

October 20, 2025

## Policy Statement

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<p>(Policy Statement)</p> <p>Kyushu University, established in 1911, is a Designated National University Corporation that has long served as a hub of knowledge connecting the region with the wider world, leveraging its geographical advantage as the gateway to Asia. Over the decades, the university has produced many graduates who are active not only across the broader Asian region, including West Asia, but also throughout the world, contributing to international society in diverse ways.</p> <p>Today, however, we stand at a major crossroads. Japan faces a declining birthrate, financial constraints, intensifying global competition, and profound changes in local communities. To overcome these challenges, Kyushu University must not only make full use of national frameworks but also identify its own strengths and weaknesses and pursue bold, self-driven reform. Drawing on my experience in research and academic leadership in both Japan and the United States, I am determined to guide Kyushu University toward becoming an international hub of knowledge creation representing Asia.</p> <p>I envision Kyushu University evolving into a university that supports challenges, connects the region with the world, and nurtures people. To realize this vision, we must embrace our mission as a comprehensive university, which creates new value through the mutual inspiration of the humanities and sciences, while engages deeply with global, ethical, and cultural challenges.</p> <p>To support challenges means to further strengthen our world-class research capacity and to create an environment where the younger generation can dream freely and boldly pursue new knowledge. We should create an environment where everyone's initiatives are supported and their achievements fairly recognized, regardless of age, gender, or background. We will also further enhance our strengths in entrepreneurship and leadership education, as well as support for start-ups.</p> <p>To connect the region with the world means to reinterpret the issues facing Kyushu and Fukuoka within a global context, share our research outcomes internationally, and contribute to social transformation through policy proposals and institutional innovation. We will establish co-creation platforms with local governments, industry, and communities across our campuses to promote collaborative projects. Furthermore, we will strengthen our domestic and international networks with universities and research institutions and work to create global platforms that integrate education, research, and industry collaboration.</p> <p>To nurture people means to build a culture in which individuals from diverse backgrounds can fully express their abilities, learn from one another, and grow into people who drive social change and leave a lasting mark on history. We will expand opportunities for undergraduate students to engage in cutting-edge research and social practice, helping them find their own purpose and develop the ability to contribute meaningfully to</p>		

society. We will advance globalization and digital transformation, while creating a system for early-career faculty to share ideas directly with the president, boosting university creativity and vitality. Enhancing infrastructure to support campus life, including transportation and living conditions centered around the Ito Campus, will also remain an important priority.

Today, many national universities face severe financial difficulties. Yet this challenge should be seen not only as a trial, but also as an opportunity for transformation and growth. Kyushu University must strengthen its institutional capacity to secure both public and private funding through creativity and university-wide collaboration. By making full use of international and national grants, budget requests, industry partnerships, strategic communications, and even university bonds, we will pursue a strategic and flexible financial design that allows us to look across the entire university. We will also promote the co-creative utilization of the university's diverse resources such as human talent, research infrastructure, and intellectual property.

A solid financial foundation leads to greater flexibility in personnel policy. We will establish transparent and strategic frameworks that attract and support diverse researchers, introduce cluster-based appointments in key fields, and provide opportunities for leading scholars to continue their work beyond retirement. Every member of the university must recognize their role in the interconnected cycle of education, research, personnel development, and social transformation, and actively contribute to the university's growth from their own position.

To make Kyushu University an organization where individual aspirations resonate and unite into collective strength, what we need is not merely organizational restructuring, but the cultivation of an environment and culture that empower people to take on new challenges beyond existing boundaries. I intend to instill the spirit of "Challenge-Driven Governance" throughout the university. For large-scale projects in any field, we will use an ambidextrous management system. Under the direct coordination of the president, two executive teams will be established: a Strategic Planning Team responsible for research initiatives and an Integrated Management Team overseeing education, research, and finance. By deliberately separating the functions of planning and implementation, this system enhances creative freedom during the conception stage while ensuring coherence and consistency in execution, allowing for a more flexible and innovative university management.

The healthy functioning of each faculty and school is the essential foundation for all of these strategies. The university oversees sustainability, while each faculty is responsible for comprehensive member evaluation, communicating its vision to leadership, and dedicating time to autonomous reform and talent development. At every stage of this process, important decisions must be made through in-depth, face-to-face discussions, fostering mutual understanding and consensus between the faculties and the executive leadership.

I deeply love Kyushu University as a global community of knowledge entrusted with the mission to shape the society of the future. A university that embraces challenges, connects the local and the global, and nurtures people with vision and courage. At this critical moment, when the very purpose of Kyushu University is being tested, I will devote all my experience and energy to realizing this vision—together with every member of our community.