

ANNUAL REPORT 2019AY

CENTER FOR INCLUSIVE LEADERSHIP

Shape your world



Ritsumeikan
Asia Pacific University



APU Center for Inclusive Leadership
インクルーシブ・リーダーシップセンター

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OUR MISSION

The Center for Inclusive Leadership (CIL) pursues and promotes inclusive leadership in research, education and practice. The goal is to build a network of inclusive leaders who strive for excellence and a sustainable future. Through research and events, CIL equips professionals and students to aspire to lead inclusively, participate in creating solutions, and unleash the power of diversity.

Realization of a rich and diverse society

多様性のある豊かな社会の実現

CENTER FOR INCLUSIVE LEADERSHIP (CIL)			 APU Center for Inclusive Leadership インクルーシブ・リーダーシップセンター
Inclusive leadership in research, education, and practice			
インクルーシブ・リーダーシップ研究・育成・実践拠点			
PILLAR 1	PILLAR 2	PILLAR 3	
Business Practice and Applied Research: Case development based on business in the Asia Pacific region 実務研究・応用：アジア太平洋地域の企業をベースにしたケース開発	Pedagogical research: Developing teaching materials on multicultural collaborative learning, project-based learning and the case method 教授法研究・応用：多文化協働学習、プロジェクト・ベース・ラーニング、ケースメソッドをテーマにした教材開発	Theoretical Research: Output from the construction of a theoretical framework and research results 理論研究：理論的枠組みの構築と研究成果のアウトプット	
Students and Alumni／在学生・校友			
36 Alumni Association chapter network across the world 世界中に広がる36の校友支部ネットワーク	Universities and research institutions from 74 countries / regions 74の国・地域の大学・研究機関	Students from 91 countries / regions Welcomed students from 152 countries / regions 91の国・地域から集う在学生 152の国・地域の学生受入	Faculty from 22 countries / regions 22の国・地域出身の教員

※数値は2019年5月1日時点

▲ Cooperation / 連携 ▼

Applicants / 受験生	Businesses / 企業	Academic world / 学術界
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Building a Global Learning Community that "cultivates individuals who can change the world"

「世界を変える人を育てる」グローバル・ラーニング・コミュニティ構築

Basic Ideals: Freedom, Peace and Humanity

International Mutual Understanding

Creating the Future Shape of the Asia Pacific region

自由・平和・ヒューマニティ

国際相互理解

アジア太平洋の未来創造

GREETINGS FROM THE PRESIDENT



"I believe the establishment of the Center for Inclusive Leadership (CIL) in APU's unique and diverse community is truly significant in the sense that it encompasses research, education and practical applications in inclusive leadership in order to realize the APU 2030 Vision: APU graduates possess the power to change the world. As a hub of research in inclusive leadership, I hope CIL will be better able to contribute to the betterment of society through sharing its research results with the corporate sector and research institutions within and out of Japan. Your continued understanding and support of CIL will be highly appreciated."

Haruaki Deguchi

President, Ritsumeikan Asia Pacific University

CORE MEMBERS



Lailani L. Alcantara
Director

Professor,
College of International Management
Ritsumeikan Asia Pacific University

Professor Alcantara received her PhD in Management from the University of Tsukuba as a Japanese government scholar. She has published articles and cases in the areas of international management and organization science. She has earned professional certificates on management and leadership from AACSB, Harvard University and Cornell University.



Yoshiki Shinohara
Deputy Director

Associate Professor,
College of International Management
Ritsumeikan Asia Pacific University

Professor Shinohara earned both his Master's degree and PhD from Keio University. His research focuses specifically on corporate sustainability, corporate social responsibility, employee retention and turnover, and leadership. He is also currently interested in artificial intelligence and design thinking.



Toshitsugu Otake
Managing Director

Professor,
College of International Management
Ritsumeikan Asia Pacific University

Professor Otake completed his PhD in Industrial Engineering from Iowa State University after acquiring Master's degrees in economics, mathematics, and statistics from American and Japanese institutions. His research interests include logistics engineering, financial risk management, statistical and mathematical modelling.

RESEARCH MEMBERS AND CONTRIBUTORS

EVENT SPEAKERS

Lynn M. Shore

Colorado State University, USA

Yuko Chiura

Lifenet Insurance Company, JAPAN

Mark Milstein

Center for Sustainable Global Enterprise
Cornell University, USA

Monica Tousnard

Center for Sustainable Global Enterprise
Cornell University, USA

Yuko Takahashi

Tsuda University, JAPAN

Osamu Nagase

Ritsumeikan University, JAPAN

Akira Kawasaki

International Campaign to Abolish Nuclear
Weapons (ICAN)
Peace Boat

Chizuko Ueno

University of Tokyo, JAPAN
Authorized nonprofit organization Women's action
network (WAN)

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The Ritsumeikan Trust, JAPAN

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CIL LOGO



THE COLORS

Drawing inspiration from the Japanese saying "Jyu-nin to-iro" (十人十色), literally meaning "10 people 10 colors", the logo features 10 so-called "feathers" colored differently. These colorful feathers represent diversity, one of the core values of CIL and APU.

THE ARROW

These 10 feathers form an arrow, reflecting the determination and power to fly forward. With all our "colors" (uniqueness and differences), we will create powerful synergy, strength and progressive momentum to move forward when we coexist and cooperate with each other.

AN APU TOUCH

Looking more closely, you can also notice that the first and last feathers have the same dark red color as in the logo of APU, the home venue for CIL, where inclusion and inclusive leadership are embraced and valued.



The CIL logo was designed by Jonghee Jung Sensei, a Korean teacher from APU Center for Language Education. Jung Sensei's design won the logo design competition by CIL last year, and was adopted as the center's official symbol.



KICK-OFF EVENT

On July 3, 2019, the Symposium for the Establishment of The Center for Inclusive Leadership (CIL) was held at Ritsumeikan Asia Pacific University (APU). The event was joined by students, staff and faculty from APU, guests from other universities, companies and the media.

CIL Director, Professor Lailani L. Alcantara from the College of International Management, shared the Center's mission to promote inclusive leadership in research, teaching and its objective to construct "a network of inclusive leaders who will boldly take on the challenge of creating a bright and sustainable future."

"...a network of inclusive leaders who will boldly take on the challenge of creating a bright and sustainable future."

Dr. Lynn M. Shore (USA), a leading scholar in the field of inclusive leadership, was the Keynote Speaker at the event. In her presentation titled "Leader Inclusion and the Creation of Inclusive Work Environments", she reviewed theories related to inclusive leadership, shared research findings on the role of leader inclusion in creating inclusive work environments and discussed practical business implications.

Ms. Yuko Chiura of LifeNet Insurance Company (Japan), delivered a presentation titled "Diversity Management of LifeNet Insurance Company", offering practical examples of inclusive leadership by introducing inclusive products and services. She also described how LifeNet is creating an inclusive workplace for their employees.

A panel discussion with Dr. Shore, Ms. Chiura, Dr. Mark Milstein and Ms. Monica Tousnard of Cornell University was facilitated by Professor Alcantara to deepen the discussion on inclusion and diversity in organizations.

They talked about the importance of an inclusive work environment for a sustainable future.

At the closing ceremony, CIL Deputy Director, Associate Professor Yoshiki Shinohara of the College of International Management, stated CIL's aspiration to make use of APU's diverse environment to nurture inclusive leaders, turning APU into an even more unique university in the near future.



PROJECT OVERVIEWS

As part of its mission to pursue and promote inclusive leadership in research, education and practice, CIL provides research and event grants to faculty members who conduct studies on inclusion and inclusive leadership.

VALUE-ORIENTED INCLUSIVE LEADERSHIP OF ASIA: HARNESSING THE LINK BETWEEN VARIETIES OF CAPITALISM AND CSR

Rebecca Chunghee Kim (Ritsumeikan Asia Pacific University, JAPAN)



This research project aims to investigate the potential of inclusive leadership of emerging Asia by employing the idea of the Varieties of Capitalism and its link to Asian CSR dynamics. Furthermore, it seeks to compare the theory capitalism and CSR phenomenon between the U.S. and Asia (here in this research, focused on Japan, South Korea and China), and offer insights on how and to what extent Asia can perform authentic and inclusive leadership. The work, therefore, has wide applications to Asian business and wider society, particularly for creating inclusive leadership through win-win partnerships among various stakeholders.

EXPLORING THE DETERMINANTS OF YOUNG INCLUSIVE LEADERSHIP: RESEARCH TAXONOMY AND THEORETICAL FRAMEWORK

Pajaree Ackaradejruangsri (Ritsumeikan Asia Pacific University, JAPAN)

Atthaphon Mumi (Mahasarakham University, THAILAND)

Sirirat Rattanapituk (University of the Thai Chamber of Commerce, THAILAND)

Pijak Pakhunwanich (Loughborough University, UK)

Existing literature has emphasized leadership as one of the most important research topics that could lead to a better understanding of organizational performances (Yukl, 1989). Therefore, many scholars have tried to explore various dimensions regarding antecedences and consequences of various leadership roles as well as the definition of inclusive leadership.

Despite the general definition of inclusive leaders as those who value individual differences through respect and equality (Bourke & Dillion, 2016; Randel et al., 2018), we still lack consensus regarding whether inclusive leader's perceptions and behaviors - including special traits, various characteristics, skills, and attitudes, may differ between generations and different contexts.

This topic is essential as younger generation leaders tend to be autonomous, creative, and entrepreneurial: in which their leadership styles might be different from older generations'. The differences in a generation may also influence the roles related to inclusive leadership as young inclusive leaders may behave differently in leading and managing their employees. Therefore, this research aims to clarify the definition of young inclusive leadership that could be different from the general inclusive leadership, specifically in the Thai context.



TOWARDS INCLUSIVE LEADERSHIP IN JAPAN'S NATIONAL PARKS: INVESTIGATING THE POTENTIAL OF A 'PARK PARTNERS' PROGRAM TO IMPROVE DIVERSITY

Thomas E. Jones (Ritsumeikan Asia Pacific University, JAPAN)

Huong T. Bui (Ritsumeikan Asia Pacific University, JAPAN)

Malcolm J. M. Cooper (Ritsumeikan Asia Pacific University, JAPAN)

Rie Usui (Hiroshima University, JAPAN)

With a renewed policy-focus on 'inbounds' since 1996 (Soshiroda, 2005), the number of international arrivals to Japan increased from 3.8 million (2003) to 8.3 million (2008), then 13.4 million (2014) and 23 million in 2018 in line with the national policy to promote inbound tourism in the run-up to the 2020 Olympics. This rapid increase has encouraged visitors to diversify geographically away from the urban hubs to visit remote rural regions, including popular national parks such as Fuji-Hakone-Izu (Kanto) and Aso-Kuju (Kyushu).

However, the sudden influx and diversity of the new visitors are posing significant challenges for park management. Visitor demographics have been homogenous and few of the rangers are ready to deal with a new era of international tourists. The profile of staff and site managers is highly homogenous in favour of middle-aged/elderly Japanese males without much experience travelling abroad or speaking foreign languages. This lack of diversity is prevalent amongst permanent MoE rangers (shizen hogokan), undermining their ability to implement meaningful management interventions viz-a-viz the increasingly heterogeneous spectrum of inbound visitors.

The 3 Research Questions are:

RQ1: What is the current state of inclusive

leadership among MoE rangers in national parks?

RQ2: What are the challenges that inbound visitors pose to MoE rangers' preparation and skill-sets?

RQ3: How could more diversity among rangers / site managers tackle the aforementioned challenges?



THE DEVELOPMENT OF INCLUSIVE LEADERSHIP IN THE MEDICAL AND TOURISM INDUSTRIES IN OITA PREFECTURE

Phillip D. Pardo (Ritsumeikan Asia Pacific University, JAPAN)

Malcolm J. M. Cooper (Ritsumeikan Asia Pacific University, JAPAN)

Leigh Bennett (Institute for Tourism Leadership, Brisbane, AUSTRALIA)

Frank Rouault (Practical Learning, FRANCE)

William B. Claster (Ritsumeikan Asia Pacific University, JAPAN)

Hitoshi Noguchi (Noguchi Thyroid Clinic and Hospital Foundation, JAPAN)

Serik Meirmanov (Ritsumeikan Asia Pacific University, JAPAN)

This research project seeks to understand the benefits of inclusivity and diversity in developing social and business capital. It tests the need to cultivate not just a diverse workplace and customer/industry contacts but also an inclusive approach to their whole operations. There is growing recognition that leaders have a critical role to play in achieving this.

Our group is focused on how to develop practical management and leadership skills that will ensure inclusivity is promoted in the context of local medical and tourism industries.

However, while the language of diversity and inclusive leadership is increasingly used in the management and tourism literature, there is little readily available practical guidance that is:

- Evidence-based, drawing on latest international and national research and practice;
- Business-focused, demonstrating the connection between inclusive leadership and both business outcomes and individual outcomes; and
- Comprehensive, clearly describing and connecting the three inter-related concepts of diversity, inclusion and inclusive leadership, and describing not just the characteristics of an inclusive leader but importantly also the knowledge, skills and behaviors needed to build inclusion.



LEADER INCLUSION AND THE CREATION OF INCLUSIVE WORK ENVIRONMENTS

Lynn M. Shore (Colorado State University, USA)



Global demographic trends and forecasts worldwide of increasing diversity in the workforce highlight the criticality of creating inclusive work environments that allow employees to contribute in a more socially complex world. Practitioners and academics have emphasized diversity management as an important area of interest for many years. More recently, the focus has gradually shifted from “diversity management,” which has highlighted resolving the difficulties accompanying diversity, to “inclusion,” which is focused on unleashing the value associated with diversity (Nishii, 2013). Inclusion is focused on appreciating and respecting the ways in which people are different (Ferdman & Deane, 2014; Shore, Cleveland, & Sanchez, 2018), and encompasses diversity but extends to ways in which diversity can create benefits to organizations. According to Guillaume et al., 2014 (p. 797) “simply valuing diversity might not be sufficient to harness diversity for innovation, effectiveness, and well-being.” The foundation of an inclusive workplace is an emphasis on the respectful treatment of all cultural viewpoints and experiences among its employees (Mor Barak & Daya, 2014) so employees from a variety of backgrounds can be fully engaged at all levels in the organization as their authentic selves (Shore, Cleveland, & Sanchez, 2018). What do I mean then by inclusion? As described by Nishii (2013) “In inclusive environments, individuals of all backgrounds—not just members of historically powerful identity groups are fairly treated, valued for who they are, and included in core decision making” (p. 1754).

Considering the evidence suggesting challenges associated with diversity, research which helps organizations realize the opportunities that a diverse workforce can offer is important. My coauthors and I developed and published (Shore et al., 2011) a conceptual model of work group inclusion based on Brewer’s Optimal Distinctiveness Model (1991) that argued for the importance of concurrent satisfaction of belongingness (the need to form and maintain strong, stable interpersonal relationships; Baumeister & Leary, 1995) and uniqueness (the need to maintain a distinctive and differentiated sense of self; Snyder & Fromkin, 1980) to experience inclusion in a group. Two conference presentations showed evidence that when men or women are in the numerical minority in their work group, that inclusion perceptions resulted in higher creativity ratings by the manager. Subsequently, we developed a measure of work group inclusion and conducted a series of studies to establish its validity (Chung et al, in press). Most notably, we concluded that a positive diversity climate and leader inclusion contributed to employee perceptions of work group inclusion, and that inclusion in turn resulted in greater helping behavior, job performance, and creativity.

"A positive diversity climate and leader inclusion contributed to employee perceptions of work group inclusion, and that inclusion in turn resulted in greater helping behavior, job performance, and creativity..."

A number of empirical studies focused on the impact of inclusive leadership in relation to diversity. These studies highlight the importance of workplace inclusion for individuals from marginalized identity groups. My colleagues and I (Randel, et al., 2016) found that women and racial/ethnic minorities lowered their leader-directed helping behavior when the leader was inclusive and the diversity climate was not positive. For men and whites, only inclusive leadership was needed to increase helping behavior. This suggests the importance of consistency in organizational support for individuals who belong to marginalized identity groups, through providing both a positive diversity climate and inclusive leadership. Likewise, Nishii and Mayer (2009) showed that the highest turnover occurred when only some, and not all members of diverse work groups had a high-quality relationship with the manager. A third study (Mitchell et al., 2015) showed that inclusive leaders enhanced identification with the team which in turn improved team performance. In a fourth study, Zheng, et al. (2017) found that inclusion moderates the relationship between deep-level similarity between the supervisor and subordinate (personality, interests, and values) and taking charge (a form of OCB). Specifically, leader inclusion was especially important when deep-level similarity was low.

Recently, we (Randel et al., 2018) provided a theoretically-grounded conceptualization of inclusive leadership that focused on factors that contribute to and follow from inclusive leadership within workgroups. We conceptualized inclusive leadership as leader behaviors that facilitate group members perceiving belongingness in the work group while maintaining their uniqueness within the group as they fully contribute to group processes and outcomes. In my presentation, I will provide an integration of the leader inclusion literature with suggestions for putting into practice leadership behaviors that promote employee experiences of work group inclusion. These practices are important for organizational success in our increasingly global and networked economy. Much more research on inclusive leadership is needed to inform leaders who will then put inclusive leadership into practice. Illuminating leaders who apply principles of inclusion will add to our understanding of the value and impact of such practices.

"Much more research on inclusive leadership is needed to inform leaders who will then put inclusive leadership into practice."



PRESENTATIONS

AP CONFERENCE 2019

During the 17th Asia Pacific Conference organized by the Ritsumeikan Center for Asia Pacific Studies (RCAPS) on November 30th, 2019, CIL hosted two Special Sessions on inclusive leadership. These sessions aimed to promote academic research, teaching methods and business practices related to inclusive leadership.

CIL invited two special guest speakers, Dr. Yuko Takahashi, President of Tsuda University and Mr. Osamu Nagase, Professor of the Institute of Ars Vivendi (Ritsumeikan University) to talk about their research and share their visions on the future of diversity and inclusion practices.



SPECIAL SESSION 1

Emerging Topics in Inclusive Leadership

Reinventing business education through diversity and inclusion

Lailani L. Alcantara, Ritsumeikan Asia Pacific University
Yoshiki Shinohara, Ritsumeikan Asia Pacific University

Driving business inclusive leadership by embracing Sustainable Development Goals (SDGs)

Rebecca Chunghee Kim, Ritsumeikan Asia Pacific University

Exploring the determinants of young inclusive leadership in Thailand: A research overview

Pajaree Ackaradejruangsri, Ritsumeikan Asia Pacific University

Towards inclusive leadership in national parks: Taking stock of efforts by Japan's Ministry of Environment to improve diversity in visitor management

Thomas E. Jones, Ritsumeikan Asia Pacific University

The development of inclusive leadership in the medical and tourism industries in Oita Prefecture

Malcolm J. M. Cooper, Ritsumeikan Asia Pacific University

SPECIAL SESSION 2

Empowering minorities through inclusion

Tsuda Vision 2030 and inclusive leadership research

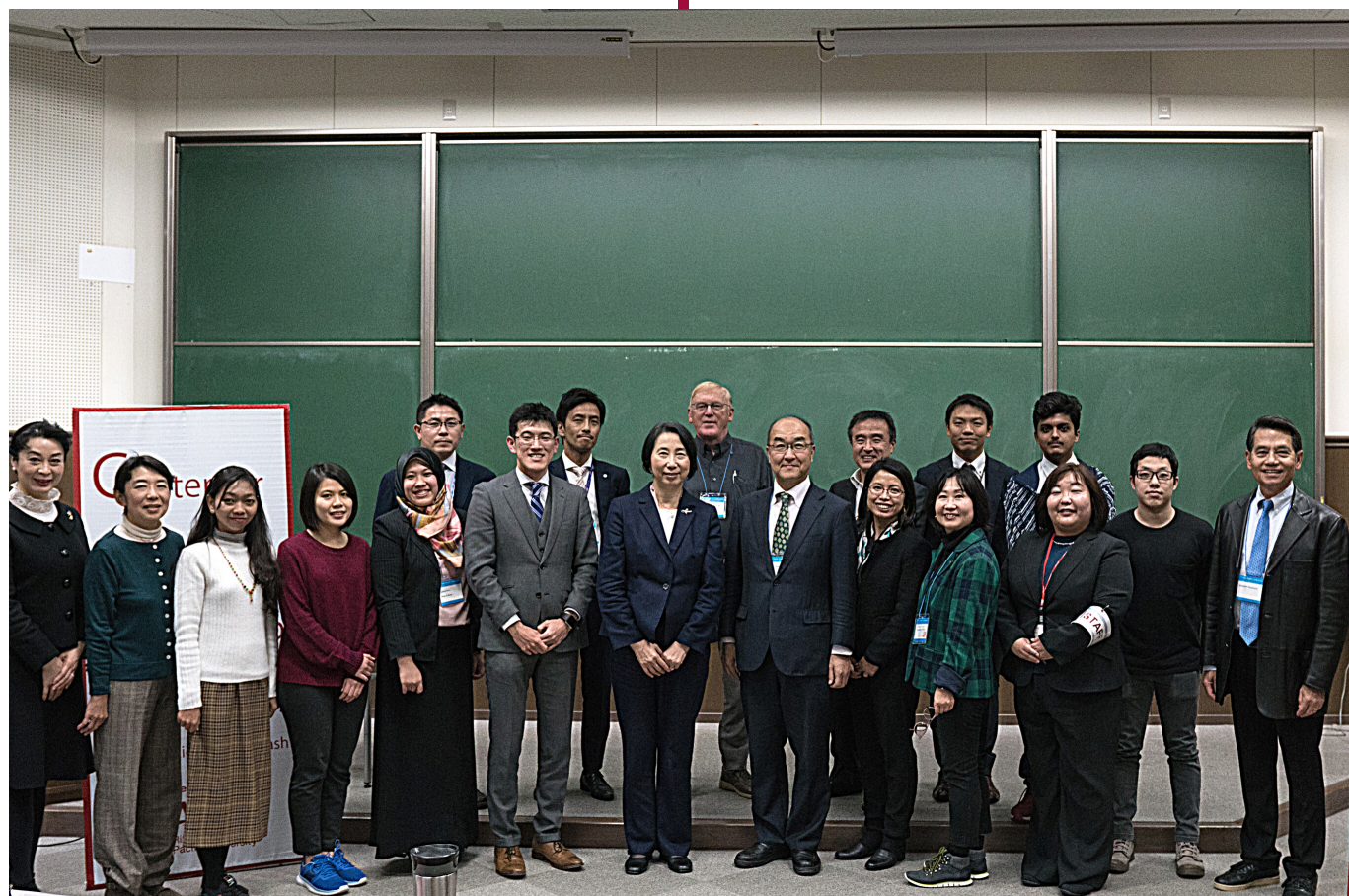
Yuko Takahashi, Tsuda University

Disability, diversity, inclusion—Convention on the rights of persons with disabilities

Osamu Nagase, Ritsumeikan University

Inclusivity in social entrepreneurship strategy

Yoshiki Shinohara, Ritsumeikan Asia Pacific University
Lailani L. Alcantara, Ritsumeikan Asia Pacific University



LECTURES

LECTURE ON INCLUSIVE LEADERSHIP

On December 1st, 2019, as part of APU's fourth installment of its 'Faculty Lectures in Tokyo' series and Tokyo Otona Daigaku Public Lecture series organized by East Japan Railway Company, Professor Lailani L. Alcantara of the College of International Management, Director of CIL, gave a lecture centered on the theme of "Inclusive Leadership." Held at Sapia Tower in Tokyo, the lecture saw audience of HR managers, employees of well-reputed companies and university faculty and staff.

Titled "Inclusive leadership: Why and how it matters?", the lecture aimed to (i) Discuss and differentiate diversity and inclusion, (ii) Describe inclusive leadership, (iii) Identify and reflect on the benefits of inclusive leadership and (iv) Practice tools for inclusion.

Drawing insights from research on diversity and inclusion, Dr. Alcantara discussed various tools to leverage the positive benefits of diversity and promote inclusion in work teams. Not only did the lecture provide useful insights but also gave the participants a chance to discuss their concerns about diversity and inclusion, and practice inclusion tools.

At the end of the lecture, guests were invited to think about how different values of diversity such as one's individuality, ability, and talents can be utilized to strengthen organizations and industries. They were also asked to consider how diversity can be applied in today's competition for highly skilled human resources, a competition that goes beyond borders.

The event was widely promoted on JR trains in Tokyo.



LECTURE ON PEACE & INCLUSION

On Monday, December 2, Mr. Akira Kawasaki, a member of the International Steering Group of the International Campaign to Abolish Nuclear Weapons (ICAN*) and a member of Peace Boat Executive Committee, was invited to the APU campus for the “Lecture Meeting about Leadership: Special Lectures for Peace” as part of the university’s 20th anniversary commemorative project.

The session was organized by the APU Peace Marketing Group, led by College of International Management Professor Seiichi Fujii and co-sponsored by the Center for Inclusive Leadership.

(*) **ICAN (International Campaign to Abolish Nuclear Weapons)**

is a federation of NGOs from around the world that undertakes a range of activities aimed at abolishing nuclear weapons. ICAN—which only has a small number of full-time staff at its headquarters in Switzerland—helped secure the passage of the Treaty on the Prohibition of Nuclear Weapons, and is currently working to get more countries, including nuclear powers that oppose the treaty, to sign the treaty.





Around 150 participants packed the lecture hall to join the lecture of Mr. Kawasaki entitled “Abolishing Nuclear Weapons and Creating Peace Around the World.” He spent the first half of the talk introducing the activities of Peace Boat, where he serves as a member of the Executive Committee. He referred to the Peace Boat as a “village of peace afloat on the sea” and explained how, over the years, it has provided numerous people with a chance to learn and think about the world’s various wars and disputes. He said one of these opportunities came in the form of the history textbook issue, and expressed the importance of deepening mutual ties among diverse people from different countries and regions to avoid disputes arising from differing views of history.

In the second half of this lecture, he talked about the activities of ICAN, which won the Nobel Peace Prize in 2017. He explained how ICAN, which is a federation of NGOs from around the world, undertakes a range of activities aimed at abolishing nuclear weapons, including speaking at the United Nations. He also explained that the Peace Boat organization is one of the members of the ICAN Steering Committee. It has participated in ICAN activities with its Orizuru Project, in which it invites atomic bomb survivors to travel around the world on the Peace Boat to talk about their experiences.

In the question-and-answer session after the lecture, students asked Mr. Kawasaki questions that he took time to answer carefully. He told the students that when you pursue any activity, differences of opinion will arise, so resolving these differences requires a process of open and inclusive leadership. The event served a dual purpose to both encourage students to involve different people of the world to solve peace issues, and also to talk about the understanding of peace on APU campus.

PREVENTS

AAPBS CONFERENCE REPORT

Founded in 2004, the Association of Asia-Pacific Business Schools (AAPBS) consists of over 130 member institutions from 30 countries and regions. To commemorate the 15th anniversary of AAPBS and also to bring member institutions around the world together, from May 14th to 16th 2019, with CIL's support, APU hosted "AAPBS 2019 Academic Conference".

More than 80 scholars and staff from member institutions attended the conference to discuss the future of business and business education in the Asia Pacific region. Professor Alcantara delivered a speech, introducing CIL and the Center's mission to promote inclusive leadership.

The conference invited two special guests to touch on the issues facing businesses in Japan. Mr. Yoshiaki Fujimori, Senior Advisor to the LIXIL Group, delivered a keynote speech on the reforms that Japanese companies will have to make to succeed under the pressures of globalization. Mr. Fujimori drew on his experience as an executive at General Electric in both US and Japan, and his efforts to grow LIXIL's international sales. He talked about the importance of top management's strong commitment to promoting diversity and inclusion. Dr. Gareth Monteath, Executive Director of Link Global Solution, Inc., then gave a talk on intercultural communication, focusing on the challenges of multicultural environments both in and outside of Japan.

The conference participants went for a site visit to Sanwa Shurui Co. Ltd., a beverage company in Oita Prefecture. The visit included a tour to production facilities and a panel session on the unique aspects of Japanese businesses and diverse need of Japanese consumers. Later, sessions back at APU featured talks on the future of Japanese and Chinese businesses, both domestically and internationally.



QS WORLDWIDE

QS worldwide is an international conference aimed at fostering academic excellence and innovation, connecting educational peers whilst promoting inclusion, discussion and drive for academic excellence.

On September 19th and 20th 2019, Dr. Toshitsugu Otake, CIL Managing Director, represented APU and CIL at the QS Worldwide held in Almaty, Kazakhstan. He was among the 211 academics from 108 institutions across 36 countries participating in the conference.

Dr. Otake shared with the audience CIL's role in addressing the increasing needs to fill research gaps in diversity and inclusion, and introduced CIL activities in his presentation on the "Research for Inclusive Leadership, Strategies for University Excellence: Research, Education, Social Responsibility and Beyond."



A total of 41 papers were presented during plenary and parallel sessions. The conference not only allowed participants to gain a better understanding of the higher education sector inside and outside of the Central Asia; but also provided them with a chance to share some of their best practices, network and establish partnerships between universities.



GLOBAL BUSINESS CASE CHALLENGE



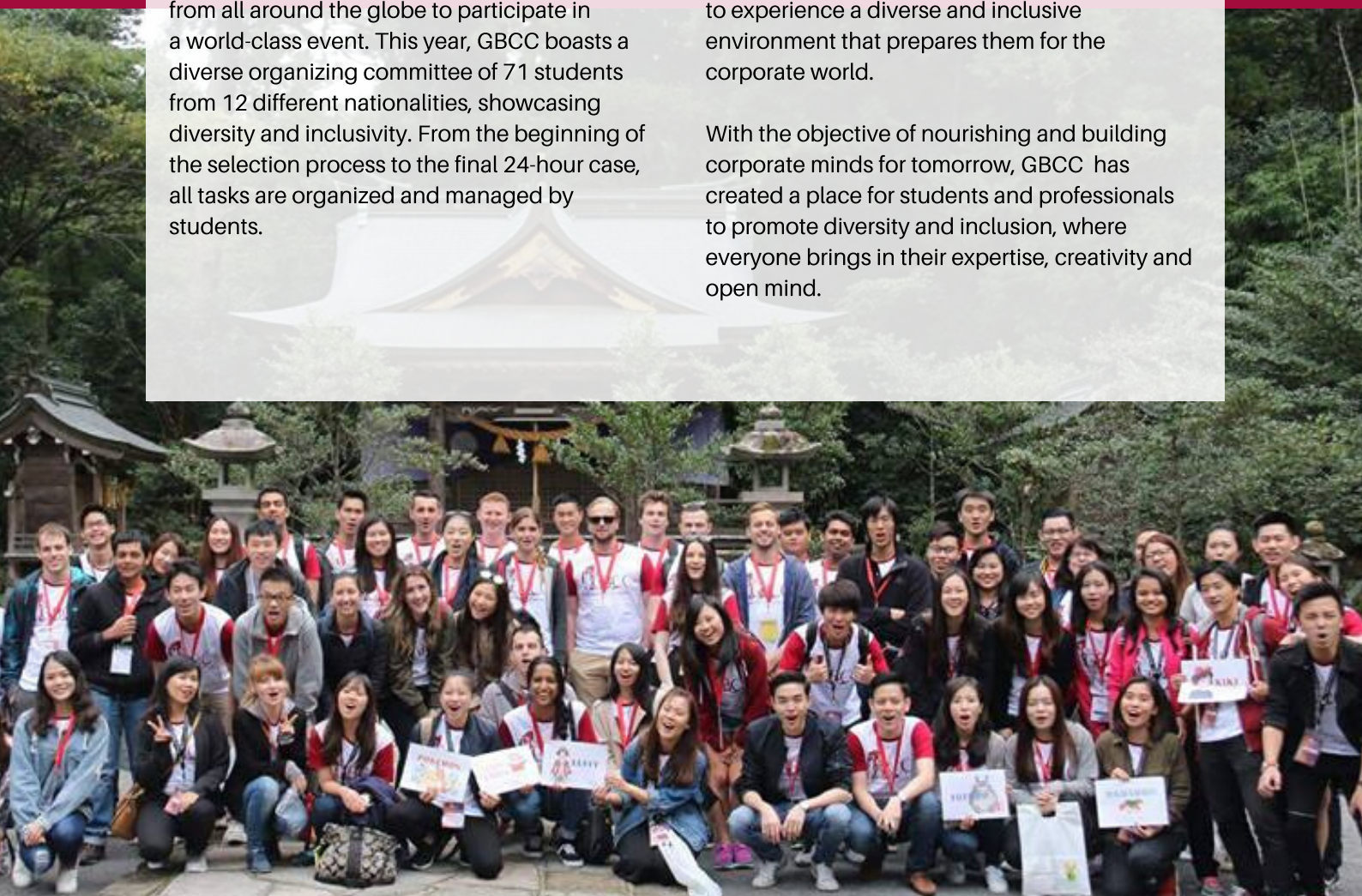
CIL supports and fosters student-led activities and events across APU campus, among which is the Global Business Case Challenge (GBCC).

GBCC aims to engage and develop a dynamic pool of young talents for our global society who will strive for creating solutions to real life business and social problems.

Every year, GBCC brings together students from all around the globe to participate in a world-class event. This year, GBCC boasts a diverse organizing committee of 71 students from 12 different nationalities, showcasing diversity and inclusivity. From the beginning of the selection process to the final 24-hour case, all tasks are organized and managed by students.

In an interview with the coordinator of GBCC 2018, student leader Mohammed Ihti Shamu said "GBCC was an experience of a lifetime. No matter how many months we plan, things keep evolving and changing at every moment of GBCC. So, the biggest lesson for all of us was being able to come up together with as many scenarios as possible for every event of GBCC and see how it all connects to the bigger picture." This event has truly pushed students to experience a diverse and inclusive environment that prepares them for the corporate world.

With the objective of nourishing and building corporate minds for tomorrow, GBCC has created a place for students and professionals to promote diversity and inclusion, where everyone brings in their expertise, creativity and open mind.



BGS SYMPOSIUM



Beta Gamma Sigma (BGS) is an International Business Honors Society to celebrate and encourage top performing students in AACSB accredited Business Schools.

To empower these young talents in APU's BGS Chapter, CIL took the initiative to fund and send three students (Amarjargal Altangerel, Radoslav Tsvetanov Tsvetkov, Aedan Malachy Gillespie Southeren) to the 2019 Global Leadership Summit held in Chicago. Over the 4-day summit, students from all over the world joined various debates and discussion on "What is the future of work?".

"I am deeply appreciative and thankful to the CIL and I wouldn't have had all these wonderful experiences without their unwavering support. I am also very happy that the center isn't like most other that focuses just on research, but it also wants its members and learners to improve with real life experiences!"

- Radoslav Tsvetanov Tsvetkov (APM, 4th Year Student)



CIL FORUM IN TOKYO

"INCLUSIVE LEADERSHIP: KEY FOR FUTURE JAPAN"

On February 7th, 2020, CIL Forum themed "Inclusive Leadership: Key for Future Japan" was held in APU Tokyo Campus. Dr. Chizuko Ueno, a sociologist, Professor Emeritus from the University of Tokyo and also chief director of Women's Action Network (WAN), was invited as the keynote speaker.

Haruaki Deguchi, President of Ritsumeikan Asia Pacific University, and Yoko Matsubara, Vice-Chancellor of the Ritsumeikan Trust, were among the panelists. The symposium saw a diverse audience including managers, employers, employees, scholars and students.

Professor Alcantara started the symposium by presenting diversity and inclusion-related issues in Japan and launching the CIL introduction video.

Dr. Ueno gave an insightful presentation on Japan's aging society and its healthcare systems. Not only did she present evidence of alarming issues but also suggested necessary steps that the government needs to consider in order to tackle current and upcoming issues.

Following the keynote presentation by Dr. Ueno, a panel discussion was facilitated by President Deguchi. The discussion shed lights on of the question whether companies should promote diversity and inclusion because it is the right thing to do or because companies can benefit from it. The event wrapped up with a Q&A time followed by a networking session.



FEBRUARY 2020

4,549

LIVE STREAM VIEWS

INCREW

As part of CIL's endeavour to empower students to be tomorrow's global leaders, CIL closely supports a unique group of students called "INCrew". INCrew is a student-led organization dedicated to promoting inclusion and inclusive leadership in APU. The "crew" is planning a series of exciting events and activities in AY2020 to celebrate and raise awareness about inclusion.



CIL ON SOCIAL MEDIA



Facebook page active since

Feb 25, 2020



226

followers

(as of Mar 28, 2020)



2,085

engagements

reached

9,110



accounts

750

video views

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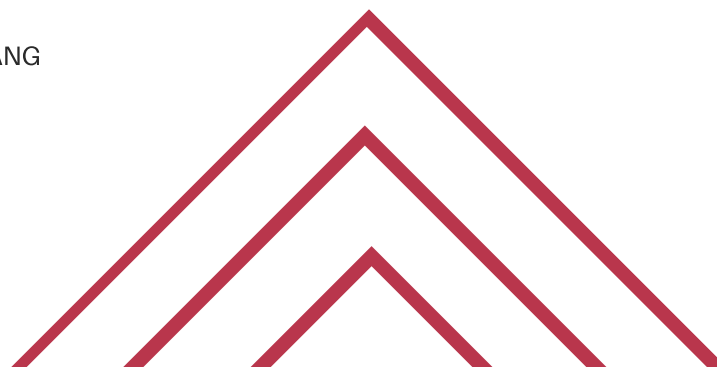
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