


June 10, 2020

**Policy Statement**

<b>Name &amp; Occupation</b>	Position: Distinguished Professor, Vice President, Dean of the Institute for Advanced Study, Kyushu University	Print name: Hiroyuki Sasaki Signature / Seal: 
<p>(Policy Statement)</p> <p>Since its foundation in 1911, Kyushu University has made outstanding achievements as one of the leading comprehensive universities in Japan and has produced a large number of capable people. On the occasion of the centennial of Kyushu University, the university made a point of highlighting its vision that “with continual and autonomous reforms, while guaranteeing educational quality at an international level, we will aim to be a top-level education and research hub marked by vitality and a willingness to address future issues”. In our Designated National University Corporation Initiative, we proposed Kyushu University Vision 2030: “co-creating across boundaries: building a better future from Asia by cultivating openness to obtain prominence”.</p> <p>The next president of Kyushu University is expected to have strong leadership to achieve this vision by making the best use of the university’s location and strengths, and bringing together the full potential of our faculty, students, and administration. In addition, the next president is required to have the ability to make better use of our resources and act swiftly and appropriately in response to disasters and pandemics.</p> <p>I have been involved in research and education at Kyushu University and National Institute of Genetics (an Inter-University Research Institute), developed a new research field of life science, and served as president, director, councilor, advisor, or organizer of domestic and international academic societies, meetings, and consortia. For MEXT and various government agencies, I have been involved in investigating international research trends, fostering young scientists, and planning R&amp;D strategic goals. As the director of the Medical Institute of Bioregulation at Kyushu University, I established a new research center and an inter-university research network. As a vice president of Kyushu University, I introduced a system to visualize the university’s research performance, introduced state-of-the-art research facilities and a sharing system, supported faculties’ acquisition of research funding, and promoted industry-government-academia collaboration. I will devote myself to the further development of Kyushu University by making use of my achievements and experiences.</p> <p><b>Reinforcing Research and Developing World-leading Education</b></p> <p>The future for Kyushu University that I envision is “a top-level research and education hub in Asia”, which is consistent with the goals stated in the Designated National University Corporation Initiative. To achieve this, I will continually introduce and renew state-of-the-art facilities, allocate sufficient budgets for electronic journals, support the financial basis of all faculties, exhaust every effort to secure faculty members’ research time, and promote digital</p>		

transformation to create an environment where excellent researchers gather. Since fundamental research based on free ideas and deep insights into history and society are precious assets of humanity, I believe it is the mission of the comprehensive university to develop and deepen all areas of humanities and sciences. I strongly support cooperation to obtain external funds rather than competing for resources within our university. I will set appropriate evaluation indexes for each field in order to bring out the best abilities of faculty and students.

Research and education are inseparable. I will support further developing Kyushu University's unique educational initiatives, such as the Faculty of Arts and Science and the School of Interdisciplinary Science and Innovation, and promote a more extensive fusion of humanities and sciences through problem-based learning. I will also support students' self-motivated activities and foster young talents who contribute to SDG's and Society 5.0 in the post-Covid-19 era. I will expand the current learning analytics system and create a world-leading management system of teaching and learning. I will support accepting a variety of students with reasonable accommodation, listen to the voices of the faculty, students, society, and industry, and make continuous improvements to guarantee the quality of education at an international standard.

### **Promotion of Internationalization and Diversity**

I believe the key to the sustainable development of Japanese universities is internationalization and diversity. Interaction between faculty and students with diverse nationalities, ages, sexes, and thoughts will create innovation. I have several plans to realize this process: acceleration of the Renaissance Project, which strongly supports young faculty members, establishment of new posts to foster young talents at the Institute for Advanced Studies, expansion of telework, and active promotion of female and foreign faculty members to higher academic and executive posts, avoiding unconscious biases. As a vice president of Kyushu University, I have been working with foreign research administrators to create a network of foreign faculty members and support them in acquiring research funds. I will facilitate the use of English not only in research and education but also in administration, improve the language capability of administrative staff, and strongly support collaboration between foreign and Japanese faculty members. I am convinced that internationalization and diversity will lead to increased enrollment of excellent international and Japanese students.

### **Leadership and Governance**

I will routinely talk with the faculty and staff members of each department and make management decisions by incorporating on-site opinions on research, education, and hospital activities. I will improve the vertically segmented administration and reduce the number of meetings, recruit younger people to executive posts, and form a compact management system that enables strong presidential leadership. I value the concept of shared governance and may consider the placement of a provost where appropriate. The ideas, plans, and policies of the president and executives will be quickly disseminated throughout the university using, for example, direct messages from the president. I will make the public

relations system more international and effective, resulting in the quick dissemination of our activities and up-to-date research outcomes.

### **Contribution to Society and Financial Base**

I will promote industry-government-academia collaboration for joint research and social implementation of our research outcomes. I will strongly support entrepreneurship of the faculty and students, working together with “start-up city Fukuoka”. Kyushu University Hospital, which is one of the best university hospitals in Japan, will serve as a center for various R&D on medicine and public health in the post-Covid-19 era. I will try to invite more joint projects by, for example, investing in outside companies. I envision that each Kyushu University campus will be a center of industry-government-academia collaboration with a specific aim: Ito Campus for proof-of-concept experiments, Hospital Campus for advanced medical technologies and drug discovery, Ohashi Campus for design and art, and Chikushi Campus for cutting-edge technologies. In addition to competitive grants and joint research funds, I will call for more donations from alumni associations, for example, and will sell the land of Hakozaki Campus according to agreements with the national and local governments.

### **Towards a Transparent and Rewarding Workplace**

Let us remove less-important and inefficient procedures, documents, meetings, systems, and sections in administration and in each faculty. Let us proceed with working on-line. Then we will have sufficient time and energy for research and education, and our performance will naturally improve. Doing so will also promote gender equality and transparency of organization and systems, thus creating a more rewarding workplace.

As someone who enjoys mountaineering, I have learned a lot about leadership from my time in the mountains. The leader of a climb must keep track of weather changes and members' physical condition, sometimes has to change the original plan or approach, and is responsible for the safe ascent and descent of all members of the party. To achieve our vision outlined in the plan for Designated National University Corporation Initiative, which is shared by all the faculty, staff, and students, I will reconsider performance indicators and strategies where necessary and create an internationally recognized hub for research and education that contributes to society.