions are clearly stipulated in the Faculty Promotion Screening Criteria as well as documents entitled "Formulation of Faculty Appointment Screening Criteria and Faculty Promotion Screening Criteria for the Center for Language Education"

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and "Formulation of Faculty Appointment and Promotion Criteria for the Educational Development and Learning Support Center and Revisions to Existing Criteria" (Ref. 3-1; Ref. 3-2; Ref. 3-3).

The procedures for all appointments are overseen by a university-level Personnel Affairs Committee, which is composed of the President, the Vice Presidents, the College Deans, the Center for Language Education Director and the Dean of Academic Affairs. Faculty Recommendation Committees are established to screen individual candidates for appointment and make recommendations to the Personnel Affairs Committee. The Dean of Academic Affairs or a College Dean chairs each Faculty Recommendation Committee, which is composed of at least three members including members of the Personnel Affairs Committee and faculty members from the field of appointment.

APU also has a tenure track system under which faculty hired as five-year fixed-term faculty are screened in their third or fourth year to determine if they are eligible to switch their status to that of a tenured faculty member. The Screening Criteria for Status Switch to Tenure clearly stipulate the basic conditions for tenure (e.g., education, and achievements in teaching, research and university service etc.) (Ref. 3-14).

This system is beneficial to both the university and faculty members as it 1) allows outstanding young researchers to develop a clear career plan, 2) encourages young faculty to conduct continuing research, and 3) enables the university to hire faculty suited to the university. Established in September 2008, this system is now a firmly rooted part of APU.

◆ College of Asia Pacific Studies

The College conducts appointments and promotions in accordance with the basic principles mentioned earlier. In AY2014, APS hired three new faculty members, and there were no faculty members eligible for promotion.

◆ College of International Management

The College conducts appointments and promotions in accordance with the basic principles mentioned earlier. In AY2014, APM hired one new faculty member and promoted three faculty members.

◆ Graduate School of Asia Pacific Studies

GSA faculty serve concurrently as APS faculty, so taking into account graduate school subject offerings and instructor assignments, we keep in mind the aforementioned graduate instructor qualifications when recruiting and appointing new faculty in accordance with common guidelines stipulated for the entire university. When we hire part-time lecturers to teach graduate school subjects, we screen their teaching and research achievements in accordance with the graduate instructor qualifications.

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◆ Graduate School of Management

GSM faculty serve concurrently as APM faculty, so taking into account graduate school subject offerings and instructor assignments, we keep in mind the aforementioned graduate instructor qualifications when recruiting and appointing new faculty in accordance with common guidelines stipulated for the entire university. When we hire part-time lecturers to teach graduate school subjects, we screen their teaching and research achievements in accordance with the graduate instructor qualifications.

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

◆ University-wide

1) Training programs

Since APU's basic policy is to maintain a multicultural environment with one-to-one ratios of international to domestic students and Japanese to non-Japanese faculty, we provide new faculty with a rich array of training programs to ensure a smooth transition to the university. In addition to explaining the curriculum, educational systems, campus environment, and facilities and equipment usage, orientations seek to develop an understanding of APU's basic concepts and history as well as the fact that the university was founded with tremendous support from Oita Prefecture and Beppu City. In light of this, we encourage new faculty to participate in activities that contribute to the community, one of our focal areas, and we explain, in both Japanese and English, APU's role as a leader in the internationalization of Japan's higher education.

The faculty training programs we offer are listed below; these are held annually in a well-planned manner.

Period	Details
April 2013	Training on the protection of personal information (new faculty orientation)
April 2013	Harassment prevention training (new faculty orientation)
September 2013	Harassment prevention training for faculty and staff advisors (held jointly with Ritsumeikan University)
September 2013	Training on the protection of personal information (new faculty orientation)
September 2013	Harassment prevention training (new faculty orientation)
December 2013	LGBT (sexual minority) training

2) Faculty Assessment System

At APU, to realize our mission and purpose, we recruit faculty of many different

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nationalities to teach and conduct research activities. We also operate a Faculty Assessment System to assess both organizational activities and the activities of individual faculty members in an effort to improve the quality of education and research (Ref. 3-15; Ref. 3-16). The following is an outline of the system.

- Assessment for Each Field

Assessments are conducted in three fields: Teaching, Research, and Community Service. Faculty who post outstanding achievements in each field are awarded, and those award recipients with particularly outstanding achievements are selected to receive special awards. Award recipients also receive an assessment bonus. Additionally, the faculty member selected for the special award in the Teaching Field is granted the right to apply for a Teaching Promotion Initiative, while the faculty member selected for the special award in the Research Field is granted the right to a Faculty Assessment Special Award Research Subsidy (to be used to subsidize publication or research) as well as priority to apply for Academic Development Leave (a period of paid research leave to be used for research or academic activities).

- Awards for Contributions to University Service

Faculty deemed by the executives to have made excellent contributions to university service are nominated for Awards for Contributions to University Service, and the award recipients are decided by the Faculty Assessment Committee. Award recipients also receive an assessment bonus.

- Education Quality Promotion Incentive

The Education Quality Promotion Incentive is designed to encourage faculty to improve the quality of their teaching. The Faculty Assessment Committee stipulates the Target Line, a set of conditions that all faculty are expected to meet, and those who meet the Target Line are granted a bonus of ¥100,000. In AY2014, the Target Line consisted of two conditions: the implementation of the Class Evaluation Survey and the submission of a Class Evaluation Survey Review Sheet.

◆ College of Asia Pacific Studies

The Dean of APS and the Vice President of Academic Affairs interview faculty who belong to the College using their faculty assessment results as a reference. In these interviews, faculty reflect on the teaching, research, community service and administrative duties they engaged in for the academic year in question, and careful counseling is provided with the Dean and Vice President informing each faculty member of their evaluation and future expectations.

◆ College of International Management

The Dean of APM and the Vice President of Academic Affairs interview faculty who belong to the College using their faculty assessment results as a reference. In these interviews, faculty reflect on the teaching, research, community service and administrative duties they

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engaged in for the academic year in question, and careful counseling is provided with the Dean and Vice President informing each faculty member of their evaluation and future expectations.

In APM, faculty are divided into three categories—Academically Qualified (AQ), Professionally Qualified (PQ) and Others—which are based on the AQ/PQ Standards formulated as part of the AACSB accreditation project. Faculty are reviewed in accordance with these standards, and those who do not satisfy them receive advice and guidance from the Dean in a personal interview.

◆ Graduate School of Asia Pacific Studies

Since GSA faculty serve concurrently as APS faculty, the Dean of GSA and the Vice President of Academic Affairs interview faculty who belong to the College using their faculty assessment results as a reference. With respect to the aforementioned graduate instructor qualification screenings, there is a policy mandating that faculty be re-screened once every five years, as stipulated in the document entitled "Reformulation of the Graduate School Instructor Qualification Screening Criteria", which allows them to accumulate teaching and research achievements (Ref. 3-11).

◆ Graduate School of Management

GSM reviews faculty in accordance with the aforementioned AQ/PQ Standards, and those who do not satisfy them receive advice and guidance from the Dean in a personal interview held as part of the faculty assessment.

2. Assessment

(1) Items that are Showing Results

◆ University-wide

1) Establishment of a university-wide Personnel Affairs Committee

A university-wide Personnel Affairs Committee chaired by the President handles faculty appointments. Having adopted a personnel affairs system that ensures optimal performance at both the College and university level, instead of a closed-off process conducted within the Faculty Council, we conduct stringent yet fair faculty appointments while ensuring candidates possess a certain level of teaching and research achievements.

2) Realizing a 50% non-Japanese faculty member ratio

We have been able to successfully recruit talented young researchers from around the globe due to our system of international open recruitment, stringent checks of candidates' degrees, education and achievements, firmly established interviewing methods and a tenure track system. This has allowed us to maintain the 50% non-Japanese faculty

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member ratio that was stipulated as one of the Three 50s at the time of inception (Ref. 3-17, p. 6).

◆ College of International Management

1) Ascertaining research achievements and improving of international compatibility

APM classifies faculty members into three categories based on the AQ/PQ Standards developed as part of the AACSB accreditation project, and every academic year, it ascertains each faculty member's research achievements and practical business achievements (Ref. 3-9).

◆ Graduate School of Management

2) Ascertaining research achievements and improving of international compatibility

GSM classifies faculty members into three categories based on the AQ/PQ Standards developed as part of the AACSB accreditation project, and every academic year, it ascertains each faculty member's research achievements and practical business achievements (Ref. 3-9).

(2) Areas for Improvement

Nothing in particular

3. Strategic Direction for the Future

(1) Items that are Showing Results

◆ University-wide

1) Establishment of a university-wide Personnel Affairs Committee

We will continue working to match the research conducted by faculty candidates with societal demands, all while maintaining a university-wide faculty appointment scheme.

2) Realizing a 50% non-Japanese faculty member ratio

Going forward, we will strive to appoint faculty members by using international open recruitment and our tenure track system in order to maintain the 50% ratio of non-Japanese faculty.

◆ College of International Management

1) Ascertaining research achievements and improving of international compatibility

AACSB has decided to further refine its Academically Qualified (AQ) and Professionally Qualified (PQ) faculty standards, and APM aims to further improve its international compatibility by complying with these new standards.

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◆ Graduate School of Management

1) Ascertaining research achievements and improving of international compatibility

AACSB has decided to further refine its Academically Qualified (AQ) and Professionally Qualified (PQ) faculty standards, and GSM aims to further improve its international compatibility by complying with these new standards.

(2) Areas for Improvement

Nothing in particular

4. Supporting Resources

- 3-1: Faculty Appointment Screening Criteria
- 3-2: Formulation of Faculty Appointment Screening Criteria and Faculty Promotion Screening Criteria for the Center for Language Education
- 3-3: Formulation of Faculty Appointment and Promotion Criteria for the Educational Development and Learning Support Center and Revisions to Existing Criteria
- 3-4: APU Faculty Organization Development Plan (AY2011- AY2014): Backbone of the AY2011 Academic Reforms
- 3-5: Ritsumeikan Asia Pacific University Regulations for Teaching Hours Required of Full-time Faculty
- 3-6: Ritsumeikan Asia Pacific University Regulations for the Management of the University Senate Meeting (same as Ref. 2-4)
- 3-7: Ritsumeikan Asia Pacific University Faculty Council Regulations (same as Ref. 2-2)
- 3-8: Ritsumeikan Asia Pacific University Graduate School Faculty Council Regulations (same as Ref. 2-3)
- 3-9: Regarding the Formulation of AQ / PQ Standards
- 3-10: Guidelines for Part-Time Lecturer Appointments
- 3-11: Reformulation of the Graduate School Instructor Qualification Screening Criteria
- 3-12: Internal Regulations on the Administration of Graduate School Instructor Qualifications (Graduate School of Management) (Draft)
- 3-13: Ritsumeikan Asia Pacific University Appointment and Promotion Regulations for Faculty Members
- 3-14: Screening Criteria for Status Switch to Tenure
- 3-15: Teaching and Research Achievements of Full-time Faculty (Last Five Years)
- 3-16: Faculty Assessment (Assessment of Activities and Achievements in AY2013)
- 3-17: APU Data Book 2014 (same as Ref. 1-3)