

Graduate School of Management, Kyoto University
External Evaluation by External Advisory Board Member

October 31 (Tuesday), 15:30-17:00

Location: Kyoto University

Agenda

1. Greetings from Dean Sawabe
2. Introductions
3. Explanation of the Graduate School of Management, Kyoto University's current situation, challenges and opportunities
4. Matters for Discussion
 - Research Activities (Presented by Professor Wakabayashi)
 - Educational Activities (Presented by Professor Yamada)
 - Learning Environment (Information and Documentation Facilities) (Presented by Professor Matsui)
 - Promoting Internationalization (Presented by Professor Colpan)
5. Submission of written feedback from Professor Tan
submission deadline: 17th November, 2023
Feedback to be submitted as a single A4 word file and emailed to:
International Accreditation and Communications Office Representative
(Aoi Nomoto) nomoto.aoi.3u@kyoto-u.ac.jp

Graduate School of Management, Kyoto University
External Evaluation Participant List

[External Advisory Board Member (Attending member)]

Professor Barış Tan
Koc University

[Kyoto University Members]

Professor Norio Sawabe
Dean, Graduate School of Management, Kyoto University

Professor Tadashi Yamada
Vice-Dean, Graduate School of Management, Kyoto University

Professor Naoki Wakabayashi
Director of the Center for Research in Business Administration

Professor Hiroyuki Matsui
Chair of the General Affairs Committee

Professor Asli M. Colpan
Chair of the International Relations Committee

[Administrative Staff]

Ms. Miyako Furuta
Secretary for Dean's Office of the Graduate School of Management, Kyoto University

Ms. Aoi Nomoto
International Accreditation and Communications Office Representative

Feedback Report for the External Advisory Board Meeting

Prof. Dr. Barış Tan, Koç University

November 3, 2023

I visited Kyoto University Graduate School of Management, during October 30 - November 2, 2023, as an External Advisory Board member. During this period, in addition to the External Advisory Board meeting, I also attended two meetings to discuss the structure and the plans regarding the iGSM program and the status of EQUIS accreditation midterm progress report in detail. This short feedback note summarizes my main observations and suggestions drawn from these meetings and the information I acquired in my previous meetings with the school's leadership and faculty.

The main issues we discussed at these meetings are related to structuring the Kyoto GSM's program portfolio, monitoring research activities in different areas, faculty-related issues, physical space requirements, internationalization, quality assurance and the progress regarding the developmental areas identified by EQUIS.

- **Program Portfolio:** My main suggestion is combining all the English and Japanese programs under a single program that may be referred as Kyoto MBA. In this structure, the current programs can be offered as different tracks for the students. All the English and Japanese courses should be open to all students. Making this change requires unifying the admission processes and requirements (excluding the language requirement for the English programs.)
- **Research:** Increasing research impact is one of the EQUIS developmental goals. The research at Kyoto GSM is multidisciplinary and covers areas, such as environmental studies and waste management, that are not typically covered in business schools. It is important to report the research activities and outputs in a way that will convey the multidisciplinary research at Kyoto GSM as an enriching and distinguishing feature to an international audience. Furthermore, the quality and quantity of research output in different outlets should be monitored and reported with the relevant breakdown, such as publications in FT40 journals, top international journals (e.g., top 10% cited or ABS journal 4*), international journals, Japanese journals, professional magazines, case studies, publications related to UN SDG categories etc. While setting targets and asking all the faculty members to work towards these targets would be a top-down approach that is common in many Western business schools, discussing the progress of these results on a yearly basis with the whole faculty may also lead to a similar positive change in Kyoto GSM.
- **Faculty:** Improving faculty sufficiency is one of the EQUIS developmental goals. The number of female and international faculty should be increased. While Kyoto GSM has a very high faculty/student ratio, using many adjuncts and visiting faculty creates a confusion. The number of adjunct and visiting faculty seems to be high considering the teaching requirements. The number of elective courses to offer each year should be determined considering the target average number of students in each course. This will indicate the adjunct and visiting faculty requirements in a considered way. The processes related to appointing, evaluating, and deciding on the renewal of adjunct and visiting faculty should be improved.
- **Internationalization:** Developing a detailed strategic plan that includes internationalization is one of the EQUIS developmental goals. Internationalization covers all the activities of the school. The action plan should include all the actions to improve internationalization of programs, students, faculty, research, executive education, and corporate connections with the relevant key performance indicators.
- **Quality Assurance:** Developing a quality assurance system is one of the EQUIS developmental goals. A comprehensive process should be developed to identify the intended learning objectives (ILOs) for all the programs, ILOs for each course, and review programs regularly. A special attention is required to assure the quality of the content, delivery, and assessment methods used in the courses offered by the adjunct and visiting faculty.
- **Physical Space:** One of the main challenges Kyoto GSM faces is the physical space. Kyoto GSM needs a dedicated larger space or a new building. If this is not possible, the current space should be improved. Its physical space should deliver the brand message of Kyoto GSM clearly to all the visitors. It would be better to have all the bilingual signs. The status of the physical resources can be an issue for the next reaccreditation visit.
- **EQUIS Progress:** The activities related to accreditations should be viewed as vehicles to improve the quality of the school. Accordingly, the actions to address the issues raised by EQUIS can be decided considering their importance to the school. All the issues discussed above are related to the EQUIS developmental goals and the quality dimensions. The progress report should reflect the developments in these areas since May 2023, preferably in quantitative terms based on selected KPIs. At the same time, the progress report should be written in a way to inform the new members of the next peer review team and reiterate the important issues such as the restrictions imposed by the government, endowed chair system, bottom-up culture in academia among others to EFMD.

I congratulate the school's leadership, faculty, and administration for the successful results obtained during the previous year and wish the best for the coming period.