

Minutes of the 4th Meeting of the Ritsumeikan Asia Pacific University Presidential Candidate Selection Committee

Date/Time : Tuesday, February 10, 2026, 18:00~19:40

Place : Conference Room No.5, 3rd Floor, APU Main Administration Building (attendance also via Zoom)

Attendees:

Presidential Candidate Selection Committee:

Chairman: ASANO Akito (Vice-President, Executive Trustee)

Members: CHEN Ching-Chang (Professor, College of Asia Pacific Studies)

VYAS Utpal (Associate Professor, College of Asia Pacific Studies)

YOO Bosul (Associate Professor, College of International Management)

FUKUYAMA Kimihiro (Associate Professor, College of International Management)

YOTSUMOTO Yukio (Professor, College of Sustainability and Tourism)

YAMANE Tomomi (Associate Professor, College of Sustainability and Tourism)

JUNG Jonghee (Associate Professor, Center for Language Education)

TSURUHARA Toshiyasu (Associate Professor, Education Development and Learning Support Center)

HINO Satoshi (Deputy Director)

KONGO Rie (Assistant Manager, Outreach& Research Office)

TERAI Toshihiro (Assistant Manager, Outreach& Research Office)

PARK Seungwoo (Assistant Manager, Academic Office)

MATSUGU Junichi (Alumnus)

UWINEZA Celine (Alumnus)

ABDULLAH Junaid (Alumnus)

JHA Ashmi (APU Student Future Visionary Vice President)

ARAMAKI Junko (Domestic Student Supporters' Association)

Presidential Candidate Selection Control Board:

Chairperson: KIKKAWA Takuro

Members: ACKARADEJRUANGSRI Pajaree

MIYAHARA Kumi

Secretariat : INOUE Chikako (Deputy Director-General, Ritsumeikan Asia Pacific University Administration)

FUJIWARA Masato (Manager, Office of Institutional Planning)

KOZURU Kyoko (Staff Member, Office of Institutional Planning)

* Underline: Absentees

Attendance: 16 out of 18 members in attendance, quorum established

Signatories of the minutes: TSURUHARA Toshiyasu, HINO Satoshi

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Agenda

1. Approval of the minutes of the 2nd and 3rd committee meetings

→Approved.

2. Regarding feedback on the draft application guidelines and revisions proposed by the secretariat

Chairman Asano presented a summary of the opinions submitted to the public hearings and the survey and, based on those opinions, the secretariat explained the draft amendments prepared by the secretariat.

- CHEN: The proposed revisions do not adequately reflect the opinions of APS faculty. I am aware that at APU there has been extensive discussion to date regarding suitability, academic qualifications, and international experience as qualities sought in a President. Although there is an option to continue the current practice and proceed with the existing proposal, I find that position somewhat weak. Lowering the standards would, as a result, increase the probability that an individual who may not be able to make sufficient contributions to the university would be appointed as President. Therefore, I believe it would be preferable to tighten the standards. APU is international and aims to become a research university. If a member of the academic community is to become President, it is both natural and the minimum expectation that the President should hold multiple academic degrees.
- FUKUYAMA: I think the secretariat's proposal is acceptable. APU is unique, and to make the most of it, it is better to keep the scope relatively broad. Considering appointing a President who is unique, including scholars and practitioners, the current proposal seems acceptable. While it is preferable for the President to emerge from within APU, I do not believe that an internal candidate should be chosen simply for that reason. APU should seek change and continue to approach future President selections with the intention of effecting further change.
- YAMANE: At ST, it was suggested that the President should demonstrate not only management skills but also leadership. Additionally, since the matter has already been discussed multiple times within the committee, it appears that there is nothing at this time that can be reflected in the public recruitment guidelines. I believe it is important to make the selection process transparent and to choose candidates who APU can be proud of.
- HINO: In university administration, a broad range of capabilities is required in addition to knowledge of educational reform, organizational management, and higher education theory, including finance and governance. Recent academic discussions have emphasized not only whether one holds a doctoral degree but also comprehensive leadership, practical experience, international management, and the ability to lead diverse personnel. Therefore, the policy of not requiring a doctoral degree as a prerequisite for President candidates can be regarded positively from the perspective of broadening the pool of candidates. On the other hand, considering the university's academic credibility and external evaluations (e.g., obtaining AACSB accreditation), it is necessary to carefully examine the criteria by which understanding of educational research, achievements in graduate education, and trust relationships with academia—serving as substitutes for a doctoral degree—will be assessed. In summary, while a framework that does not require a doctoral degree is desirable, it is important to robustly develop appropriate alternative evaluation criteria going forward.
- ABDULLAH: Rather than focusing solely on organizational fundamentals and internal issues, we need an individual who can promote the APU brand to the world and serve as a bridge between APU and the international community. We expect the candidate to possess a global perspective. Given that societal and global changes are already underway, it would be inappropriate to refrain from initiatives that include new strategies and modes of thinking, the adoption of AI, and other emerging technologies and educational approaches. We require a person with progressive thinking. While an academic background is certainly important, I believe that, to a considerable extent, global leadership and international experience are even more crucial. Professional networks and world-class professional experience are extremely important to

the overall APU brand. In particular, now that we have reached 25 years since our founding, we need to intensify our efforts based on our past achievements.

ASANO: As with the previous time, the main point of contention was the handling of academic degrees—specifically whether to require a doctoral degree for candidates for the President. The university is global, and there is an opinion that a doctoral degree is necessary, particularly from the perspective of obtaining international accreditation. On the other hand, for those employed as corporate executives, at international organizations, or at government agencies—especially Japanese nationals—a degree is not necessarily required for employment. Therefore, at the previous meeting, the conclusion was that it might be best to adopt an approach to degree qualification that accommodates both situations. This is not a matter of one being inherently better than the other; in the actual selection process, if a candidate holding an academic degree demonstrates superior experience or appears more important for the university's future development, that candidate should be chosen. Conversely, a candidate without a degree may be selected as President if they are able to generate social impact or advance university–society collaboration. In order to preserve the option, I would like to proceed with the original proposal on this occasion; may I ask the committee members for their opinions?

YAMANE: It is advisable to revise the Japanese version of the application guidelines, as the abbreviation “IR” in that context likely refers to the APS field of International Relations.

YOTSUMOTO: Is the frequent response in the consolidated results, "We will take this as a request for the new president." an indication that nothing will be done?

ASANO: We are consolidating opinions with the aim of reflecting them in the draft application guidelines. Items that were described as being received as requests to the new President from that perspective will not be reflected in the draft of the public recruitment guidelines. We, the selection committee members, intend to acknowledge these opinions and incorporate them into the future selection process.

YOTSUMOTO: Isn't it difficult to reflect all opinions in interviews and the like?

ASANO: I believe it is possible to include follow-up questions during the interview for candidates that take into account the feedback received this time.

CHEN: Concerns have been raised regarding the chairperson's neutrality. APS faculty consider it important that the selection process itself be fair and carried out as expeditiously as possible. What are your views regarding neutrality and involvement in the selection process?

ASANO: The chairperson of the selection committee is one of the committee members, and in terms of role I recognize that I serve as the chairperson of the selection committee.

CHEN: I will respond to the APS faculty accordingly. I believe the chairperson's role is to facilitate coordination, discussion, and decision-making.

ASANO: Please understand that both previously and now we have been conducting the committee's operations faithfully.

This time as well, we consolidated opinions through public hearings and surveys; the aggregated opinions were read carefully and thoroughly over time, and a draft response is presented today to solicit the selection committee members' views.

We will discuss this draft response and revise the necessary portions.

As chair, I have no intention of making unilateral decisions on anything.

I intend to continue proceeding with that approach going forward.

MATSUGU: Would it be better to state explicitly from the outset that the President is expected to relocate

to Beppu?

ASANO: Please allow me to withhold whether it should have been explicitly stated from the outset.

JUNG: I have no objections to the Secretariat's proposal on this occasion.

Regarding the phrasing that it will be "We will take this as a request for the new president." please consider making the expression slightly more polite, as the current wording may cause misunderstanding among those who offered their opinions in good faith.

ASANO: Provide supplementary notes regarding the wording of the document. We intend, in principle based on today's discussion, to finalize and proceed with the public solicitation using the proposed application guidelines. Several minor textual revisions will be made by the secretariat.

3. Regarding the schedule for the next session and beyond

Chair Asano reported that the secretariat will coordinate the schedule for future committee meetings by email.