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Incorporation Is a Good Opportunity for Hitotsubashi University.

Josuikai Will Create a New Relationship with the University and Join Hands to Make the University One of the World's Finest.

Hitotsubashi should further raise its quality of education and go from being top in Japan to being top in the world. The University should develop human resources befitting the Hitotsubashi name.

Hitotsubashi University entered a new phase in its history in April 2004 when it became a corporation. This is an important opportunity for the University. The era has dawned where the University has more freedom in its operations and its true abilities will be tested.

Hitotsubashi University remains one of Japan's top universities in the social sciences today. I would like to see it make the most of this opportunity, set its sights on the international arena, and become one of the finest universities in the world.

As you know, universities have two key objectives: education and research. Hitotsubashi University has a proud history as a research university and has produced many outstanding breakthroughs in the social sciences. This is important, but today the University is being called to further enhance the quality of its education. The reason is clear: it is people who will bear the future of Japan and of its government, society, industry, and business. Hitotsubashi has a fine tradition of seminars which have served as opportunities for students to learn about their field of specialization and to develop themselves as human beings. Hitotsubashi's seminars are an example of the University's excellence, and I would like to see Hitotsubashi review its tradition of seminars once again and further increase opportunities for contact between students and professors.

I am overseas for work about sixty days of the year. When I travel abroad, Japan naturally comes to mind, and I think about it while in the airplane or at my destination. I think not just about my company, but also the current situation in Japan and future outlook for

the nation. In my reflections on Japanese politics, economics, culture, and the like, I have come to one conclusion: people are of key importance, and human resources development is paramount.

With its history of liberalism, Hitotsubashi University is original and unusual for a national university. Taking full advantage of this good point and its increased level of operational freedom as a corporation, the University should attempt more new projects and reforms than it has in the past. I would also like to see it train lots of outstanding human resources – people who have originality in the true sense, people who have an international outlook, people who can become Japan's leaders. By promoting its originality and distinctiveness and developing high-quality human resources worthy of the Hitotsubashi name, the University will become a source of new dynamism for Japan.

A management mindset is crucial for the University as an independent corporation. Josuikai will create a new relationship with the University and make a unique contribution.

Management expertise is of primary importance in the operation of the University as a corporation. The University has gained more operational freedom, and it must effectively use its government subsidies and create its own funding to reach the goals of becoming one of the world's finest universities and developing superior human resources. In the past, the University simply used the funds disbursed to it. But the University is now being called to take a business management perspective – to raise additional funds itself and effectively use them through prioritized allocation, as well as to create and then expand a financial base.





There are many ways for the University to do this. For example, it could engage in joint research or commissioned research with corporations and other universities in its fields of particular expertise, such as business administration and finance. Such joint research would also be a good opportunity for participants to gain experience in the real business world and is in line with the spirit of the University's proud motto "Captains of Industry." Such work would bring together the three key issues of funding, practical education, and human resources development, so the University could kill three birds with one stone.

Josuikai, the University alumni association of which I am President, recognizes that the relationship between the University and Josuikai has entered a new stage with the incorporation. Josuikai has many members who are prominent in business circles and corporations, and we would like to offer our expertise and know-how actively. Josuikai can provide unique assistance regarding management, such as advising the University and serving as a bridge with corporations.

"The greatest honor is to be remembered for making a donation to a university." This tradition found at the world's top universities must take root at Hitotsubashi University.



Having Hitotsubashi University become one of the world's finest universities is a major theme for Josuikai. To achieve this, we will provide alumni with the information they need to make donations so that financial support to the University increases. We will also encourage donations from the members of the Hitotsubashi Daigaku Koenkai, the University supporters' group. We will take some time to think about how to manage and use the fund created of the alumni donations collected by the Koenkai. I understand that Keio University of Japan and Harvard University of the United States use the ample donations they receive from alumni and others as reserves to back up their universities. We will use these institutions as a reference as we examine this matter.

I often hear people say that they want to make a donation, but they aren't familiar with the tax and other systems involved. Josuikai will explain the tax regulations related to donations in layperson's terms so that both corporations and individuals can actively

make donations. We will do the same for inheritance tax regulations if a family wants to donate part of its inheritance. Looking further ahead, we would also like to think about a system under which Josuikai members can indicate in their wills their desire to make a donation to the University.

Hitotsubashi University has a tradition of receiving donations that are used to create a facility or system which is then named after the donor. For example, Kanematsu Auditorium was constructed through a corporate donation. In countries that have world-class universities, there is a well-established practice for alumni to make a donation to the university and have a facility named after themselves. This is seen as a great honor. I hope this tradition will become more established at Hitotsubashi.

Josuikai will also transform itself into an organization in step with the twenty-first century by securing transparency and listening to the ideas of local communities, women, and young people.

I think it is some kind of destiny that I became President of Josuikai in the watershed year of the University's incorporation.

As I mentioned earlier, the relationship between the University and Josuikai has also entered a new stage.

We must enhance this relationship and move it forward through bold efforts based on innovative thinking without being restricted to our past ideas.

Obviously, Josuikai must also reform its organization so that it is suited to the twenty-first century. For example, we need to carefully examine whether we have fully achieved transparency in our decision-making, and then seek even greater transparency, which is much called for today. There are many other issues as well. For example, despite the great advancement of information technology, there is still a gap between us and our local chapters in Japan as well as with our chapters overseas. We also need to look at whether Josuikai is an open organization that is easy for women and young people to participate in. I am now prioritizing our list of tasks, and I plan to visit our local and overseas chapters as time allows. By also listening to the ideas of women and young members, I intend to promote reform with an eye to the future. (Text based on interview.)