


Form No. 2 (Re: Article 6)

June 10, 2020

Policy Statement

Name & Occupation	Position: Executive Vice President and Senior Vice President of Kyushu University	Print name: Tatsuro Ishibashi Signature / Seal: 
<p>I believe that we must create an environment that respects “academic freedom” and “researcher autonomy” as described in the Kyushu University Education Charter; that we provide an environment of free, active learning for students; and that we maintain an environment where faculty members and students unite to build the vision for the university. Furthermore, we should aim to become a world-leading university as declared in the Designated National University initiative that co-creates and collaborates with Asia to build a research and educational environment and financial base as a global leader through self-reforms. This is the mission of the next president of the university.</p> <p>The novel coronavirus pandemic is having a dramatic impact on our lives. Under these circumstances, Kyushu University has an important role to play in realizing a new and sustainable society with an eye toward an age with coronavirus and beyond.</p> <p>[Building governance and demonstrating leadership that emphasizes research and education] First, through strong, flexible leadership and governance focused on frontline activities, I will work to build an environment where all 28,000 students and faculty members of Kyushu University can demonstrate their true abilities. To this end, the following three elements are especially important: (1) to ensure the time required for research and education, (2) to strengthen the financial base and infrastructure for the development of a free and open research and education environment, and (3) to maintain a continuous dialog with the research and education departments.</p> <p>With regard to (1), I will strive to comprehensively reduce administrative work by reviewing the number and size of committees and reducing the time spent in meetings using ICT. With regard to (2), I will work as the president to acquire major external funds and work to increase fundraising and to strengthen the collaboration with the alumni association. For (3), the president will work with other university executives on the demands for a vision for the future, take advantage of all opportunities to directly communicate with faculty members and students, strive to make continuous improvements that open up new perspectives, while never remaining satisfied with the current situation.</p> <p>I have always believed in finding solutions through dialog. At the same time, I will make optimal decisions after considering the perspectives of both operational staff and management, and above all, after clarifying that the ultimate responsibility lies with the president. To that end, I will reorganize the system and the roles of the Executive Department, which is the management body of the university, so that the leadership of the president can be exercised flexibly and effectively.</p> <p>[Creating a research and education base of the highest standard] Our goal is to become a university of the highest standard. This means that we must attract diverse human resources with outstanding intellects from all over the world, and the</p>		

foundation for this is human resources. In addition to the three important elements described above, I believe that university operations and management centered on people hold the key to further growth into a university base that is competitive with the rest of the world.

For this reason, I will steadily implement the Renaissance Project, which is a seamless and sustainable human resource development plan for undergraduate and graduate students and researchers, and work to enhance problem-solving and literary-integrated education in the School of Interdisciplinary Science and Innovation, and STEAM education that includes elements of art. The development of this cutting-edge type of education is possible because Kyushu University has a comprehensive and wide range of excellent academic fields. In order to further enhance the university's strengths, I will cultivate "knowledge professionals" who can play an active role in the world and work to create a university where students seek to emulate their teachers and become researchers through a graduate school that is integrated with overseas institutions, as well as through industry-academia-government collaboration. In addition, I will further promote diversity and develop mechanisms that allow passionate researchers, whether in basic or applied fields, to concentrate on their research in a fulfilling environment, including intensive support for young researchers.

Going forward, it will be important to strategically identify the fields that can be expected to create new research strengths based on analyses of global conditions and future forecasts. To that end, I will review the systems of the organization responsible for planning and proposals and establish a new organization that will conduct research strategy management from a bird's-eye view of the entire university.

[Establishing a virtuous circle of research and social development]

The starting point for strengthening the university's research capabilities is to support innovative research ideas by individual researchers and to continuously produce outstanding research results. In addition, the university is expected to be a pioneer not only in the region but also in the world. For this reason, I will strive to discover promising research in basic technologies, enhance industry-academia-government co-creation, and support initiatives for university-launched venture companies so that we consistently produce cutting-edge research that advances society. Utilizing and developing the characteristics and networks of each region of Ito (the center for general science/demonstration experiment base), Chikushi (the advanced science fusion base), Ohashi (the advanced design base), and the hospital (the biomedical science base), I will work together with local governments, companies, and citizens to promote initiatives that lead to the formation of an international urban academic research zone, including the creation of knowledge, the deepening of learning, the expansion of joint research, and practical application and commercialization. Through these activities, the University will become the driving force in the near future to transform the area around the Ito campus into a vibrant community bustling with international people.

As a researcher and educator at Kyushu University, I have been involved in basic and clinical research (with about 450 original English papers published in *Nature* and *Nature's* sister journals) as well as industry-academia collaboration. Last year, BBG, a self-developed ophthalmic surgery aid, was officially approved by the US FDA—a first for a Japanese university. I also served as the director of Kyushu University Hospital for four years, and as a result of bottom-up activities through active dialog with staff members and management as the head of the hospital, I achieved top-class management performance among national universities. For the past two years, I have managed the University as the director of Human Resources and the hospital, and in terms of the coronavirus, I worked with the prefectural governor, the Prefectural Medical Association, and four universities in the prefecture to

implement countermeasures to contain the infection. I am convinced that my experience, management skills, communication skills, crisis management skills, and leadership skills can be used to the fullest as the president of the University as it undergoes a period of major change. Innovative ideas that lead to flexibility in response to change and problem solving are born from extensive experience and a bird's eye view. I will do my utmost to realize the "Leap into the World's Best 100" and to transform "My beloved Kyushu University" into "A World-Leading University That Co-Creates the Future from Asia."