<Translation>

Fiscal Year 2014 Business Report

From: April 1, 2014
To: March 31, 2015

Okinawa Institute of Science and Technology
School Corporation

Table of Contents

I. Basic Information of OIST School Corporation

1 Summary of the Corporation

(1) Description of Business

1) Establish and operate the Okinawa Institute of Science and Technology (OIST) Graduate University
2) Provide students with consultations on schooling, career options, and physical and psychological health, and with other support
3) Undertake research commissioned by parties outside the School Corporation, conduct joint research with parties outside the School Corporation, or otherwise conduct education and research activities in collaboration with parties outside the School Corporation
4) Disseminate the achievements of research at Okinawa Institute of Science and Technology Graduate University, and promote their utilization
5) Hold research meetings concerning science and technology, and otherwise conduct business to promote exchange among researchers

(2) Address

Main campus 1919-1 Tancha, Onna-son, Kunigami, Okinawa 904-0495 Japan
Seaside House 7542 Onna, Onna-son, Kunigami, Okinawa 904-0411 Japan

(3) Number of faculty members and employees (as of March 31, 2015)

Faculty members: 50
Employees (incl. researchers): 591

(4) History

2011 Nov.: The Okinawa Institute of Science and Technology School Corporation Inauguration

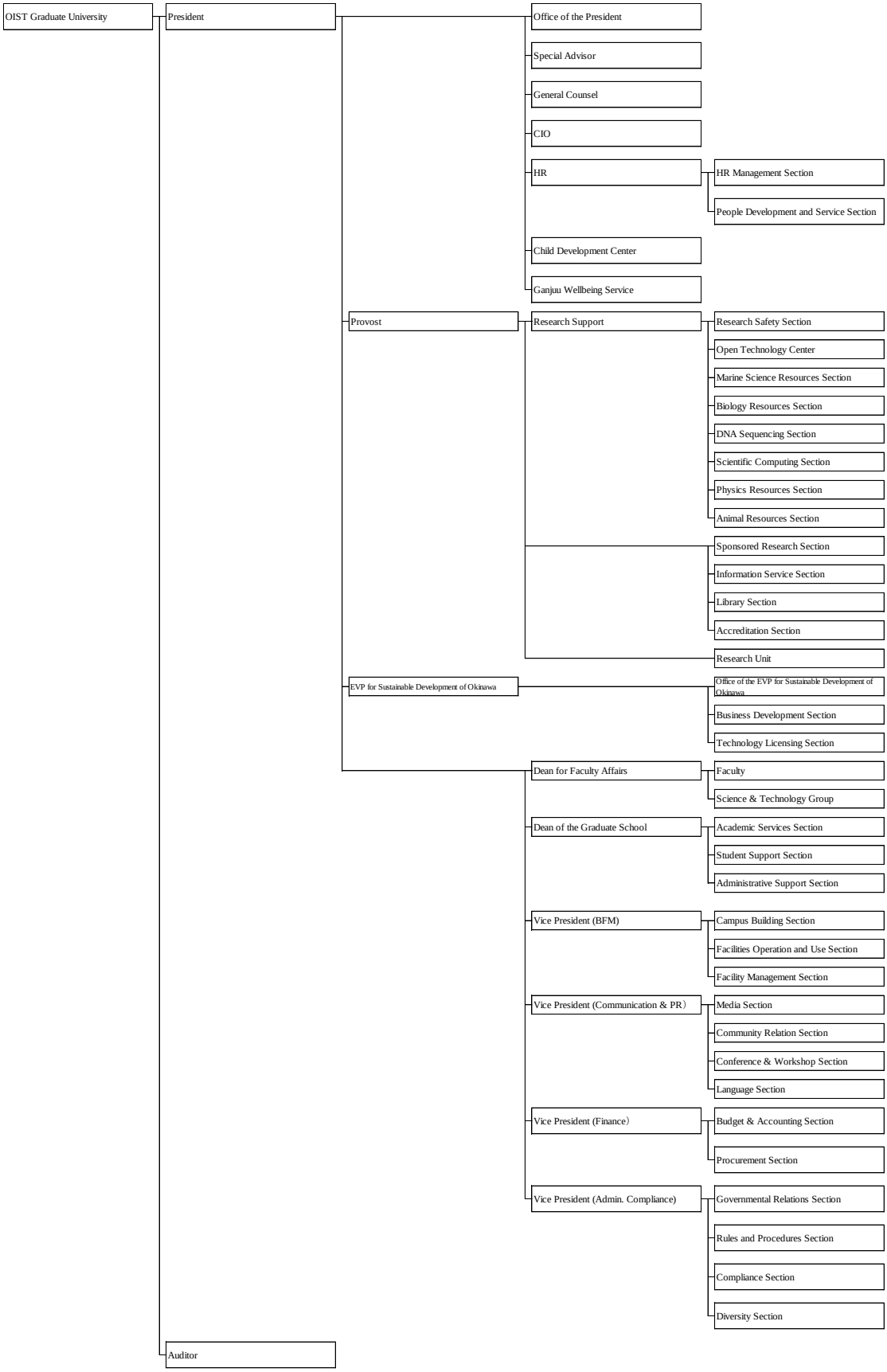
(5) Basis law for the establishment

Okinawa Institute of Science and Technology School Corporation Act (Act No. 76 of 2009)

(6) Supervising ministries

Cabinet Office, MEXT

(7) Organizational Chart (as of March 31, 2015)



2 List of Officers, etc. (as of 31 March, 2015)

Fixed number: Shall be as prescribed respectively in the Article 5.1, 7 and 19.2 of the OIST Bylaws.

Term: Shall be as prescribed respectively in the Article 9.1 and 24.1 of the OIST Bylaws.

(1) Officers and Auditors

Title	Name	Term	Background	
President/ CEO	Jonathan Dorfan	From Nov. 1, 2011 To Aug 31, 2015	1976	Ph.D. (Experimental Particle Physics), University of California, Irvine
			1999	Director, Stanford Linear Accelerator Center, Stanford University Member of Executive Cabinet, Stanford University
			2007	Special Assistant to President Hennessy, Stanford University
			2009	Member of Advisory Board, John Adams Institute for Accelerator Science, Oxford
			2010	President elect of Graduate University, OIST Promotion Corporation (PC) Establishing Member, OIST School Corporation (SC)
			2011 Nov	CEO, OIST SC President of OIST Graduate University
Provost / Vice-CEO	George Iwama	From June 23, 2014 To Dec. 31, 2019	1986	Ph.D. (Zoology), University of British Columbia, Canada
			1996	Professor of Animal Science, University of British Columbia
			2000	Director General, NRC Institute for Marine Biosciences
			2003	Director General, NRC Institute for Nutrisciences & Health
			2004	Dean of Science, Professor of Biology, Acadia University
			2006	Vice President, Academic (Acting), Acadia University
			2007	Dean of Science, Professor of Biology, Carleton University
			2009	President & Vice-Chancellor, Professor of Natural Resources and Environmental Studies, University of

				Northern British Columbia
			2014 Jan.	Executive Vice President, OIST Graduate University
			2014 June	Vice-CEO, OIST SC Provost of OIST Graduate University
Auditor	Kiyotaka Soma	From June 28, 2013 To Oct. 31, 2017 (Reappointed, Second Term)	1985	Entered Management and Coordination Agency
			2007	Director of Pension Planning Division, Personnel and Pension Bureau, Minister's Secretariat, Ministry of Internal Affairs and Communications
			2010	Director of Policy Evaluation and Public Relations Division, Minister's Secretariat, Ministry of Internal Affairs and Communications
			2012	Director of General Affairs Division, Secretariat of the Public Interest Corporation Commission, Cabinet Office
			2013 June	Auditor, OIST SC
Auditor	Tsugiyoshi Toma	From June 9, 2014 To Oct. 31, 2017 (Reappointed, Second Term)	1971	Joined Ryukyu Electric Power Corporation
			1999	Director & General Manger, Thermal Power Department, Okinawa Electric Power Company, Inc. (OEPC)
			2001	Executive Vice President, OEPC
			2003	President, OEPC
			2005	Chairperson, Okinawa Marine Leisure Safety Bureau
			2006	Auditor, Okinawa Cellular Telephone Company
			2007	Chairman, OEPC Chairman, Okinawa Association of Corporate Executives
			2011	Member, Board of Councilors, OIST SC
			2013	Advisory Director, Okinawa Association of Corporate Executives Senior Corporate Advisor, OEPC Counselor, Kyushu Economic Federation
			2014 June	Auditor, OIST SC

(2) Members of Governors

Name	Term	Background	
Yoko Aniya	From Nov. 1, 2014 To Oct. 31, 2017	1980	Ph.D. (Medical Science), Kagoshima University
		1970	Assistant Professor, Faculty of Medicine, University of the Ryukyus
		1983	Postdoctoral Fellow, University of Rochester Medical Center, U.S.A.
		1986	Associate Professor, Faculty of Medicine, University of the Ryukyus
		1990	Professor, Faculty of Medicine (School of Health Sciences, Pharmacology & Toxicology), University of the Ryukyus
		2001	Head, Integrated Innovation Center for Community, University of the Ryukyus Councilor, University of the Ryukyus
		2002	Dean, School of Health Sciences, University of the Ryukyus
		2003	Professor, Graduate School of Medicine, University of the Ryukyus
		2007	Professor, School of Health Sciences, Faculty of Medicine, University of the Ryukyus
		2011	Professor Emeritus, University of the Ryukyus
		2014	Member, Board of Governors, OIST SC
		Nov.	Member, Board of Councilor, OIST SC
Akito Arima	From Nov. 1, 2011 To Oct. 31, 2017*	1958	Ph.D. (Science), The University of Tokyo
		1971	Professor, The State University of New York at Stony Brook
		1975	Professor, Faculty of Science, The University of Tokyo
		1989	President, The University of Tokyo
		1993	President, RIKEN
		1998	Member of the House of Councilors Minister of Education, Science, Sports and Culture
		1999	Director-General of the Science and Technology Agency
		2000	Chairman, Japan Science Foundation
		2005	Co-Chair, Board of Governors, OIST PC
		2006	Chancellor, Musashi Education Institution, Nezu Education Foundation
		2009	President, HFSP Co-Chair, Establishing Member of OIST SC

		2010	President, Shizuoka University of Art and Culture
		2011	Vice-Chair, Board of Governors, OIST SC
		Nov.	Member, Board of Councilors, OIST SC
Curtis Callan	From Nov. 1, 2014 To Oct. 31, 2017	1964	Ph.D. (Physics), Princeton University
		1964	3M Postdoctoral Fellow, Princeton University
		1965	Instructor in Physics, Princeton University
		1967	Assistant professor of Physics, Harvard University
		1969	Long-term Member, Institute for Advanced Study
		1972	Professor of Physics, Princeton University
		1986	Eugene Higgins Professor, Princeton University
		1995	James S. McDonnell Distinguished University Professor, Princeton University
		2014 Nov.	Member, Board of Governors, OIST SC
Rita Colwell	From Nov. 1, 2011 To Oct. 31, 2017*	1961	Ph.D. (Oceanography), University of Washington
		1991	President of the University of Maryland Biotechnology Institute
		1998	11th Director of the United States National Science Foundation (NSF) Co-chair of the Committee on Science of the National Science and Technology Council
		2004	Chairman and Senior Vice-President of Canon U.S. Life Sciences Distinguished Professor, University of Maryland, College Park Distinguished Professor, Johns Hopkins University Bloomberg School of Public Health
		2006	Senior Advisor and Chairman Emeritus, Canon, U.S. Life Sciences
		2007	President of the American Institute of Biological Sciences
		2011 Nov.	Member, Board of Governors, OIST SC
Jonathan Dorfan (President/CEO)	From Nov. 1, 2011 To	1976	Ph.D. (Experimental Particle Physics), University of California, Irvine
		1999	Director, Stanford Linear Accelerator Center, Stanford University

	Oct. 31, 2017*		Member of Executive Cabinet, Stanford University
		2007	Special Assistant to President Hennessy, Stanford University
		2009	Member of Advisory Board, John Adams Institute for Accelerator Science, Oxford
		2010	President elect of Graduate University, OIST PC Establishing Member, OIST SC
		2011	President/CEO of OIST Graduate University
		Nov	Member, Board of Councilors, OIST SC
Jerome Friedman	From Nov. 1, 2011 To Oct. 31, 2017*	1956	PhD (Physics), University of Chicago
		1967	Professor, MIT
		1977	Member, Board of the University Research Association, U.S.A. Vice President, Board of the University Research Association, U.S.A.
		1983	Head, MIT Department of Physics
		1990	Nobel Prize in Physics
		1997	Member of KEK Council, Japan
		1999	President, American Physical Society
		2001	Chair, Council of Scientific Society Presidents, U.S.A.
		2005	Member, Board of Governors, OIST PC
		2009	Establishing Member of OIST SC
		2011	Member, Board of Governors, OIST SC
		Nov.	
Tim Hunt	From Nov. 1, 2011 To Oct. 31, 2017*	1968	PhD (Biochemistry), University of Cambridge
		1990	Principal Scientist, Imperial Cancer Research Fund (ICRF) Clare Hall Laboratories
		1991	Fellow of the Royal Society
		2001	Nobel Prize in Physiology or Medicine
		2005	Member, Board of Governors, OIST PC
		2006	Chairman of EMBO Council
		2009	Establishing Member of OIST SC
		2011	Member, Board of Governors, OIST SC
		Nov.	
George Iwama (Provost / Vice- CEO)	From June 23, 2014 To Oct. 31,	1986	Ph.D. (Zoology), University of British Columbia, Canada
		1996	Professor of Animal Science, University of British Columbia
		2000	Director General, NRC Institute for Marine

	2017		Biosciences
		2003	Director General, NRC Institute for Nutrisciences & Health
		2004	Dean of Science, Professor of Biology, Acadia University
		2006	Vice President, Academic (Acting), Acadia University
		2007	Dean of Science, Professor of Biology, Carleton University
		2009	President & Vice-Chancellor, Professor of Natural Resources and Environmental Studies, University of Northern British Columbia
		2014 Jan.	Executive Vice President, OIST Graduate University
		2014 June	Provost of OIST Graduate University Vice-CEO, OIST SC
Motoko Kotani	From Nov. 1, 2014 To Oct. 31, 2017	1990	PhD (Science), Tokyo Metropolitan University
		1990	Lecturer, Department of Mathematics, Faculty of Science, Toho University
		1993	Visiting Researcher, Max-Planck Society for the Advancement of Science
		1997	Associate Professor, Department of Mathematics. Faculty of Science, Toho University
		1999	Associate Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2001	Visiting Professor, Institute of Advanced Scientific Studies (IHES)
		2004	Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2008	Distinguished Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2011	Deputy Director, Professor, WPI-AIMR, Tohoku University
		2012	Director, WPI-AIMR, Tohoku University
		2014	Executive Member, Council for Science and Technology Policy Cabinet Office, JAPAN
		2014 Nov.	Member, Board of Governors, OIST SC
VijayRaghavan Krishnaswamy	From Nov. 1, 2011 To	1983	Ph.D. (Molecular Biology), Tata Institute of Fundamental Research, Mumbai, India
		1984	Research Fellow at California Institute of Technology, U.S.A.

	Oct. 31, 2017*	1986	Senior Research Fellow at California Institute of Technology, U.S.A.
		1988	Joined National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
		1998	Senior Professor and Director, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
		2005	Member, Science Advisory Council to the Prime Minister of India
		2011	Member, Board of Governors, OIST SC
		Nov. 2012	Fellow of the Royal Society
		2013	Distinguished Professor, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India Secretary, Department of Biotechnology, Government of India
Kiyoshi Kurokawa	From Nov. 1, 2011 To Oct. 31, 2017*	1967	Doctor of Medical Science, University of Tokyo
		1979	Professor of Medicine, Department of Medicine, UCLA School of Medicine
		1989	Professor and Chairman, First Department of Medicine, University of Tokyo Faculty of Medicine
		1993	Science Advisor, Ministry of Education , Science and Culture
		1996	Professor of Medicine and Dean of tthe Institute of Medical Science, Tokai University
		1998	Director of the Institute of Medical Science, Tokai University
		1999	Order of Purple from the Government of Japan for Excellence in Academic Achievements
		2001	Member of Study Committee, new graduate university in Okinawa, CAO
		2003	President of the Science Council of Japan
		2005	Member, Board of Governors, OIST PC
		2006	Professor, National Graduate Institute for Policy Studies
		2007	Special advisor to the Cabinet (Science, Technology, and Innovation)
		2009	Establishing Member of OIST SC Academic Fellow, National Graduate Institute for Policy Studies
		2011	Member, Board of Governors, OIST SC

		Nov. 2014	Visiting Professor, National Graduate Institute for Policy Studies
Cherry Murray	From Nov. 1, 2011 To Oct. 31, 2017*	1978 2001 2002 2007 2008 2009 2011 Nov.	Ph.D. (Physics), Massachusetts Institute of Technology Physical Sciences and Wireless Research Senior Vice President, Bell Laboratories, Lucent Technologies National Academy of Sciences Council and Executive Board Principal associate director for science and technology at Lawrence Livermore National Laboratory Chair, Division of Engineering and Physical Science, National Research Council Member, American Association for the Advancement of Science Board President, American Physical Society Dean of the Harvard School of Engineering and Applied Sciences John A. and Elizabeth S. Armstrong Professor of Engineering and Applied Science and Professor of Physics, Harvard University Member, Board of Governors, OIST SC
Atsutoshi Nishida	From Oct. 1, 2014 To Sep. 30, 2017	1970 1975 1984 1992 1995 1997 1998 2000 2003 2005 2009	Master of Arts in Political Science, University of Tokyo Joined Toshiba Corporation Senior Vice President, Toshiba Europe President, Toshiba America Information Systems General Manager, Personal Computer Division, Toshiba Corporation Director, Vice President, Toshiba Corporation Corporate Vice President, Toshiba Corporation Corporate Senior Vice President, Toshiba Corporation Director, Executive Officer, Corporate Executive Vice President, Toshiba Corporation Director, Representative Executive Office, President/CEO, Toshiba Corporation Director, Chairman of the Board, Toshiba Corporation

		2014 Oct	Advisor to the Board, Toshiba Corporation
		2014	Member, Board of Governors, OIST SC
Koji Omi	From Oct. 1, 2013 To Sep. 30, 2016	1956	Hitotsubashi University, Faculty of Commerce
		1956	Joined Ministry of International Trade and Industry
		1970	Consul General of Japan in New York City
		1976	Director of General Affairs Department, Osaka Regional Bureau of International Trade and Industry, Ministry of International Trade and Industry
		1979	Director of Administrative Division, Science and Technology Agency
		1981	Director-General of Guidance Department,, Small & Medium Enterprise Agency, Ministry of International Trade and Industry
		1983	Elected to a Member of House of Representative (Elected 8 times since then)
		1995	Chairman of Committee on Finance, □House of Representatives
		1997	Minister of State for Economic Planning
		2001	Minister of State for Okinawa and Northern Territory Affairs, and Science and Technology Policies
		2006	Chairman of Non-Profit Organization Science and Technology Society Forum
			Minister of Finance
		2013 Oct.	Member, Board of Governors, OIST SC
Hiroko Sho	From Nov. 1, 2011 To Oct. 31, 2017*	1972	Professor at the Faculty of Education, the University of the Ryukyus
		1982	Doctor of Agriculture, Kyushu University
		1991	Vice-Governor of Okinawa Prefecture
		1994	Director of the Okinawa Learning Center, the University of the Air
		1995	Member, Okinawa Promotion and Development Council appointed by the Prime Minister of Japan
		1996	Board of Governor, NHK
		1997	Director, Okinawa Convention and Visitors Bureau
		2004	Director, Okinawa International University
			Councilor, NHK Academy, Tokyo JAPAN
		2005	Member, Board of Governors, OIST PC
			Chairman of the Board of Directors, Okinawa Prefecture Cultural Promotion Foundation

		2009	Establishing Member of OIST SC
		2011	Member, Board of Governors, OIST SC
		Nov.	Member, Board of Councilors, OIST SC
Torsten Wiesel	From Nov. 1, 2011 To Oct. 31, 2017*	1954	Medical degree from the Karolinska Institute
		1968	Professor, Department of Neurobiology, Harvard Medical School
		1973	Head of the Department of Neurobiology, Harvard Medical School
		1981	Nobel Prize in Physiology or Medicine
		1991	President, Rockefeller University
		2000	Secretary-General, International Human Frontier Science Program Organization (HFSP)
		2004	Founding member of the Israeli-Palestinian Science Organization (IPSO)
		2005	Co-Chair, Board of Governors, OIST PC
		2009	Co-Chair, Establishing Member of OIST SC Grand Cordon of the Order of the Rising Sun (Japan)
		2011	Chairperson, Board of Governors, OIST SC
		Nov.	

*Reappointed, Second Term

(3) Members of Councilors

Name	Term	Position
* Yoko Aniya	From Nov. 1 2014 To Oct. 31 2017	Professor Emeritus, University of the Ryukyus
Tomokiyo Arakawa	From May 9, 2013 To Oct. 31, 2017*	Principal, Okinawa AMICUS International
* Akito Arima	From Nov. 1, 2011 To Oct. 31, 2017*	Former Chairman, Japan Science Foundation Chancellor, Musashi Education Institution, Nezu Education Foundation President, Shizuoka University of Art and Culture
Robert Baughman	From Nov. 1, 2014 To Oct. 31, 2017	Executive Vice President for Sustainable Development of Okinawa, OIST
Neil Calder	From Nov. 1, 2011 To Oct. 31, 2017*	Vice-President for Public Relations and Communications, OIST
Monte Cassim	From Nov. 1, 2011 To Oct. 31, 2017*	Special Aide to the Chancellor, The Ritsumeikan Trust

John Dickison	From Nov. 1, 2011 To Oct. 31, 2017*	Vice-President for Buildings and Facility Management, OIST
Yoshiharu Doi	From Nov. 1, 2011 To Oct. 31, 2017*	CEO, Japan Synchrotron Radiation Research Institute
Ralph Eichler	From Nov. 1, 2014 To Oct. 31, 2017	Former President, EHT Zurich
Frederick Gilman	From Nov. 1, 2011 To Oct. 31, 2017*	Dean of the Mellon Collage of Science, Carnegie Mellon University
Ryo Hirasawa	From Nov. 1, 2011 To Oct. 31, 2017*	Chief Director, Institute for Future Engineering Professor Emeritus, University of Tokyo Member, Administrative Council, Japan Advanced Institute of Science and Technology
Keith Hodgson	From Nov. 1, 2014 To Oct. 31, 2017	Department of Chemistry, Stanford university
Tisato Kajiyama	From Nov. 1, 2011 To Oct. 31, 2017*	Board Chairman and President, Public University Corporation Fukuoka Women's University
Makoto Kobayashi	From Nov. 1, 2011 To Oct. 31, 2017*	Honorary Professor Emeritus, High Energy Accelerator Research Organization
Maki Kubo	From Nov. 1, 2011 To Oct. 31, 2017*	Vice-President for Administrative Compliance, OIST
Ryo Matsumoto	From Nov. 1, 2011 To Oct. 31, 2017*	Professor Emeritus, University of Tokyo Professor, Organization for the Strategic Coordination of Research and Intellectual Properties, Meiji University
Emi Matsushima	From Nov. 1, 2014 To Oct. 31, 2017	General Counsel, OIST
Ann Miura-Ko	From Nov. 1, 2011 To Oct. 31, 2017*	Co-founding partner at Floodgate
Yoshimi Nagahama	From Feb. 19, 2015 To Oct. 31, 2017	Mayor, Onna Village
Ken Peach	From Nov. 1, 2011 To Oct. 31, 2017*	Professor Emeritus, Particle Therapy Cancer Therapy Institute, Oxford
Hermann Schunck	From Nov. 1, 2014 To Oct. 31, 2017	Former Director General, Basic Research, Federal Ministry of Education and Research, Germany
Eiki Senaha	From Nov. 1, 2014 To Oct. 31, 2017	President Emeritus, Meio University University Consortium Okinawa Executive Board

		Member
Katsuhiko Shirai	From Nov. 1, 2011 To Oct. 31, 2017*	Chairperson, the Foundation for the Open University of Japan Former President, Waseda University Former Chairman of Okinawa Development Council
Shigemitsu Shokita	From Nov. 1, 2011 To Oct. 31, 2017*	Board of Councilor, Okinawa Science and Technology Promotion Center
* Hiroko Sho	From Nov. 1, 2011 To Oct. 31, 2017*	Councilor, Okinawa Science and Technology Promotion Center Director, Okinawa International University
Ulf Skoglund	From Oct. 4, 2012 To Oct. 31, 2017*	Former Chair of the Faculty Assembly/Council, OIST
Hirotaka Sugawara	From Nov. 1, 2011 To Oct. 31, 2017*	Special Advisor to the President and Distinguished Professor, OIST
David Swinbanks	From Nov. 1, 2011 To Oct. 31, 2017*	Managing Director, Nature Publishing Group
Fuji Takayasu	From Nov. 1, 2011 To Oct. 31, 2017*	Former Assistant PR Officer, US Consulate in Okinawa
Nobuaki Tanaka	From Nov. 1, 2014 To Oct. 31, 2017	Former Undersecretary General at the UN Headquarters CEO, GaiaContact
Gail Tripp	From May 9, 2013 To May 8, 2016	Former Vice-Chair of the Faculty Assembly/Council, OIST
Isho Urasaki	From Feb. 19, 2015 To Oct. 31, 2017	Vice Governor, Okinawa Prefecture
Albrecht Wagner	From Nov. 1, 2011 To Oct. 31, 2017*	Director General Emeritus, Deutsches Elektronen-Synchrotron
Jeff Wickens	From Nov. 1, 2011 To Oct. 31, 2017*	Dean of the Graduate School, OIST
Tadashi Yamamoto	From Nov. 1, 2014 To Oct. 31, 2017	Chair of the Faculty Assembly/Council, OIST
Hideo Yamasaki	From Nov. 1, 2014 To Oct. 31, 2017	Dean of Faculty of Science, University of the Ryukyus
Philip Yeo	From Nov. 1, 2011 To Oct. 31, 2017*	Chairman, SPRING Singapore

[Name] *3 persons are also governors.

[Term] *Reappointed, Second Term

II. Status of business implementation

See the attachment “FY2014 Performance Report.”

Fiscal Year 2014 Performance Report

2015.03.31

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
	Chapter 1 Education & Research **1.1 Ph.D. Program**				
1	Using feedback from 2013, refine and improve measures to ensure that the third class of students join the university smoothly and start their research training as planned.	(Courses) ・Continue to develop the curricula including courses taught by newly recruited faculty, and submit an application of additional faculty teaching to MEXT in June 2014. ・Continue to provide the customized Ph.D. program, including pre-thesis research training and laboratory rotations and assignment of an Academic Mentor for each student. ・Continue to provide the programs for Professional Development for students including training that focuses on group activities and presentation skills. ・Implement the examination for progression to thesis research. ・Further develop the Gap period training in language and research experience for incoming students, especially those who graduate from Japanese universities in March. (Educational Environment) ・Continue to enhance collaborative relationships with other universities by developing exchange agreements concerning interns, course credits, TA opportunities, and other exchange opportunities. ・Maintain and enhance student record systems for monitoring of student progress, grades and completions. ・Enhance teaching support systems to manage laboratory classes, teaching materials, lecture and tutorial rooms, AV support, computer labs, and liaison between teaching faculty and academic services section. (Student Support) ・Refine and improve the orientation programs for the incoming students. ・Continue to provide an environment for the students entering our Ph.D. program in which they will be able to concentrate in their research activities under the living standard comparable to that of the students of the best universities in the world that we are competing with. ・Establish an incident reporting system to track the occurrence, response and outcome of incidents involving students. ・Continue to collect and provide information of external scholarship opportunities to the students. ・Implement measures to support career development of students by appointing a Professional Develop and Career Advisor to coordinate professional development activities including arranging of TA opportunities at other universities and colleges, promotion of networking with leaders of universities and research institutions in Japan and around the world, active provision of the information concerning post-doctoral and other job opportunities, and support to entrepreneurial activities including interning at venture firms in Okinawa. ・Resource Center will continue and enhance its direct support to the students and their family members. ・Clinic and Counseling Room will be set up in April to cover the students needs for physical and mental health. Staff will be bilingual to cover both non-Japanese and Japanese students and employees. In addition, a range of seminars on stress management and stress warning signs will be developed and offered.	・Number of A grade applicants for the Ph.D. program (Japanese and non-Japanese) ・Number of admitted students (Japanese and non-Japanese) ・Caliber of incoming students (list of institutes from which the students received degrees, etc.) ・Increase of students receiving external scholarships, etc.	(Courses) ・Two new courses were added to the curriculum after their successful MEXT accreditation in June. New faculties were accredited at the same time. In December, two new faculty members, and in February, two new courses were also accredited. ・September 2014 saw the enrolment of the next intake of students, with 27 new students from across the world. All were assigned mentors from within the OIST faculty, and have started laboratory rotations and courses. ・Professional Development classes continued to develop the professional scientific skills of the students. Team activities are a focus of these classes in the current term. ・In 2014 the first intake of students (from 2012) began the process of examination for progression to thesis research. Systems are now in place for appointment of examiners, the examination itself, and oversight of the process by the Curriculum and Examinations Committee. ・The Gap period language training was developed further this year, with four students (3 from Japan, 1 from China) taking training in English at Oxford, UK, and one European student taking Japanese language lessons in Tokyo. (Educational Environment) ・We continue to develop agreements with universities across the world, and are waiting to complete agreements with University of KwaZulu Natal, Stanford University, University of Texas at Austin, and Hawaii Natural Energy Institute. Locally, negotiations have begun between OIST and the University of the Ryukyus and Okinawa National Technical College on teaching opportunities for OIST students, and several language training sessions and other exchanges have already taken place. ・The student records system has been significantly enhanced to provide additional functionality concerning examiners and examinations, and to provide additional interfaces to users including faculty, students, health services, and the library. ・The appointment of a Teaching Resources Coordinator has seen significant improvements in the delivery of teaching services, especially on the laboratory support side. OIST has improved the AV system in many teaching rooms, and the addition of an upgraded cyberpresence and teleconference system has allowed the introduction of distance teaching if required. (student Support) ・Updated Student Support Information Package of live in Okinawa and Student Travel Handbook for incoming students and provided a seminar on Japanese Taxation system, Japanese National Health Plan, and National Pension Plan by professional tax accountant. Also, organized a traffic, disaster prevention, and crime-prevention seminar for students by inviting Okinawa prefectural police. ・For students to concentrate on their study, Student Support prepared and managed paperwork such as year-end tax adjustment, income tax return, visa renewal application, registration of birth, etc., on behalf of students in a timely manner. Also, supported preparing scholarship application and translated as necessary. ・Established the incident reporting system as follow. 1. OIST Helpline/Student Support on call reports incident to Assistant Manager of Student Support Section and Health Center (if health related issue). 2. A member of Student Support or Health Center (if health related issue) takes care of student and report the details of incident and outcome of the incident. 3. Assistant Manager of Student Support reports to the Dean and keeps record of the incident on file. 4. Assistant Manager makes follow up report to the Dean as necessary. ・Continued to collect information on available scholarship/fellowship opportunities for the students. Made announcements and encouraged students to apply for them and support application filling as needed. ・A Professional Develop and Career Advisor has been appointed, to start 1 Feb 2015. ・The Resource Center began to support the OIST community in October, 2013. In fiscal year 2014, the RC had a total number of 1099 visits (592 OIST members/visitors and 507 family members). The top inquiries concerned recreation and event information, translation/interpretation assistance, and administrative assistance. In 2014, RC organized community-building group outings, cultural workshops, and a weekly language exchange. Also it began "Family Orientation" program designed to help trailing partner's transition into life at OIST and in Okinawa.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
		・Improve the environment by increasing opportunities for sport and recreation.		・Two English-speaking psychologists joined in September, and started counseling sessions in the Village Center. Appointment procedures, session rules and policies have been set up and a web site got launched in November. In addition, a part-time Japanese-speaking counselor continued to work with Health Center (HC) and had 39 sessions in the first six months. HC has handled 1,254 consultations individually with clients by the end of October, 2014, including those who need emotional/moral support or who are on sick leave due to mental condition. In view of increasing number of students and employees having children here in Okinawa, HC held a Child-Rearing Orientation in June with Onna village's cooperation. ・Conduct excursion to Chura-umi aquarium/Nakijin Castle/Nago Pineapple park and Shuri Castle/Kokusai street in summer. Also, participated in an International student Exchange party in Okinawa.	
2	We will continue to attract and select the graduate students for our Ph.D. program from amongst the best available worldwide in science and technology. At least half of the students will be non-Japanese.	・Review previous student recruitment and admission activities. Reflect the results of the analysis in the updated procedures and implement them effectively in a planned manner. ・Carry out student recruitment activities globally to attract the highest caliber graduate student candidates for the fourth intake of students arriving in September 2015 as follows: - The number recruited: About 20 students - Admission period: June – August 2014 and January - March 2015 - Major recruitment activities: > Continue to develop the graduate school website as a recruiting tool. In addition, print a concise and well edited student recruitment brochure. > Continue holding OIST Café in major Japanese cities by providing OIST recruiting information and English training. > Hold a science video contest in English for the undergraduate Japanese students to win an English presentation training at OIST. > Send OIST faculty members to several targeted countries to hold a seminar about OIST. > Print specially targeted brochures, i.e. physics, neuroscience, to recruit applicants from those disciplines. *Particular attention and effort will continuously be made to advertise OIST's unique educational opportunities to Japanese undergraduates. Increase participation by Japanese students through a range of targeted approaches, via holding briefing sessions in some universities and events such as a video contest in FY2013, etc.		・A total of 27 students were admitted in September 2014 (21 non-Japanese, 6 Japanese) Attachment #1.1-1_Students Information ・Carried out student recruitment activities globally and accepted the highest caliber graduate students for the fourth intake of students in September 2015. ・One student has been awarded JSPS Fellowship (DC1) ・A brand new website for Admissions is under development and soon to be launched. In addition, a brochure in a complete new design both in English and Japanese has been printed. ・OIST café and Mini OIST café has been hosted in cities including Tokyo and Kobe. ・An English contest "Where will science lead me in the future?" was run from October through January. The winners will visit for a workshop called OIST Science Challenge to receive an English training for the final English Presentation as well as to experience lab activities, talks by OIST faculty and researchers, and interaction with OIST PhD students. ・OIST Faculty introduced of OIST at University of Joseph Fourier (Profs. Nic Chormaic, Yamamoto, and Prof. Samatey). OIST faculty members continue to promote OIST Graduate School when they travel overseas, supported by materials such as Graduate School brochure and Presentations. ・Fliers specific to the disciplines i.e. Physics, Neuroscience, Molecular and Cell Biology, and Ecology and Evolution were made in English and Japanese. * OIST Faculty gave talks at OIST Café in Tokyo as well as gave talks and conducted lab activities at OIST Science Challenge 2015.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
3	**1.2 Scientific Research** OIST Graduate University will continue to conduct world-class research in cross-disciplinary fields of science. OIST Graduate University will encourage, motivate and support its talented faculty by promoting a collaborative research environment, leveraging cutting-edge facilities and equipment, and through systematic and rigorous research review. In addition, following “Basic Policies for Economic and Fiscal Management and Reform” by the Cabinet, OIST Graduate University accelerates research related to promoting R&D cluster development in Okinawa, with leveraging OIST strength, such as the proximity to diverse marine environment.	(Promotion of cross-disciplinary research) ・Continue to promote interactions and collaborations between researchers in different fields through accessed to shared instrumentation and trained technical staff. Continue to recruit experienced technical staff for the research support operations in new areas including physics and marine sciences. (See Attachment #1-1 for the list of research units as of February 2014 and Attachment #1-2 for the major scientific areas of research.) ・Continue to expand the formal and informal opportunities for researchers to interact and develop collaborations through research and social activities. (Promotion of R&D cluster related research) ・Under the Provost who administers academic programs, promote R&D cluster related basic research (listed below) with proper management based on research plans. To further contribute to R&D cluster development, coordinate with related University sections such as Business Development. (See also 1.5) - Marine science Toward long-term utilization and reservation of marine environment which is Okinawa’s advantage such as coral reef and mangrove with world-leading biodiversity, OIST utilizes its facilities including “Onshore Marine Science Facility” which will be newly developed and “Marine Science Center” in Laboratory 3 comprehensively. OIST proceeds to strengthen marine environment observation / monitoring, and aiming to learn marine life of adjacent sea and usability, OIST will pursue academic result as well as proceed technology transfer which can be expected to apply to marine related industry, pharmaceutical industry, and biotechnology industry. OIST conducts collaborative research with excellent marine scientists in the world and disseminate research result on “OIST and Okinawa Ocean” to the world. In addition, OIST will continue to promote activities in areas such as coastal and benthic ocean circulation, hydrodynamics of ocean currents, genomics of marine species, marine biology, biodiversity, biological imaging, informatics and computational biology, via networking and collaborating with the Woods Hole Oceanographic Institution, Marine Biological Laboratory, the University of the Ryukyus, Japan Coastal Guard, Churaumi Aquarium, etc., and while following “Basic Plan on Ocean Policy“, decided in 2013 by Japanese Government.	・Number of researchers (faculty, postdocs, technicians, and students) ・Number of research publications (by impact factor) ・Number of press announcements and/or conferences about research results ・Number of research honors ・Number of research units evaluated	(Promotion of cross disciplinary research) ・The Research Support Division structure and function was actively examined with an aim to improving performance, in service to all research efforts at OIST. Through retreats, discussion groups and planning, the RSD was restructured. The main features were: 1. Refocus of several Sections, with appropriate renaming. 2. New Engineering, Technology and Nanofabrication Section was created. 3. Recruiting and ensuring science advice and leadership in each section through the participation of faculty members in each Section. 4. Initiation of planning for renovation of the space. This is to accommodate the new Dean of Research. 5. Dean of Research to replace Vice Provost for Research, to be located full-time and dedicated to leading the RSD, and supporting all research at OIST. 6. Encouragement of each Section leader to think globally in terms of standards and networks. ・We have continued weekly Afternoon Tea, and various workshops have continued to provide a stimulating environment for mixing science ideas and people. OIST Researchers and staff are kept up to date with opportunities to develop social relationships throughout the internal website TIDA. Each week a summary of local events is posted. This activity has been strengthened with the opening of the Resource Center, which provides full information on social activities and possibilities of interaction. Number of Researchers (# of people) | | Mar. 31, 2014 (FY2013) | Mar. 31, 2014 (FY2013) | Number of Increased or Decreased | | Faculty | 47 (32) | 50 (34) | 3 (2) | | Science and Technology Associate | Group Leader 22 (8) Researcher 156 (92) | 11 (9) | 34 (29) | | Research Specialist | | 2 (2) | | | Staff Scientist | | 81 (33) | | | Postdoctoral Scholar | | 118 (85) | | | Technician | 71 (29) | 79 (33) | 8 (4) | | Total | 296 (161) | 341 (196) | 45 (35) | * ( ) of which non-Japanese (Promotion of R&D cluster related research) ・R & D Cluster Steering Committees of Marine, Environment, Energy and Advanced Medicine were organized. Marine science [Mitarai Unit] 1. The first pilot project using the OIST cabled observing system is successfully done. The annual plankton time series at the observatory site was recorded. Together with WHOI, we showed how typhoons (or the future global warming) should alter the plankton communities at Okinawan coral reefs. This was published in Journal of Oceanography. The expansion plan of the monitoring is being placed with researchers of Stanford, UCLA and UCSB. They are expected to be frequent visitors to the OIST Marine Science Center. 2. Improvement of the observing system is being engineered with a Japanese company specializing in under-water robotics. The much-upgraded system with more flexibility will become available by the end of FY2015. Discussion with a Canadian satellite-based company is also in progress. These will contribute to the accumulation of marine-related technology at OIST and in Okinawa. 3. Workshop activities are on-going. A brainstorming workshop was held on October 28-30, inviting 6 first-class marine scientists. We discussed the future direction of the OIST marine science based upon the recent trends in the field. From the previous workshop in April 2013, funded by OIST and the NSF, we published a paper in Marine and Freshwater Research, and another paper is in review. Together with the workshop participants, we revealed the global trend of the coral recruitments in the past decades. Another international workshop is in pipeline for the synthesis of population connectivity of Southeast Asia (March 21-25 2016). 4. The agreement with the Coast Guard is going to be wrapped up in March 2015. OIST provided them with high-resolution ocean circulation models (200-meter spatial resolution including 10 tidal constituents), using the fine-scale bathymetric data provided by the Coast Guard. This is expected to improve the search-and-rescue missions around Okinawan coastline. The model prediction was proved to be accurate using OIST surface-drifting floats (paper in prep). This agreement will be renewed shortly, if everything goes smoothly.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
				5. In collaboration with JAMSTEC researchers, we revealed deep-ocean circulation patterns around hydrothermal vents in Okinawa Trough (paper in prep). This success led to the 4-year agreement with the Research and Development (R&D) Center for Submarine Resources, JAMSTEC. This secures opportunities for OIST to access to deep hydrothermal vents in Okinawa Trough using JAMSTEC research vessels and remotely operated vehicles. 6. The first OIST research expedition from the R&D cluster project has been conducted in March, 2015. We use a 499-ton research vessel to study the diversity, distribution, community structure and meso-scale patchiness of plankton, with a focus on the upper 1000 m of the water column along the South eastern shore of Okinawa, central Okinawa Trough and the eastern edge of Kerama Gap. 7. The collaboration and cooperation with the locals having been fruitful. For example, we published a paper in Marine Biology, in cooperation with the local fishermen in Onna and Okinawa Prefecture. The paper analyzes the population dynamics of the coral-eating Crown-of-Thorns starfish that often outbreaks in Okinawa. This is one of the most long term and extensive surveys of its kind, with data spanning over 24 years. As another example, together with a Professor in Engineering from the University of the Ryukyus, Satoshi Fujii, we developed the prototype of high-frequency ocean radars specifically designed for Okinawa coral reefs. [Satoh Unit] 1. Although genetic identification of individual colonies of corals by specific genomic markers is essential for future studies of coral biology and coral reef preservation, no such methods so far have been developed. Taking advantages of the Acropora digitifera genome, decoded by my Unit in 2011, we have established a set of 14 microsatellite markers that can distinguish individuality of all Acropora species. This novel method has been successfully applied to select an appropriate set of A. teniuns for preservation by transplantation conducted by Okinawa Prefecture. 2. Cellulose is the most abundant biological macromolecule on Earth. Future utilization of cellulose is therefore one of the biggest issue for industry. However, molecular mechanisms involved in cellulose biosynthesis have not yet disclosed due to its complex machinery within the plasma membrane. Tunicates are only animal group that can synthesize cellulose by themselves. Ciona intestinalis contains a single copy of cellulose synthase gene, of which function is essential for its biosynthesis. Taking advantage of this simple model, we have established a method, in which cellulose biosynthesis is induced artificially in a yeast system. This may facilitate our understanding of its molecular mechanism in future.	
		- Energy Stable supply of electricity is very important point for proceeding to attract industries to Okinawa including isolated islands. OIST will develop power-generating technology by utilizing Kuroshio current near Okinawa, which is expected to be more stable than wind power and solar power. OIST also proceeds basic prototyping of next generation energy technology which is suitable to Okinawa, by developing solar cell materials with less loss of power generation, and developing intellectual electric system to implement distributed power management, and obtain research result to lead commercialization.		Energy [Shintake Unit] Achievement in 2014 on Energy Research As a part of Ocean Energy Development, we performed careful engineering study on water current power generation system, where we made energy efficiency test on two types of airfoil sections (NACA0030, NACA0015), and confirmed the performance. Also we tested a new concept of adaptive angle blade for wave energy converter. In parallel to these hardware R&Ds, we installed a floating buoy at 30 m deep sea water, mooring from 100 m deep sea floor close to Okinawa Island. We will start monitoring tidal flow, from which we will estimate available electric power output from tidal current.	

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
				[Kitano Unit] 1. Software development We have developed a core OES emulator: software that simulates a group of hardware (Solar PV, Li-Ion Batteries, and DC Grid) and their behaviors. This distributed Open Energy System Hardware emulator and controller includes flexible user interface to define exchange rules. In addition, we have developed the data collector server infrastructure in OIST Server room including Database, end-user interface and manager interface. Combined we have establish an initial base for computational studies on OES which shall help us investigate ranges of behaviors under different scale and configurations. 2. Hardware design We have initiated a series of design work for Electric Vehicle designed to be connected with OES to be a part of larger system. This includes; (1) design of the exchangeable battery packs with an EV company, (2) design of the exchangeable battery charge station, (3) design of the cray factory infrastructure to install equipment in FY2015. This series of design work enable us to study possible expansion of OES as extended Energy-transportation architecture. 3. Collaboration We have carried out series of collaboration discussions resulted in a series of agreements (MoU and NDA) and new initiatives: (1) Discuss collaboration with HNEI(U of Hawaii) and the above R&D output will be installed in coconut island with Hawaii budget. (MOU prepare) (2) Start to collaborate with the EV company for the exchangeable battery system. (NDA) (3) Start to discuss FY2015 collaboration with an Okinawa local company to install the incinerator type generator (NDA) (4) Start to discuss FY2015 collaboration with a house building company to design the sustainable life living. (NDA) < Contracts Status > HNEI(U of Hawaii) &Kitano U -> NDA (in preparation) U of Hawaii & OIST -> MOU (in preparation) With house building company -> MOU (Concluded) With EV company -> NDA (Concluded) With Okinawan local company -> NDA (Concluded)	
		- Environment and Biology For dealing with a global challenge to conserve biodiversity, it is critical to collect samples continuously, widely and finely, and to develop technologies for quick analyses. Focusing on technologies for observation and analysis of terrestrial biodiversity which affect coral reef and water quality in adjacent sea, OIST will implement sampling with establishing systems which implement field research more automatically on multiple observing points including mangrove colony, and also will develop technologies such as X-ray CT automated image recognition software which can effectively quantify and visualize collected samples.		Environment and Biology Successfully set up the high-throughput Ecological Genomics Pipeline, which is capable of DNA sequencing large numbers of environmental samples quickly. This included protocol development, hiring of technician staff, procurement of liquid handling robot, and development of bioinformatics pipelines. Performed sequencing of pilot projects. 1) Developed sample management, database, and sample preparation protocols for environmental samples. 2) Hired a GIS specialist who has prepared a comprehensive set of GIS layers on the terrestrial environment of Okinawa, and initiated GIS based projects such as evaluating status of Okinawa's mangroves. 3) Developed a potential collaboration consortium of public institutions and private companies that would support a field network. Researched previous projects, sensor technologies, and planned future deployment of field network.	
		- Advanced Medical Devices For particle therapy technology, a nation-wide project, it is quite important to downsize its equipment and facility. Mainly by specialists in accelerator and imaging technology, OIST will establish collaborative research on R&D of technologies with the University of the Ryukyus, National Institute of Radiological Science, University of Tsukuba, KEK and Stanford University etc., and will make efforts to contribute to the nation-wide project. OIST will have a role in research and development for competitive accelerator and imaging technologies.		Advanced Medical Devices During the first year of this nation-wide R&D project, we have accomplished (1) stating our mid-term project planning, (2) designed BNCT system and specs for each component, (3) selecting instrumentation/devices necessary to proceed with imaging technology development, (4) appointing two visiting professors, physicists who specialize in BNCT and imaging technology respectively, (5) proceeding with the preparation to recruit postdoctoral researchers, (6) hosting series of seminars and having discussions with specialists in the fields of BNCT, imaging, drug delivery, CSC, and physics in general.	

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
		(Research Support) ・Continue the recruitment and training of expert technical staff to provide support for the shared and common resources in all areas including physics and marine science. ・Continue the improvement and enrichment of the Research Equipment Database and Reservation System for effective management and use of common research resources, including the usage status. ・Manage and tune up the Okinawa Coastal Ocean Observing System (OCOOS) installed in FY2013. Train researchers to use the system, establish a prioritized and equitable management and scheduling plan for the OCOOS for OIST and other researchers. ・Plan new common research facilities in Laboratory 3. ・Promote the use of the OIST research facility by external academic and industrial users through the Open Technology Center, while ensuring prioritized access by internal users. ・Establish advisory committees for electron microscopy, mass spectroscopy, etc., for reviewing their operations and planning new instruments and services. ・Install a new high-performance-computing cluster and DNA sequencing facility to support the R&D Cluster related research.		(Research Support) ・Expert technical staff have been additionally recruited in FY2014 as follows; one for animal MRI, one for mass spectrometry, one for marine science, one for electron microscopy, one for DNA sequencing, and one for nanofabrication. Safety staff members got licenses or qualifications, or took training for experts such as Biosafety officer, recombinant DNA, IATA Diploma for Dangerous Goods Regulations, Radiation, High-pressure gas, occupational safety and health, and emergency response. Two new staff has been added to the Scientific computing and data processing section. These staff are aiding and educating researchers in the use of high performance computing facilities of OIST. ・Most of the newly purchased common research equipment has been being registered to the Database. Logging function of operation is being developed and under test. The Database has more than 150 accesses from more than 40 users every day. For improving the contents like detailed specifications, and for further developing linkage to asset database and purchase system, more staff is essential to be supplied on it. ・Manage and tune up the Okinawa Coastal Ocean Maintenance of OCOOS, which involved on-site maintenance dive (every 10 days), calibration and repair arrangements, and renewal of permits from related parties and local organizations, was performed in FY2014. Services such as field and administrative support were provided to existing users, and requests were received from potential future users of the system. ・Plan new common research facilities in Laboratory 3 New common research facilities including tissue culture room, chemistry lab, etc. have been planned in Laboratory 3 for the research units led by the professors who are newly recruited or relocating from Lab 1 or 2. ・OIST and Okinawa Protein Tomography Ltd. (OPT), the first startup company from OIST, concluded “External Use of Research Facilities Agreement”. In order to conclude this Agreement, OTC has revised the following PRP articles; PRP 4.9 External Use of Research Facilities and Services PRP 21.3.7 Internal Cost Management Committee ・The OIST’s policy on this was changed, as the CRAC (common resources advisory committee) was closed. Instead of having many advisory committees, the new structure has been developed that research support division (RSD) section leaders cooperating with faculty Science Advisors coordinate needs and opinions from users to improve the operations and instrumentation of the research resources. (In FY2014, four electron microscopes (EM) and one mass spectrometer (MS) are procured, and two technicians are additionally employed for EM and MS, one for each.) ・The new high performance computing system has been tendered and purchased, and is in the process of commissioning now. In ensuring the growing HPC needs of OIST are met, the new system has several times the computing power of its predecessor and 3 times the storage. The new system is available from mid-March 2015.	
		(Publication and communication) ・Continue to promote publication of research results in international science journals with high impact factors and participation in international conferences by encouraging researchers through publicity of research results and rigorous research evaluation. ・Continue to provide accessible information about OIST research and its results to the scientific community and to the general public in Japan and overseas through OIST Web articles, press releases, press conferences, OIST newsletter (e-mail news letter), brochures, TV programs and the OIST social media. To do this, we will - Optimize the OIST Website and maintain the high percentage bilingual content. - Employ a proactive media strategy by organizing press visits and press briefing sessions in Okinawa and on the mainland. - Disseminate OIST’s research results to local, national and international media via email and through Japan’s press clubs. - Utilize the social media to increase the number of OIST fans. ・Increase the number of meetings with other institutes by improving the technical support and video conferencing equipment.		(Publication and communication) ・(Calendar year 2013 or FY13 numbers in [ ]) During the year, OIST Faculty and researchers continued to publish scholarly articles in well-respected journal. There were 292 [176] journal articles (all journals) and book chapters published during the financial year. Faculty members and researchers gave 657 [553] presentations at conferences, workshops and seminars, as well as writing 1 [2] books. More details are given in the Appendix. From the Thomson-Reuters Web of Science Core Collection, which records publication in more than 12,000 of the highest impact journals, the number of publications in calendar year 2014 was 177 [136] of which 32 [33] are in high impact factor journals (IF>5) Attach#1.2-1_Publication and Presentaions ・OIST disseminated information about OIST research and its results in FY2014 to the scientific community and the general public in Japan and overseas by publishing 46 Web articles in English and Japanese, issuing 7 press releases and 27 press announcements, and holding 4 press conferences at press clubs in Okinawa and Tokyo to generate media coverage. In addition, the Media Section handled 35 press visits, and published the monthly electronic newsletter and brochures in English and Japanese. These outcomes were posted on the OIST social media and on the internal Website to share with the OIST community. In addition, the Media Section Leader attended two events in Tokyo to pitch OIST research to TV program producers and directors. ・Hired an audio-visual specialist to replace and maintain hardware devices such as video conference system, projectors, microphones. Also the specialist gave technical support to the meetings with other institutes 65 times, with Skype, WebEX and video conferencing.	

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
		(Research Evaluation) ・Continue the evaluation of research units by external committees consisting of world-class prominent scholars at the internationally highest standard − the committees will rigorously evaluate the achievements, uniqueness, future possibilities, and other elements of the research unit with fair and transparent standards, as was implemented under the operations of OIST PC. The evaluation results will be utilized in judgments of promotion of faculty members and continuation of the research units. (In FY2014 evaluation of 8 units is planned.) ・Publish the summary of research evaluation expeditiously after the utilization of the results in order to fulfill the accountability to the public in using public expenses for the research projects.		(Research Evaluation) ・Two Faculty members received prestigious awards: Professor Tadashi Yamamoto received the Tomizo Yoshida Award from The Japanese Cancer Association and Professor Tsumoru Shintake received the Japan Society of Applied Physics (JSAP) award in Optics and Quantum Electronics Achievement. In addition, Dr. Takanari Ichikawa, head of the OIST Business Development and Technology Licensing Sections, won a Technology Award by the Japanese Society for Plant Cell and Molecular Biology, Dr. Yuuri Yasuoka, a researcher in the Marine Genomics Unit, received an Inoue Research Award for Young Scientists for his Ph.D. thesis (University of Tokyo), members of Professor Noriyuki Satoh's Marine Genomics Unit received the Open Science Award by the Database Center for Life Science (DBCLS) in Japan, Dr. Jun Inoue of Professor Robert Sinclair's Mathematical Biology Unit was awarded third place in the website category of the Open Science Awards. Finally, Ms. Eri Kanemoto in the Research Safety Section won an award for a best poster at the Asian Conference on Safety and Education in Laboratory. Seven Faculty-led Units were reviewed; six units by external review committees consisting of recognized international experts in the field, and one unit by in internal committee based upon external written reviews from three internationally-recognized experts in the field. Six of the units were judged as either Outstanding (top 5%) or Excellent (top 10%), and the seventh was judged as Good (top 15%). All seven were recommended for continued funding. Two faculty tenure evaluations were concluded resulting in one recommendation for tenure based upon letters of support from internationally recognized experts in the field, review by the President, review by the Board of Governors (BOG) Academic and Research Committee and endorsement by the full BOG. ・Preparation was completed to publish the results of research unit reviews and review for tenure.	
4	**1.3 Faculty Recruitment** The results of our recent recruitment demonstrate that OIST Graduate University can compete successfully against the best worldwide institutions for the highest caliber faculty. The next stage of recruiting will target outstanding international and Japanese scientists, including senior scientists that have established a track record of disciplinary research and junior scientists that show promise of strength in interdisciplinary research. A balance of international and Japanese faculty will be sought.	・Based on the discussion of future expansion, consider the next series of faculty recruitment taking into account areas that offer particular opportunities for interdisciplinary research and the balance of the academic program as pointed out in the accreditation assessment. ・Provide suitable space in Laboratory 3 or elsewhere that accommodates faculty's research programs to promote smooth relocation of new faculty members.	-	・Searches are underway for at least seven candidates, in Biology, Computer Science, Marine Science and Medical Physics; the Medical Physics search is complete and no offers were made. ・Level A designated for Development Labs and location of research equipment to support faculty research programs.	A
5	**1.4 Global Networking** OIST Graduate University will continue to create strong networks with the international science community and increase worldwide reputations by making agreements with universities and research institutions, hosting academic workshops, etc.	・Enhance collaborative relationships with other universities by developing exchange agreements concerning interns, course credits, and other exchange opportunities. (Repeated. See 1.1) ・Continue to host international courses and workshops at the highest level in the world and provide students and young researchers with the opportunities of learning forefront science and interacting with outstanding peers. In addition, invite world-class international conferences to OIST venue to increase opportunities for the OIST researchers and students to establish networks with other researchers through academic and social events. The number of such events will further increase in 2014 in response to demand from newly arrived faculty. The CPR Division will keep ensuring a reduction of cost for each workshop by reducing the travel support for the workshop participants, obtaining funding support from other institutes and more efficient travel and accommodation procedures. ・Continue to host top undergraduate students in residential courses in laboratory placement with appropriate subjects such as physics, cell biology, and neuroscience. ・Continue to implement the long-term and short-term student programs, and through those programs, accept students from universities in Japan and around the world for practical trainings in research units.	・Number of collaboration agreements with universities and research institutions ・Number of international courses and workshops ・Number of participants of courses and workshops ・Number of students accepted from domestic and international universities	・We continue to develop agreements with universities across the world, and are waiting to complete agreements with University of KwaZulu Natal, Stanford University, University of Texas at Austin, and Hawaii Natural Energy Institute. Biology Resources Section (BRS) of OIST is participating in the discussion for creating Japanese inter-institution network on bioimaging (led by National Institute of Basic Biology) to co-organize training courses of microscopy and/or symposiums, and for connecting it to Euro-BioImaging (led by European Molecular Biology Laboratory). In parallel with that, BRS of OIST is participating the ABRF (association of biomolecular resource facilities) of US, and joining the discussion for international expansion of it with other international (non-US) members of ABRF, in order to improve management and operation of research resources from international community. Attachment #1.4-1_Academic Exchange Agreements List ・Held 12 OIST Workshops and 7 Mini-Symposia, all of which are recommended by the Conference and Workshop Committee through strict judgment process to meet the criteria of world-class programs, and 571 people participated in total. Interns: 43 registered in academic Year 2013 who started since April 1 2014, and currently another 41 since Start of Academic Year 2014, total in FY2014 of 84 interns to date. (does not count 2013 year interns who started before FY2014 but were still here after that point) (includes 6 from Japan) Graduate and undergraduate students are able to attend OIST International Workshops and Courses.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
6	**1.5 Collaboration with Industry** OIST Graduate University will endeavor to advance research results to the market and thus to enrich the society. After the first collaborative agreement in 2011, we could initiate a new collaboration with another major company in FY2013. We have been expanding collaborative activities with industry, through collaborative R&D projects on energy, nano technology, drug discovery etc.. We will continue to build collaboration with industry and appropriately manage and utilize the intellectual properties produced by our research. These activities also contribute to promotion of R&D cluster development in Okinawa.	(Research Exchange and Collaboration) ・Through efforts such as exchange visits of researchers and analysis of market and industry demand, continue to promote research exchanges and joint research with industry, including both major corporations and venture firms. ・Foster entrepreneurial activities based on invention developed by OIST researchers. ・Establish rules and regulations in order to establish an environment that incentivizes entrepreneurial and patenting activities without compromising the focus on basic research. ・Implement “open entrepreneurship education workshop” in collaboration with other Okinawa relevant institutions including the University of the Ryukyus, Okinawa National College of Technology, Okinawa Colleges of Agriculture, OPG etc. ・Continue to promote shared use of OIST’s cutting-edge research facilities and tools with researchers of other universities or companies by providing the information of available facilities and clarifying their conditions of use on OIST Website etc.. (See 1.2) ・Determine priority industrial sectors and develop/implement a communication plan targeted towards these sectors, taking into account the findings from the 2nd international workshop on R&D cluster development in Okinawa held in March 2012, International Symposium on Open Energy System held in January 2014, and opinions of other external specialists. ・Enhance network of external specialists that provide assistance on business planning and development related to inventions made by OIST researchers. ・Maintain communication with industry to match industry needs with OIST research results through targeted companies or global opportunities, including industrial events/conferences such as BioJapan 2014 and Nanotech Japan 2015. ・Consider mutual internship programs with high potential researchers in industry. ・Promote research project with industrial partners under “START” Program funded by MEXT to support feasibility studies to establish a startup. ・Continue the existing five collaborative research projects with venture firms and academic institutions in Okinawa under the “Collaborative Research Project toward Developing Intellectual Cluster”, “Bio-Industry Promotion Support Program”, and “R&D Program for Subtropical Island Energy Platform” funded by OPG, including research on biological resources of Okinawa and on new energy supply system. In addition, contribute to academic meetings and symposiums under the projects. ・Propose and renew collaboration opportunities under Okinawa collaborative research programs.	・Number of collaborative projects with companies (collaboration agreements, joint research projects, commercialization of intellectual property, etc.)	(Research Exchange and Collaboration) ・Business Development Section and Technology Licensing Section focused on industry-academia relations and promoting IP opportunities from OIST research. - Including continuing agreements, Collaboration agreements with 18 companies were concluded. - NDA with a major company was concluded and a new research agreement is being prepared. Information exchanges with OIST and company researchers have been regularly held to identify collaboration opportunities in the field of R&D of the group companies. - OIST was introduced to and discussed opportunities for collaboration/co-development with 55 new private companies. - 34 new patents have been filed. - Joint research with the Sony CSL in the renewable energy field continues to be advanced. A second international symposium on the topic of renewable energy management systems was held and attended by 111 global experts in the field. Discussion on future possibilities of collaboration was held. (see also R&D Cluster Development section below) Attachment #1.5-1_List of industry-related grants/events ・OIST built support mechanisms to foster entrepreneurial activities based on inventions developed by OIST researchers, including: (1) assistance in identifying, applying for, and managing external funding to support advanced technology development (e.g., START Program at MEXT); and (2) developing licensing terms and conditions to transfer OIST intellectual property to venture companies. These support mechanisms helped establish OIST’s first startup, Okinawa Protein Tomography, based on Professor Skoglund’s invention. ・Procedures to establish a supportive environment for entrepreneurial activity were implemented. The "Invention and Business Potential Evaluation Committees" were held to evaluate inventions and business plans disclosed by OIST researchers. The evaluation committee met 13 times. ・To promote entrepreneurship and prepare students for entrepreneurial pursuits, a second entrepreneurial training program was organized, this time open to students and researchers from OIST, the University of Ryukyus, and Okinawa National College of Technology. A total of 14 participants, (9 from OIST and 5 from other academic institutions in Okinawa), spent 3 months learning key concepts in designing and pitching business ideas and were mentored by experienced entrepreneurs and investors from Japan. Attachment #1.5-2_Patent Status ・(Re-posted) OIST and Okinawa Protein Tomography Ltd. (OPT), the first startup company from OIST, concluded “External Use of Research Facilities Agreement”. In order to conclude this Agreement, OTC has revised the following PRP articles; PRP 4.9 External Use of Research Facilities and Services PRP 21.3.7 Internal Cost Management Committee ・Priority industrial sectors were identified and contacts for communication were established by attending major industrial events/conferences. Taking into account the recommendations from the 2nd international workshop on R&D cluster development in Okinawa, to promote academic and industry collaborations in a targeted technological area, the 2nd international symposium to promote the Open Energy System (OES) technology related to a sustainable energy management system was organized with Sony Computer Science Lab. Many following communications with industrial partners have been initiated. ・OIST is building an external network of innovation specialists and experienced entrepreneurs that can provide advice on commercial potential of inventions made by OIST researchers. More than 6 individuals participated this year. ・OIST participated in BioJapan for the fourth time. The event went successful bringing many contact points with private companies from Japan and abroad. OIST participated in Nanotech Japan (Jan. 2015) and presented the prototypes of Prof. Sowwan’s technology. These contacts are followed by exploration of research collaborations. ・A discussion on mutual internship of researchers has been initiated with a major pharmaceutical and medical device company. ・OIST successfully graduated the START Program (MEXT) and established its first startup, Okinawa Protein Tomography, based on OIST intellectual property. ・Existing four research projects were carried out with private partners and academic institutions in Okinawa	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
		(Intellectual Property Management) ・Utilize external expertise effectively for efficient and strategic management of intellectual property − this will include the establishment of a committee including external expert members to review OIST in house inventions and make recommendation on patent filing and selecting patent attorneys that allow direct filing in English language and in the different fields relevant to OIST. ・Enhance effective patent administration through a new IP management system. ・Continue to provide training opportunities to faculty and postdocs to increase awareness of the importance of appropriate acquisition and protection of intellectual property.		~~Existing four research projects were carried out with private partners and academic institutions in Okinawa~~ under the “Intellectual Cluster Project”, “Intellectual Industrial Cluster Project”, “Bio Industry Vitalization Project” and “Subtropical/Island Energy Infrastructure Technology Research Project.” In addition, three new projects were funded by Okinawa Prefectural Government including the “Intellectual Industrial Cluster Project (Incubation Project for Start-Up). The research areas include chemistry, marine, plant and system biology. In the “Bio Industry Vitalization Project” sewage from AWAMORI brewery was successively treated next to the factory and highly evaluated by the evaluation board. A new project has been proposed and collaboration has been started with research institute in Okinawa to treat waste from livestock farm using Microbial Fuel Cell technology. (Intellectual Property Management) ・The Invention Evaluation Committee and a newly implemented patent application scheme have been successfully operating to efficiently evaluate 34 patent applications. Two new reliable and experienced external patent specialists have been integrated to the existing external specialist network. A new US patent agent joined the OIST professional network as a contractor. The contractor has extensive professional knowledge and excellent English skills. Attachment #1.5-2_Patent Status ・To efficiently cope with increased number of invention disclosures and patent related interactions a new IP docket management system, Sophia, was implemented in the Technology Licensing Section (http://www.wellspring.com/sophia). This is the first case to be introduced in a Japanese university. The software’s characteristic is to cover the entire innovation process from technology scouting to licensing, and includes extensive document and contact management capabilities. ・Internal seminars on Intellectual Property were held and talks were given with the cooperation of invited patent specialists from Colorado State University Ventures, the technology transfer and commercialization organization of Colorado State University in the United States. In addition, a new U.S. patent agent conducted a lecture on patenting and met with faculty and researchers to deepen their understanding regarding the utilization of intellectual property.	
		(R&D Cluster Development) ・In regarding to R&D cluster related basic research under the Provost (see also 1.2), enhance the oversight function for budget and research execution following advices by each research group’s steering committee. In addition, strengthen functions for communicating and coordinating among stakeholders regarding to policies and programs related to R&D cluster development. ・Monitor and accelerate the implementation status of the recommendations made at the international workshops on R&D cluster development in Okinawa and share it with stakeholders in Okinawa such as local industry associations. Following anticipation coming from “Basic Policies for Economic and Fiscal Management and Reform” and the result of the international symposium that OIST will play a key role in promoting international R&D cluster development in Okinawa, OIST continues to provide secretariat of and lead discussion in Task Force for the Establishment of an R&D Cluster Promotion Organization for Okinawa as in FY2013, while the taskforce consists of stakeholders in academia, industry and government, and specialists related to R&D cluster development. ・Following two previous R&D cluster workshops, and technology promotion symposium, organize industry/government/academic workshops/symposium centered on specific themes relevant to Okinawa and OIST.		(R&D Cluster Development) ・In regarding to R&D cluster related basic research, the Provost enhanced and oversight function for budget and research executions, closely working with each professor in R&D cluster projects. OIST established the Office of Sustainable Development of Okinawa in FY2014 to reflect the university’s commitment to its founding objective to contribute to the sustainable development of Okinawa, as stipulated in the OIST SC Act, and to promote the development of an R&D cluster. The Office is now the focal point for support of R&D cluster development activities. The Office added staff to strengthen communication and coordination among stakeholders, including: (1) an Associate Vice President to build and manage new projects related to R&D cluster development; (2) a Coordinator to support strategic partnerships and efficient bilingual communications; and (3) a Project Assistant to support data collection and analysis pertaining to innovation, industry, markets, and the economy. ・The Task Force for the Establishment of an R&D Cluster Promotion Organization (“R&D Cluster Task Force”) held plenary meetings and worked in sub-Working Groups to characterize an autonomous promotion organization that would promote the development, growth, and sustainability of a globally competitive R&D cluster in Okinawa. - OIST continued to host the Secretariat, adding new staff (detailed above) to strengthen support of Task Force activities. - The R&D Cluster Task Force held meetings and worked in sub-Working Groups to characterize the basic concepts of an autonomous R&D cluster promotion organization, drafted an interim report, and charted the next steps towards establishing the new entity in FY2015. ・Taking into account the recommendations from the 2nd international workshop on R&D cluster development in Okinawa, to promote academic and industry collaborations in a targeted technological area, the 2nd international symposium to promote the Open Energy System (OES) technology related to a sustainable energy management system was organized with Sony Computer Science Lab. Many following communications with industrial partners have been initiated.	

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
	Chapter 2 Governance & Administrative Transparency and Efficiency **2.1 Basic structures for governance and business operations**				
7	The Board of Governors (BOG), which consists mainly of non-executive members based on the OIST SC Act and the OIST Bylaws unlike the case of most Japanese traditional institutions, takes ultimate responsibility for operation of the OIST SC and OIST Graduate University. The Board of Councilors (BOC) reviews the operations of the corporation with broad views of the society, including those of the local community. These two boards will play key roles together in ensuring effective and transparent governance of the OIST SC in accordance with pertinent Japanese laws and the OIST SC Bylaws. The CEO/President will continue to provide the leadership in the execution of the Business Plan and accountable to the BOG and the BOC. The governance of OIST SC especially features the appropriate relationship between these boards and the CEO/President. Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the corporation.	(Basic Management) ・Regular BOG meetings will be held in May, September and February, and regular BOC meetings will be held in May and February. In the BOG meeting in May, the performance and achievements of FY2013 will be reported and evaluated. In the end of October, many BOG and BOC members and Auditors' term will expire, then discuss and take proper procedures for appointing new/continuous members, considering qualification and contribution to OIST management. ・BOG and BOC has established subcommittees to ensure effectiveness of their functions. Activities of these subcommittees will receive sufficient administrative support (Subcommittees of the BOG: Steering, Business and Finance, Research and Academics, Audit and Compliance, and (Ad-hoc) Community Relations. Subcommittees of the BOC: University Management, Budget and Finance, Academics and Research and Sustainable Development for Okinawa.). A web or telephone conference system will continue to be utilized for the BOG and BOC meetings to enhance efficiency as well as promote active participation of governors and councilors who are in distant locations. ・The CEO/President will continue to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the Business Plan. ・Auditors will continue to conduct rigorous regular audits of all aspects of business operations, including budget execution, tendering and contracts, and the status of compliance, based on the Auditing Plan developed in advance while coordinating with internal audits and accounting audits, and conduct special audits in addition when deemed necessary. While keeping appropriate independence, Auditors will continue to maintain effective communications with the university management through the Vice President in charge and will be provided sufficient information and staffing necessary for conducting their duties. Result of Auditors' audit will be reflected in future operations through their reporting at BOG meetings, etc. (Planning for Future Expansion) ・Framework document will be prepared by BOG aimed at near- and long-term expansion of academic, research and educational activities towards 300 faculty. ・Planning Committee, constituted by BOG members and some OIST executives, will discuss a new Site Master Plan towards 300 faculty. OIST will request external experts to support making the plan.	-	(Basic Management) ・Regular BOG meetings were held in May, October and February, and regular BOC meetings were held in May and February. In the May BOG meeting, the performance and achievements of FY2013 were reported and evaluated. The final report was provided to the CAO for public dissemination. Other key points from the May BOG and BOC meetings include election of the new BOG members (by the BOG), nomination of the new Auditor (by the BOG), announcement about selection of the Master Planner, presentation of the draft Framework Document II (FDII) and the Construction Plan through 2022. In the October BOG, it was reported that FDII and the accompanying 2014 Achievement document were finalized after substantive review and discussions. Key personnel decisions were made, which were the reappointment of all BOG members and BOC members, nomination of Auditors. Announcement was made regarding the establishment of the new office for Sustainable Development for Okinawa, and appointment of five new faculty. ・Web=based or telephone conference systems continued to be utilized for the BOG and BOC meetings to enhance efficiency as well as promote active participation of governors and councilors who were in distant locations. ・The CEO/President continued to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University to ensure steady implementation of the business plan. ・Auditors conducted a total of 3 periodical audits, in Sep 2014, Dec 2014 and March 2015, on all aspects of business operations. A report was prepared after each audit on the result and was explained to the President. At the same time, it was informed to all the concerning VPs of the results and recommendations. Auditors' Audit Report for FY2014 will be submitted to BOG and BOC in May. Aside from the periodical audit activities, the Auditors gathered information on the business operation through weekly meetings with VPAC and from the President, Provost, and other VPs when necessary to gain better understanding of the management condition of this University. (Planning for Future Expansion) ・FDII was published as a concrete vision for the expansion of the university towards 300 faculty units. This includes a detailed plan for the doubling of the University (100 faculty units) by 2023. The FDII was presented, along with a cover letter from BOG Chair Dr. Wiesel, to Minister Yamamoto as the official guiding document for the expansion of the University. ・Pelli Clarke Pelli Architects was selected in May 2014 as the master planner to compile a 300 faculty-unit Master Plan, with the first priority being to confirm the sites for Lab 4 and 5. After the selection, the BOG Planning Committee held detailed discussions with the Master Planner throughout the calendar year. The completed Master Plan was provided to the University at the end of December 2014.	A
8	OIST Graduate University will continue to build and maintain the administrative organizations by which a world-class international graduate university will be effectively administered. OIST Graduate University will keep close contact with the Cabinet Office (CAO) to be accountable for its budget execution and business operations to the Japanese Government.	・The necessary infrastructure for student recruiting, academic support, and research support will be further enhanced. Development of the IT resources for both research and administration will be continued. Operation of the Information Services Section will be coordinated with the IT Service and Support Committee. Policies for IT purchases, support, and security will be reviewed and modified to provide improved service and cost effectiveness. Improved help desk service will be instituted. ERP operation and reporting will be improved to enhance budget tracking and management. ・Continue to hold regular (i.e. monthly, weekly and daily) meetings with the President/CEO, Provost/Vice CEO, Vice Presidents, and Chairperson of Faculty Assembly etc. to share information and review the status of business operations. In addition, hold all-hands meetings as necessary. ・Maintain close communication with CAO through the Vice President in charge of governmental relations. Specifically, continue a monthly report of the budget execution status and the Quarterly Meeting to share information such as the status of implementation of the Business Plan. In addition, start discussion with CAO on budget requests for FY2015 well in advance and hold meetings more closely with CAO for the purpose, and share information with CAO timely on discussion of the future expansion of OIST towards 300 faculty.	-	・The process of improving the quality and focus of IT services continued throughout the 2014 fiscal year. The I.T. Service and support committee met to discuss a range of topics, including visitor device policy and device and software purchasing. Flowing from these meetings, a revised Information Technology chapter of the policies rules and procedures has been drafted and is in the process of review and approval by the ITSSC and the Executive. A range of new services were deployed in 2014, including a cloud and backup storage infrastructure targeted at researchers. Development and improvements to I.T. services are ongoing. A manager for I.T. Support Services was recruited and has already reviewed and modified a number of I.T. processes in order to increase efficiency of the helpdesk. Development work was conducted on a simplified budget tracking and management feature, especially to faculty members. This feature has been tested in collaboration with the Dean and Faculty Affairs and will be deployed in fiscal 2015. E-application system (EAS) has been developed for efficient filing, review and approval notice of research-related protocols. This system also allows the protocols to be managed in more confidential manner. Electrical Key Management System has been installed to enhance security of controlled agents. ・Regular (i.e. monthly, weekly and daily) meetings were held with the President/CEO, Provost/Vice CEO, Vice Presidents, and Chairperson of Faculty Assembly etc. to share information and review the status of business operations. The University staff was informed of major administrative changes by the President or other appropriate executives. The President held an All Hands for the research staff to explain changes in the research job classifications.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
				Established rules regarding the function of the Faculty Assembly in accordance with the revision of School Education Act. ・Maintained close communication with CAO through the Quarterly Meetings in April, July November and January and other meetings held for specific issues. Appropriately and timely shared necessary information such as progress in FY2014 Business Plan, preparation of Framework Document II, reviewing the Master Plan for future expansion of OIST, budget request for FY2015, and preparation of FY2015 Business Plan. In addition, started discussion with CAO on budget requests for FY2015 well in advance and held meetings more closely with CAO for the purpose, and shared information with CAO timely on discussion of the future expansion of OIST towards 300 faculty.	
9	**2.2 Budget allocation and execution** On executing the budget including government subsidies, OIST Graduate University will continue efforts for improving cost efficiency and level, especially for general administrative expenses, by utilizing procedures and systems to enable appropriate and effective allocation and execution of budget to fulfill its accountability to the government, sponsors, and general public.	・Continue to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit. ・The budget allocation and reporting process will be reinforced by continuously providing training to the budget analyst assigned in each division. The status of budget execution will be reported monthly to the President/CEO at the monthly Budget Review Meeting in order to ensure appropriate and integrated budget management including the Subsidy for Facilities. In addition, report the budget execution status to CAO on monthly basis. ・Continue to properly manage competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research) in accordance with the rules provided to each grant under the Vice Provost for Research while coordinating with the Budget and Accounting Section. ・Continue to implement the procedures to comply with laws and University policy and rules－the procedure in budget execution includes reviews by the Vice President in charge of compliance when individual budget expenditures exceed a predetermined threshold. ・Conduct internal audit under the Vice President in charge of compliance, as well as develop human resources through sending our staff to training courses provided by government agencies, etc. on regular basis, to ensure proper contract, procurement and accounting procedures. ・A committee consisting of external experts will review of contracts concluded by the University in order to ensure proper implementation of tendering. In addition, exert efforts in ensuring fair and transparent procurement through measures such as establishing a committee including external experts and having their review on specifications of large research tools/equipment for each purchase based on the University's policy and rules. ・The common resources advisory committee (CRAC) will continue to evaluate the proposals of common and shared research resources and make recommendations to the President for the most efficient use of common resource budget. ・Utilize and manage cautiously the leasing contracts to acquire large and leading edge research equipment. Leasing contracts are limited to 4 years. (New leasing contracts in FY2014 will be carefully considered from the perspective of cost performance etc. upon procurement.)	-	・Continued to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit. ・The budget allocation and reporting process was reinforced by continuously providing training to the budget analyst assigned in each division. The status of budget execution was reported monthly to the President/CEO at the monthly Budget Review Meeting in order to ensure appropriate and integrated budget management including the Subsidy for Facilities. In addition, reported the budget execution status to CAO on monthly basis. ・Proper management of external research funds including KAKENHI (Grants-in-Aid for Scientific Research) in accordance with the rules provided to each grant are accomplished by holding seminar for Researchers and Research Administrators, while coordinating with the Budget and Accounting Section. ・As cases are broken into some patterns when individual budget expenditures exceed a predetermined threshold, the section leader in charge of compliance reviewed the appropriateness of the negotiated contracts which do not exceed 5M JPY and the VPAC/AVPAC and an internal committee reviewed the ones which exceed 5M JPY. From a view point of efficiency and risk management, we keep the current threshold. Reductions of contract amounts and streamlines of contracting procedures were promoted. ・Conducted internal audit based on the internal auditing plan under the Vice President in charge of compliance, as well as developed human resources through sending our staff to accounting training courses provided by MOF Accounting Center and national school in Kyusyu to ensure proper contract, procurement and accounting procedures. ・A committee consisting of external experts was held twice and the committee reviewed contracts concluded by the University to ensure proper implementation of the tendering. And improved contracting procedures based on their advice. The number of holding of Specification and Technical Review Committee concerning large scale research tools/equipment is 12. ・CRAC formally closed in November 2014, to be replaced by the RSD leaders. The leadership of each Section is comprised of the Section RSD leader and one or two Science Advisors who are faculty members. A new common and shared equipment priority and request system is being developed for the next fiscal year under the management of this new system using the RSD. ・Managed and ensured appropriate accounting of the 15 existing leasing contracts concluded by FY2013. (There are no new leasing contracts in FY2014.)	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
10	**2.3 Efficiency of business operations** OIST Graduate University will continue its efforts to improve efficiency in its business operations.	・Support research activities, such as promoting common/shared use of research equipment and tools (See 1.2) and utilizing the methods of unit price contracts and bulk purchase for research materials and reagents. ・Reduce costs of research supplies and reagents which are usually used by price negotiation. ・Reduce costs of research equipment maintenance by compiling the maintenance contracts by makers, by reviewing the methods of maintenance, and by price negotiation. ・Confirm the internal team in charge of review and improvement of administrative processes to identify sources of inefficiencies and streamline the administrative operations－among the goals; creating clear and easily accessible communication tools between administration and its users (bilingual operating manuals, training, etc.), strengthening administrative functions through better work organization and workload sharing, and reducing overtime hours ・Contracts of the University shall be based on the principle of ensuring sufficient transparency and competitiveness, and in case of making a negotiated contract, thorough information disclosure will be ensured, such as by disclosing the reason for the negotiated contract. At the same time, review procurement policy, rules and procedures regularly from the perspectives of efficiency and simplicity. Efficiency of procedures in negotiated contracts should be improved in this fiscal year. ・Conduct appropriate actions for adapting sufficient procedures of OIST staff to the change of consumption tax, etc. ・Collect reference data comparing prices of supplies and equipment etc. in Japan and abroad and use such data in direct negotiation with manufacturers/agents/forwarders to improve cost efficiency of purchasing.	・Reduction of costs by unit-price contracts and bulk purchase ・Increase of use of the internal supply store ・Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount)	・Promoted unit price contracts and bulk purchase for common/shred use of research equipment and tools and centralized maintenance contracts to a common research support section. ・Made efforts for cost reduction by utilizing unit price contract and bulk purchase. The number of unit price contract: 27 items ・Reduced cost of research equipment maintenance by compiling the maintenance contracts by makers, by reviewing the methods of maintenance, and by price negotiation. Streamlined the contract process for such item that only one vendor will be able to provide the maintenance, by utilizing negotiated contract under the approval of Procurement Committee. ・Prepared and uploaded operation manuals on the internal website so that all OIST member including researchers can refer to. Any information is provided both in English and Japanese. Ensured training opportunities on purchase/procurement: the orientations held by the HR training team and the training courses for the related staff. Held needed sessions to share information on detail procedures, changed rules, and closing schedule with the related staff. Enhanced “right staff to right position” by rearranging tasks. Improved the administrative procedure for purchases that require payment via credit card by introducing purchasing cards. ・To ensure proper and efficient implementation of tendering and contracts, we held the Contract Review Committee consisting of external experts, which reviews contracts concluded by the University. The sixth (July 25, 2014) and the seventh (Jan 30, 2015) meetings were held in FY2014. We reported to Committee the measures which were revised and the measures which is continuously under consideration. Held the internal Procurement Committee and reviewed 52 contracts. We also established Specification Formulation Committees and Technical Examination Committee consisting of external experts to have their review on specifications of large research tools/equipment for each purchase exceeding 50m yen, to ensure impartiality and competitiveness on the tender procedure. The number of the Committee: 12 Thorough information disclosure was ensured, such as by disclosing the reasons for the negotiated contracts when those expenditures exceeded a predetermined threshold (Building construction 2.5M, Goods 1.6M, Services 1.0M, Lease 0.8M). Streamlined the process for negotiated contract by reviewing the approval line, changing the criteria for documentation of target price statement, and reviewing the criteria for preparation of written agreement. Reviewed PRP28 and procurement policy, rules and procedures regularly from the perspectives of compliance, efficiency and compatibility with the other rules and regulations. Revised standard agreements (Procurement/Service/Leasing). Reduced cost of insurance by reviewing the contract. Reduced the insurance rate 20% by enhancement of competitiveness. Exchanged information with the other research institutes (RIKEN, KEK, Tohoku University, Research Organization of Information and Systems, and JAXA etc.) to improve knowledge, skill, and sense of compliance of the procurement staffs. ・Complying with the change of consumption tax, we held a meeting on the matters to be careful and the outline of the “ACT FOR SPECIAL MEASURES TO PREVENT AND CORRECT ACTIONS THAT INTERFERE WITH SHIFTING CONSUMPTION TAXES WITH INTENT TO ENSURE THE SMOOTH AND APPROPRIATE PRICE PASS-THROUGH”. ・Collected reference data prices of supplies and equipment etc. in Japan and abroad and used such data in price negotiation with vendors. The number of the additional data: 121 The total of the reference data is 155 (The existing 34 and the additional 121) Utilized the data in negotiation and succeeded to control the rising of list prices while the yen is falling after the end of year Increase of use of the internal supply store Amount of sales : JPY 41,247,376 (vs. FY2013, Increased JPY 16,258,471) Number of customers : 1,915 person (vs.FY2013, increased 773 person) Additionally, made preparation for outsourcing of office supply store to start in FY2015. Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount) Contract number: 203 (30.9%) [FY2013 128(31.2%)] Contract amount: JPY7,563 million(77.1%) [FY2013 JPY6,391 million]	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
11	OIST Graduate University will make the best use of its facilities and equipment.	・Manage and monitor operation of Auditorium and other facilities, and continue to promote external use of those facilities.	-	・Auditorium and other facilities utilized for 54 events during the year. 18 are external events, and other 36 are visits and concerts organized by OIST. Promotion for external use continues.	A
12	**2.4 Personnel management** OIST Graduate University will continue to attract, hire and retain qualified employees, which are essential for the university to achieve its goals sustainably, by providing globally competitive compensation and benefits as well as training opportunities. At the same time, as a corporation operated largely with the subsidy from the Japanese Government, OIST Graduate University will continue to make further efforts to contain overall personnel costs, with strong efforts to keep the employees' salary at a reasonable level consistent with expectations of tax-payers, as well as ensuring accountability in such aspects, by implementing continuous actions following "Review of Salary Level of Independent Administrative Institutions, Special Public Corporations, etc. (distributed in Related Ministers' Meeting in December 2012)" and embodying actions following "On the Salary of Officers and Employees of Special Public Corporations, etc. (by Administrative Reform Promotion Taskforce Secretariats in Cabinet Secretariat on November 22, 2013)".	(Recruitment) ・Continue to consider the recruiting and hiring of qualified persons for the important positions to administer an international university－i.e. CIO and Business Development Person. Specially, because of the position's importance, immediately establish structure for raising external funds and managing Marine Science Center which is planned to be established in this fiscal year. ・Continue to recruit qualified staff necessary to cope with new or expanded functions, while recognizing and utilizing the internal human resources. Specially, establish structure and recruit staff for promoting R&D cluster development centered by OIST etc. ・At the same time, manage the headcounts within the range decided in budget and with use of external funds to prevent the organization from expanding excessively in the use of subsidy funds. Take account of the trend among universities and similar institutions in Japan and abroad, in order to achieve an efficient and streamlined administrative sector. ・Continue to enforce the equal opportunity policy to promote diversity at the workplace and to improve the gender balance among all job levels and categories. ・Hold the Committee for Diversity/Gender Equality continuously to promote gender equality in all aspects of university management, especially to support female researchers and female administrative staff. Establish a task force and submit a set of recommendations on diversity to BOG. ・Promote hiring person with disability to by removing barriers for providing equal working opportunity. ・Continue to strengthen the employee service related function, both for new and current employees as well as students, such as child-care services, family support, food services, health/medical services and living needs support on basis of feedback from users and changing needs as the campus population grows. Continue to network with schools to increase the opportunities for children education. Network with OPG, Employment Service Centers (Hello-Work), and potential employers to identify more options for spouse work.	・Number of employees (by job categories, nationalities, and gender), by seniority ・Ratio of staff in administrative divisions to the total headcounts ・Ratio of labor costs to the total operational budget ・Salary Level of employees (average salary by job category) ・Number of employees taking training programs	(Recruitment) ・Supported the hiring of qualified persons for the important positions to administer an international university - i.e. the Business Development Person; two Clinical Psychologists and a Medical Doctor (expected to start in FY2015) were hired for the establishment of an on-campus clinic targeted to support health care of OIST employees and their family members. Attachment #2.4-1_Number of employees ・Continued to open positions both externally and internally to provide employment opportunities for Researchers interested in changing their career paths. Actively attended multiple international career forums (Sydney, London, LA, Boston, and San Francisco) to recruit new graduates with international experience as well as two career forums in Tokyo, events that leads to contacting 100 students per event on average. Started collaboration with the Student Support Section to recruit both new graduates for employment and for the PhD program so that we can expand our search and provide more options for talented young students (an activity that lead to recruiting one student for the graduate program last year). Promoted new job openings to Okinawan candidates by actively advertising in Hello Work and local newspapers which lead to the hiring 33 people from Okinawa (23% of total hiring in administration) as of March 31, 2015. A significant increase compared to 21 people (16% of total) during FY2013. ・Managed headcounts within the range decided by carefully tracking PEREX numbers attached to each headcount assigned for the fiscal year both within the administrative hiring and the hiring in research units. Ratio of staff in administrative divisions to the total headcounts: 26.8% Ratio of labor costs to the total operational budget: 25% (current estimate) ・Enforced the equal opportunity policy to promote diversity at the workplace by revising the gender and diversity statement. Hired a Vice President for Gender Equality (expected to start in FY2015) who will be responsible for the implementation, monitoring and review of all gender equality initiatives at OIST. In collaboration with the Student Support Section, Recruiting team also attended two job fair events in Tokyo targeting female new graduates with science background (January and February 2015). ・In the Gender Equality Task Force, comprehensive policies and measures to promote gender equality in OIST were compiled and informed to all OIST staff. Held the Gender Equality Committee meetings 7 times, and the recommendations from the Gender Equality Task Force, such as career paths seminars include gender equality perspectives have been implemented. ・Increased the number of employment among person with disability by hiring two additional staff members at BFM. ・Staff Relations & Services Team was created to provide HR outreach services to all staff member, supporting work and life in and out of the campus. The team has conducted survey interviews for planning but already offered some services such as OIST café service survey and improvements. Health Center (HC) started offering a new follow-up course for annual check-ups, Basic Life Support training, and an information seminar for OIST members and their families. While HC continues to offer both health and medical support, the Ganjuu Wellbeing service started in October with two English-speaking clinical psychologists and one Japanese-speaking counselor. Search for Clinic's medical doctor successfully finished and a bilingual GP is going to join in 2015, while the preparations are being finalized in FY2014. Resource Center (RC) has actively support spouse/partner employment, working with BOG in Onna, Yomitan, Chatan, and Ishikawa for information about for ALT (Assistant Language Teaching) position, speaking with reps from temp agencies for job opportunities, assisting visa paperwork ("Permission to Engage in an Activity Other Than That Permitted by the Status of Residence Previously Granted" form), creating RC website for job info and introducing job prospects at Family Orientations; Sent relevant information and job info to individuals searching for jobs. Also introduced Hallo Work to some spouses. Child Development Center (CDC) expanded the capacity double in August and RC release public/international school list in line.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
		(Compensation) ・Revisit and re-develop the salary system and annual review and job grade systems, continuing to refer to factors such as salary levels of national government employees and those of academic institutions in and outside of Japan. In addition, embody and implement actions following “On the Salary of Officers and Employees of Special Public Corporations, etc. (by Administrative Reform Promotion Taskforce Secretariats in Cabinet Secretariat on November 22, 2013)”. ・As the more people, both employees, students and their family members, are coming in, new systems will be considered for near-future expansion of service coverage, including Visitor Support program. (refer 5.2) ・As the Village Housing facilities are developed, review the rental charges, etc. as necessary, to ensure that users are responsible for an appropriate portion of the cost. (Training and evaluation) ・Following the road map based upon training needs analysis made in FY2011, continue to design and implement new corporate training programs in complement to the job specific competency/expertise training plan. ・Continue to develop a career development plan for administrative staff, including provision of training opportunities and position rotations, and implement a backup and succession planning. ・Expand employee orientation beyond one day session to an onboarding process involving support for receiving units/section on orientation. ・Continue to offer excellent language training to OIST staff and students. ・Continue to manage a performance evaluation system, including values/competencies evaluation and performance evaluation based on goals proposed in the beginning of the term, appropriate to the characters of each job category while ensuring fairness and transparency via self-assessment and reviewers’ evaluations. Also, reflect the evaluation results in employee salaries, while continuing to ensure a quality in evaluation and a reliable process with advices from the Salary Review Committee. In addition, implement training on regular basis to provide new managers and updates on the process.		(Compensation) ・Having revisited and re-developed the salary system and annual review and job grade systems, three-scale rating with flexible rating allocation and dual job ladder system of managerial and professional career and gender balance guidelines for both rating and merit increase were introduced and implemented in the annual evaluation, while continuing to refer to factors such as salary levels of national government employees and those of academic institutions in and outside of Japan. In addition, embodied and implemented actions, such as total budget expenditures for salary review, following “On the Salary of Officers and Employees of Special Public Corporations, etc. (by Administrative Reform Promotion Taskforce Secretariats in Cabinet Secretariat on November 22, 2013)”. Attachment #2.4-2_Salary level of employees ・As the more people, both employees, students and their family members, are coming in, Resource Center has invented various living support programs and social/family events (see 1114). In addition, “Registration Desk” project has opened an office with two staff in February to support both OIST and non-OIST staff members. (refer 5.2) ・Decided to make comprehensive reassessment of charges etc. once all Phase 1 Campus housing is completed in FY2015. (Training and evaluation) Attachment #2.4-3_Number of employees taking training programs ・Using the training road map developed in FY2011, for FY2014 a total of 686 participant seats were filled in 56 sessions, an average of three courses a month. 14 new courses have been introduced and with a total of 186 participant seats as of March 31, 2015. These new seminars centered on how to logically communicate verbally and in writing and to improve English document writing skills. The most highly participated trainings were 15 sessions of Microsoft Excel and Access training heavily attended by Finance and Administration and Research Administrators. Concerning compulsory training in compliance, we conducted the monthly course for newly joined employees in FY2014 (times 12, participants 179). Further, we revised our e-learning contents in order to meet the requirement of “the MEXT Guideline for use of public funds” on Feb 18, 2014, and provided the new e-learning programs for all faculty and employees from March 2015. ・The new dual career ladder system has offered a great option to administrative staff, seeking and professional career development path. Also offered training opportunities for career development such as manner training, Microsoft training, communication training, sexual harassment training for students, health management, basic life support, and English email writing. Seminars for mental health, tax filing, safe driving, scientific writing, and further English trainings. ・Continued to develop a fuller and more complete orientation and onboarding process for newly arrived staff members. Efforts in FY2014 were focused on enhancing the content of the current orientation program. Wellbeing service and Staff Services were newly included and the welcome comments by the President and/or other high-level executives has now become a regular part of the Welcome to OIST and Okinawa session of new hire orientation program. ・OIST hired 1 new English instructor. A total of 231 participants were enrolled in English languages courses. OIST offered 9 different English courses. In conjunction with the graduate school, 22 undergraduates were provided sessions to support the Science Challenge Workshop. 3 HS students from Nago high school were provided with a presentation skills session prior to traveling to the U.S. Write Perfect Email training seminar was provided twice, to 80 participants. 248 OIST members are enrolled in Japanese language courses in FY2014. The courses are divided in 3 terms, January to April, May to August and September to December. Through 3 terms, OIST offered 6 different levels of beginners courses, 2 intermediate courses, 1 advanced course, survival Japanese course, Kanji courses and story writing course. One new instructor has joined in November, therefore, totally 3 instructors conduct the courses. ・Major developments on performance evaluation system have been implemented with the advice from the SRC. The three-scale rating system with flexible rating allocation has offered more flexibility and perspicuity to both managers and employees. The dual career ladder system offered a career path seeking high expertise and skills for same compensation with managerial positions. The promotion criteria have been revisited and more calibrated by new point system for staff level and individual review by SRC for managerial/professional levels. In addition, gender balance was very closely watched for both rating distribution and merit increase. Training courses were organized to provide updates as well as to develop each individual skill for “Objective Setting.” For first level reviewers, feedback training focusing on what should/not be done was conducted.	

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
	2.5 Compliance				
13	OIST Graduate University will ensure compliance in all aspects of the university operations.	・The Vice President for Administrative Compliance will continue to review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures from a view point of compliance. ・Establish and revise policies, rules and procedures appropriately at the right time in response to revision of relevant laws and regulations or changing situation, and hold the PRP review committee periodically to maintain consistency in policies, rules and procedures as a whole. ・Ensure appropriate creation, management and retention of documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and University policy and rules that are developed accordingly. ・Through audits by Auditors and internal audits carried out under the Vice President for Administrative Compliance, provide rigorous review of the status of compliance including the implementation of the policies and rules, and reflect the result as necessary. ・To facilitate evaluation of situations that may give rise to conflicts of interest, formal written disclosure of external activities and commitments is required of all University officers and employees each year, based on the PRP Section 22.3.1 in “Avoiding Conflicts of Interest & Commitment”. ・Continue to ensure that our research activities are compliant with pertinent laws and regulations by implementing relevant rules under the Vice Provost for Research.	-	・The Vice President for Administrative Compliance continued to review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures from a view point of compliance. ・Established and revised policies, rules and procedures appropriately at the right time in response to revision of relevant laws and regulations or changing situation, and held the PRP review committee in November to maintain consistency in policies, rules and procedures as a whole. ・Ensured appropriate creation, management and retention of documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and University policy and rules that are developed accordingly. Introduced Document Management System from April 2014 and improved efficiency and transparency of document management by digitization of documents. ・(Re-posted) Conducted internal audit based on the plan under the Vice President in charge of compliance to ensure proper contract, procurement and accounting procedures. Put the materials and Q&As concerning Compliance into OIST internal web-site. (Re-posted) As cases are broken into some patterns when individual budget expenditures exceed a predetermined threshold, the section leader in charge of compliance reviewed the appropriateness of the negotiated contracts which do not exceed 5M JPY and the VPAC/AVPAC and an internal committee reviewed the ones which exceed 5M JPY. (Re-posted) Concerning compulsory training in compliance, we conducted the monthly course for newly joined employees in FY2014 (times 12, participants 179). Further, we revised our e-learning contents in order to meet the requirement of “the MEXT Guideline for use of public funds” on Feb 18, 2014, and provided the new e-learning programs for all faculty and employees from March 2015. ・To facilitate evaluation of situations that may give rise to conflicts of interest, VPAC required all University officers and employees to disclose their external activities and commitments on a formal basis based on the PRP Section 22.3.1 in “Avoiding Conflicts of Interest & Commitment”, and implemented its management and operation. ・Established systems and rules regarding responses to misconduct in research activities and control and auditing of public research funds, in accordance with MEXT guidelines. Dean of Research will be a Dean wholly dedicated to leading the RSD and the research activities at OIST. Dedicated health officer was recruited and took a position in the Research Safety Section, starting from January 13, 2015 in accordance with the administrative instructions of Okinawa Labor Standards Inspection Office.	A
	2.6 Information Disclosure and Public Relations				
14	The fast growth of the Graduate University and the increased budget in FY2014 requires OIST to guarantee even more transparency of academic and administrative operations, and accountability to the general public. In order to obtain broad support for OIST both from Japan and overseas, and to enhance worldwide recognition of the Graduate University, we will communicate actively with various stakeholders and promote OIST.	・Continue to disclose the information appropriately on the OIST web site etc. to comply with the School Education Act (Act No. 26 of 1947) and the Act on Access to Information held by IAIs (Act No. 140 of 2001). ・Continue development and expand the OIST Website to maintain its position as one of the leading and truly bilingual Japanese /English academic websites in Japan. ・Continue organizing press briefing sessions and press conferences in Okinawa and on the mainland, and also generate press visits to OIST, in order to maintain consistently positive press coverage of the Graduate University. ・Continue improving the OIST News Center to enhance the use of OIST photos, videos and other multimedia. ・Continue working an increased use of social media such as Facebook, Twitter and YouTube and e-mail news letter (OIST newsletter) to propagate excitement about the OIST Graduate University. ・Consider publishing OIST financial statement after reformatting under the international standards to improve communication with potential donors and other financial institution. ・Maintain and improve the library of OIST Policies, Rules and Procedures on the website.	-	・Continued to disclose the information appropriately on the OIST web site etc. to comply with the School Education Act and the Act on Access to Information held by IAIs. ・The OIST Website is one of the few truly bilingual websites in Japan. The Media Section continued to publish Web stories at least one story per week which highlighted research outcomes and various event activities at OIST. In FY2014, the OIST main public website registered a 13.25% increase in total number of Users over the previous year. Number of Users: FY2011: 272,173 FY2012: 487,736 FY2013: 506,471 FY2014: 573,594 Users accessing from Japan accounted for 76.81%, an increase of 9.65% over 2013, and users accessing from the United States accounted for 7.60%, an increase of 34.77%. The number of users accessing from India increased by 2.03%; United Kingdom, 8.85%; Germany, 5.81%; France, 19.47%; Australia, 64.44%, China, 5.27%; Taiwan, 34.90%; and Canada, 16.39%. ・OIST organized 4 press conferences in Tokyo and Japan, received 35 press visits from print and broadcast reporters. ・The News Center section of the Website allowed journalists, vendors and OIST people to freely download photos and videos for their use. In FY2014, OIST added two photo collections by Peter Ginter and Charlie Murray. Videos and slide shows produced at OIST have been all made available on YouTube for viewers to watch it anytime, anywhere.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
				・In addition to OIST's research articles, community-oriented stories including high school visits and cultural events are posted on the OIST Facebook page. As of April 6, 2015, OIST's Facebook page had 3,876 Facebook Likes. In FY2014, OIST stories were more vigorously tweeted and retweeted than the previous year. In some cases, the tweets resulted in overseas media coverage on OIST research. The OIST Update, an electronic newsletter launched by the Media Section in October 2013 to bring subscribers to the main OIST Website, had 1,529 subscribers to its English version (748 in FY2013) and 2,016 to its Japanese version (1,639). In March 2015, the Media Section organized the International Science Communication Workshop that brought together university research administrators and press officers from across Japan for two days of vigorous discussion about how to improve the visibility of scientific achievements in Japan amongst the international audience. Over 90 people attended, increasing OIST's presence in the Japanese academia. ・Through the development of the new ERP system, we considered the effective method to create financial statement based on financial activities. ・Maintained the library of OIST Policies, Rules and Procedures on the very effective bilingual website.	
15	**Chapter 3 Finance** In FY2013 (10 months from April 2013 to January 2014), the amount of external revenue reached 385 million yen, slightly decreased by 3.5 percent from that of FY2012. Noteworthy is that number of awarded projects is increasing by 30 percent. The decrease in the total amount is attributed to two events in large grants, i.e. termination of one project, and change of budget allocation in multi-year project. Following Mid-term Strategy for External Funding, OIST Graduate University will continue to broaden its financial basis strategically by increasing amount of research grants, donations, and other sources aim of becoming more financially independent in the future . In particular, for the expenses such as student support, which require exceptional treatment during the initial years in funding including support from direct government funds, we will increase the ratio of external funding.	(Grants) ・Strengthen organizational functions for acquiring external grants and collaboration with industry. ・Continue to provide information about research grants, both basic knowledge and timely opportunities in Japan and abroad, through the Sponsored Research internal web site and e-mails, with translations into English when necessary. ・Continue to hold seminars about different grants, such as KAKENHI, JST's Strategic Basic Research Programs (CREST, PRESTO), and Human Frontier Science Program. Also hold practical seminars and workshops on how to write competitive grant proposals. ・Strengthen the assistance services for improving applications, such as reviewing and polishing of the drafts by Sponsored Research Section (SRS) staff and relevant researchers. When required, SRS will provide translation of the abstract or the entire application into Japanese for non-Japanese applicants. ・In addition to regularly checking web sites of funding agencies in Japan and abroad, we will collect information about any precursory activities leading to announcement of a new grant, such as advisory boards of MEXT. ・Encourage applications for industrial grants to support development of new businesses based on OIST research. (See also 1.5 for measures to collaborate with Industry) (Donations) ・Communicate the status of a Specified Public Service Corporation (for tax-deductible contributions. This is the Japanese version of US 501(c) organization) by MEXT and the designated donation program operated by the Promotion and Mutual Aid Corporation for Private Schools of Japan, so that donors will be eligible for preferential treatments equivalent to that for donations to the national universities. ・Discuss the establishment of Fund Raising Advisory Committee and begin implementation of the Mid-term Strategy for External Funding. ・Continue the efforts for fundraising in any opportunity. Take measures to utilize a foundation established to receive donation in the United States.	・Increase of application for research grants ・Increase of awarded research grants (number and amount) ・Increase of the external funding (total amount and breakdown)	(Grants) ・Grant calendars and Group HP of the section are upgraded to provide both basic knowledge and timely opportunities in Japan and abroad. ・Information about research grants is provided, with translations into English when necessary. ・The explanatory seminars about different grants, such as KAKENHI, JST's Strategic Basic Research Programs (CREST, PRESTO) are hold. Also practical seminars and workshops on how to write competitive grant proposals are hold. ・The assistance services for improving applications, such as reviewing and polishing of the drafts are strengthen. Published booklet entitled "GUIDELINES FOR WRITING KAKENHI PROPOSALS" (English version) in collaboration with Kyoto University Research Administration Office. As of April 2015, New Kakenhi awards for 13 from 67 applications. Success rate for these is 13/67=19.4% * 8 cases in large categories are TBD (in June or later) and not included in above number. Total applications including large categories are 75 (=67+8). Fluctuation of these three years is shown in table below. Numbers in FY2014 include 4 researchers' 6 applications and 4 awardees are in the "SCIENTIFIC RESEARCH IN INNOVATIVE AREA" headed by Prof. Doya and applied by Doya unit researchers, therefore should be considered as inflated by specific factor of this year. Figure in column 2014* represents numbers excluding these cases (application # 84-6=78, awards # 22-4=18). FY 2013 2014 2014* 2015 application # 54 84 78* 67(75) awards # 13 22 18* 13 ・Continued collecting information about any precursory activities or reports leading to announcement of a new grant, such as advisory boards of MEXT or Cabinet office. ・OIST successfully graduated the Program for Creating Startups from Advanced Science and Technology (START Program) sponsored by MEXT. The START Program supports the development of IP strategy and commercial potential of technologies developed at universities. The MEXT grant allowed OIST to establish its first entrepreneurial startup utilizing technology developed by research done by an OIST faculty member, Professor Skoglund. The experience also allowed staff to develop effective mechanisms for promoting and supporting future grant applications for startup support by OIST researchers. (Donations) ・No activity has occurred in this Objective. However, we will communicate this information to potential donors, as appropriate. ・Mid-term Strategy for External Funding is included in the fundraising Action Plan which is in process now. ・We are in the process of closing the US foundation. Legal fees consumed all the money that was in the foundation, with no activity. We have decided to call what is known as fundraising, Advancement at OIST, because the orientation of our efforts in this regard is to advance the mission and vision of OIST. We have engaged with two professional and successful fundraising companies. One is in North America and the other one is in Japan. Together in a coordinated manner, we will begin our active raising of non-subsidy funds for the priorities of the University. Two important deliverables this year include an Action Plan and the recommendation of a Search Firm to assist us in hiring a Director/Vice President for Advancement. We have designated one person in the Provost's Office who is taking training on a North American style of University fundraising. She is the contact person for all such communications at OIST.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
	Chapter 4 Contribution to Self-sustainable Development of Okinawa				
16	The new Okinawa development policy was implemented from FY2012. In addition, “Basic Policies for Economic and Fiscal Management and Reform” by Japanese Government calls for the development R&D cluster which OIST plays an important role. OIST Graduate University will contribute to the promotion and self-sustainable development of Okinawa through strong academia-industry-government partnership and various activities to achieve one of its objectives stipulated in the OIST SC Act. In addition, OIST will work closely with academic institutions in Okinawa, such as the University of the Ryukyus and the Okinawa National College of Technology. Also, OIST will continue to enhance collaboration and communication with the local community and local schools and develop the campus as a center for cultural and community activities.	(Repeated items concerning promotion of research and development of R&D cluster) ・Under the Provost who administers academic programs, promote R&D cluster related basic research (listed below) with proper management; Marine, Energy, Environment and Biology, Advanced Medical Devices. (See 1.2) ・Continue to promote interactions and collaborations between researchers in different fields through accessed to shared instrumentation and trained technical staff. (See 1.2) ・With enhancing analysis of market and industry demand, continue to promote collaborative project with local companies, such as in health, biological resource and energy area. (See 1.5) ・Monitor and accelerate the implementation status of the recommendations made by the R&D Cluster Workshops and share it with stakeholders in Okinawa. (See 1.5) (For other items to promote research and collaboration with industry, please refer to 1.2 and 1.5.) (Networking with local institutions and communities) ・As OIST made cooperative agreements and memoranda of understanding and promoting collaboration with several Okinawan institutions and organizations, including the University of the Ryukyus, Okinawa National College of Technology, Japan Coast Guard and OPG, OIST continues to build collaboration among Okinawan institutions with expanded seminar programs, joint research projects, exchange of students, interns, and faculty. ・To promote exchange programs with local higher educational institutions, conduct the visit programs with the University of the Ryukyus, Meio University, Okinawa National College of Technology and Education Center of OPG. ・Start new exchange programs by holding science lectures with local core medical institutions such as Chubu Hospital and Nanbu Medical Center and Medical Department of the Univ. of the Ryukyus. ・Support large number of visitors (including companies and associations etc.) to the campus whilst making sure that the volume of visitors does not disturb the academic and research goals of the University. ・The Visitors Center facility will be upgraded and provide the visitors with the proper information about OIST. ・Hold the 5th OIST Open Campus Day at the OIST Campus. ・Continue to invite school children in Okinawa to the OIST campus to give them the opportunities to see and learn about cutting-edge research facilities, with the aim of increasing their interests in academic and professional careers in science and technology. Continue the campus visit program for all senior high-schools in Okinawa in close collaboration with the Okinawa Board of Education and individual schools and host 20 local senior high schools within FY2014. ・Continue and strengthen visits program for mainland Super Science High Schools, which provide advanced science and technology education programs in collaboration with OPG and tourism organizations. ・OIST will maintain as series of talks to all levels of school children given by faculty and other well-known scientific figures. ・Organize the 5th Onna/OIST Children’s School of Science in collaboration with Onna Village. ・Organize a series of cultural events such as demonstrations, science fairs, concerts and exhibitions both in the Auditorium and other facilities, to attract the local population to the University.	・Number of collaborative projects with local institutions ・Number of visits and visitors (including visitors on the Open Campus Day) ・Number of local students who visited the campus ・Number of lectures and talks for local students ・Number of employees from Okinawa (researchers and staff)	(Repeated items concerning promotion of research and development of R&D cluster) ・In regarding to R&D cluster related basic research, the Provost enhanced and oversight function for budget and research executions, closely working with each professor in R&D cluster projects. ・In order to promote interactions and collaborations further, the Research Support Division structure and function was actively examined with an aim to improving performance, in service to all research efforts at OIST. ・(Re-posted) Existing four research projects were carried out with private partners and academic institutions in Okinawa under the “Intellectual Cluster Project”, “Intellectual Industrial Cluster Project”, “Bio Industry Vitalization Project” and “Subtropical/Island Energy Infrastructure Technology Research Project.” In addition, three new projects were funded by Okinawa Prefectural Government including the “Intellectual Industrial Cluster Project (Incubation Project for Start-Up). The research areas include chemistry and cell, marine, plant and system biology. In the “Bio Industry Vitalization Project” sewage from AWAMORI brewery was successively treated next to the factory and highly evaluated by the evaluation board. A new project has been proposed and collaboration has been started with research institute in Okinawa to treat waste from livestock farm using Microbial Fuel Cell technology. ・OIST continues to implement recommendations made at the 2010 and 2012 R&D Cluster Workshops. - The OIST Office of Sustainable Development of Okinawa was established in FY2014 to serve as the focal point for R&D cluster development activities - The Task Force for the Establishment of an R&D Cluster Promotion Organization outlined the basic characteristics of a promotion organization for R&D cluster development. - A number of staff in the Office of Sustainable Development of Okinawa participated in a human resource development program externally funded by the Okinawa Prefectural Government. (See also Section 1.5 Research Exchange and Collaboration and R&D Cluster Development) (Networking with local institutions and communities) ・In order to expand networking with local institutions and communities, after coordination with the 11 Okinawan Universities Presidents and Working Group Committee, the University Consortium Okinawa was established on 26 September 2014 as a legal entity and OIST hosted and organized the Highest Level Forum of Okinawan Universities Presidents Meeting to exchange ideas and information among the 11 Okinawan Universities Presidents. In order to build collaboration among the 11 Okinawan Universities and to promote the University Consortium Okinawa widely within Okinawa Prefecture, the University Consortium Okinawa organized and hosted the Commemorative Symposium 2014 at Okinawa Convention Center on 23 December 2014. In order to expand exchange of students among the 11 Okinawan Universities, the University Consortium Okinawa organized and hosted the Okinawa Student Summit at the University of Ryukyus on the 7th and 8th of March 2015 as the first gathering of students from all 11 universities on Okinawa. ・In order to promote academic exchange programs with local higher education institutions and within Japan's top national and private universities, OIST conducted a visit program as a Study Tour from 17 ~ 23 August 2014. In this Study Tour, OIST Class of 2012 and 2013 Ph.D. students visited (1) Kyushu University, (2) Osaka University, (3) Waseda University, and (4) The Institute of Medical Science, The University of Tokyo in Japan. Students had an opportunity to see leading research centers at each university and to witness how each university is working together with private industry and local governments to conduct joint research for the benefit of their communities and society as a whole and to directly witness the collaboration between academia, private industry and local government. ・Prof. Yoko Yazaki-Sugiyama gave a lecture ” Brain development in accordance with postnatal experience – from the study of bird songs” to the 100 medical staff at Okinawa Prefectural Nanbu Medical Center. ・Welcomed 40,426 visitors with the program upgraded in FY 2014. ・Upgraded the Center with some new posters and the statistical data in May. Also the new demonstration with microscope was introduced. ・Held the Open Campus with the help of 230 faculty, research staff, and administrative staff and welcomed 5,000 visitors. The program was much improved with some new demonstrations. ・ Continued promoting the visit by the students, and welcomed 1,812 students from 27 high schools, 665 elementary school students, and 1,392 junior high students. ・Issued the invitation letters to all the Super Science High Schools all over Japan, and joined the several meeting in Mainland to promote the school trip to Okinawa. 2 SSH school visited OIST this year and some schools requested the visit in next year. ・Held 30 talks by Astronaut Naoko Yamazaki, Nobel Laureate Dr. Toshihide Masukawa, and others. Some of them were held collaborating with other organizations such as Okinawa City Zoo Wonder Museum, Prefectural Museum.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
		・Assist local schools to enhance children's English ability and cross-cultural understanding by participating in meetings on English education hosted by local boards of education and facilitating OIST community's contribution to English programs at local schools. (Other matters concerning Okinawa development) ・Continue to employ talented people from Okinawa wherever possible. ・Implement "open entrepreneurship education workshop" in collaboration with other Okinawa relevant institutions including the University of the Ryukyus, Okinawa National College of Technology, Okinawa Colleges of Agriculture, OPG etc. (See also 1.5) ・As we participated such as Okinawa Sangyo Matsuri, Okinawa MICE Contents Trade Show and others, we will continue to have OIST representation at major cultural, industrial or academic events in Okinawa. Also we continue the science event for the high school students' research for enterprise, "SCORE" with OPG and US Consulate General. ・Increase the number of externally organized international conferences and workshops at the OIST venue in collaboration with OPG and the Okinawa Convention and Visitors Bureau.		・Held Onna/OIST Children's School of Science, and 102 students participated. Total number of the students are 384 since the beginning of the School. ・Organized the art exhibition by Fulio Goya, Jissei Ohmine, and others. Conducted the collaborative concerts by Prefectural University of Arts, Kyoto University, and Opera Lecture Concert. Art Exhibition: 3 Concerts: 7 ・OIST continued to contribute to children's English ability and cultural awareness by maintaining the International Class at Onna Elementary School. An English story reading program was also introduced at the same school. (Other matters concerning Okinawa development) ・Continued to employ talented people from Okinawa wherever possible by adverts on local papers and thru temp agencies and local Hallo Work offices. ・To promote entrepreneurship and prepare students for entrepreneurial pursuits, a second entrepreneurial training program was organized, this time open to students and researchers from OIST, the University of Ryukyus, and Okinawa National College of Technology. A total of 14 participants, (9 from OIST and 5 from other academic institutions in Okinawa), spent 3 months learning key concepts in designing and pitching business ideas and were mentored by experienced entrepreneurs and investors from Japan. ・Working with Business Development Section, we participated in Okinawa Sangyo Matsuri. We held the science event for the high school students, 3rd "SCORE" with 21 team 14 schools out of 31 applications. The event was co-sponsored by US Consulate General and Okinawa Prefectural Board of Education. ・By collaborating with OPG and the Okinawa Convention and Visitors Bureau, OIST actively participated in MICE promotion events organized in Ginowan City and Tokyo. OIST also promoted its facilities to the potential international conference organizers through a campus tour organized by the Okinawa Convention and Visitors Bureau. As a result, OIST has provided venue for 26 externally organized academic conferences and workshops, and more than 1,800 people participated.	
	Chapter 5 University Campus and Community Development; Safety and Environment Protection				
	5.1 Campus Development				
17	OIST Graduate University will continue to develop the campus as planned.	・Operate and maintain the completed campus buildings and facilities. Continue construction of Laboratory 3. ・Continue construction of the permanent Child Development Center. ・Construct a hall, which will contribute to R&D cluster development by enhancing collaboration with academia and industry. ・Design and begin construction of the Onshore Marine Science Facility at the Seaside Campus. ・Continue development of the Campus Village facilities in line with demand, under partnership with private development consortium. (Phase 3-1: 24 1LDK units will be completed in FY2014, with construction of the final Phase 3-2 to commence during the year, for completion in FY2015) ・Based on the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000), continue to promote disclose of pre- and post-tendering and contract information such as tendering schedule and result, etc. to ensure transparency.	-	・Existing facilities well-maintained and operated, with no major incidents or issues. Lab 3 construction completed. ・Construction completed and new CDC put into operation in Aug. 2014. ・R&D Hall construction implemented after some difficulty in awarding contract, will be completed in May 2015. ・Location changed to Seragaki Fishing Port, due to concerns from local mozuku growers about Seaside Campus site. Design completed, building permits submitted, and construction due to commence in early FY2015. ・Campus Village facility construction continued as planned. ・Continued to promote disclose of pre- and post- tendering and contract information to ensure transparency.	A
	5.2 University Community and Education/Childcare Services				
18	Continue to facilitate the development of the University community that includes staff, students, and their families, which is an important factor for the success of the University operation. OIST Graduate University will improve the education and childcare environment available to OIST employees by enhanced people and services with the Resource Center and the new CDC building in the summer.	(Developing the University Community) ・Continue to take measures to enhance wellbeing of the OIST community including staff and their families, such as by implementing welfare programs, enhancing the internal communication site, providing the information regarding the life in Okinawa and supporting initiatives (OIST Welcome Club etc.) and events organized by staff and families. ・OIST has now established several clubs, soccer, martial arts, Japanese culture, etc. to encourage social interaction. With appropriate management by OIST Club Steering Group, more clubs will be formed in FY2014. ・Review and start a "Visitor Support" program which covers services to people not on payroll, such as long/short term visitors and their family members.	-	(Developing the University Community) ・In August 2014 a task force consisting of BFM, CPR, HR and the Dean of Faculty Affairs met to discuss the development of what was named the "Registration Desk". As a result of these meetings, the "Registration Desk" was established after approval of OIST's Executive Committee. The Registration Desk was assigned to HR and opened on April 1, 2015. ・The number and variety of OIST clubs continued to expand in 2014. These clubs are approved and supervised by the OIST Clubs Steering Groups. The clubs provide a useful social and teambuilding function at OIST. There are currently 19 OIST clubs. ・In August 2014 a task force consisting of BFM, CPR, HR and the Dean of Faculty Affairs met to discuss the development of what was named the "Registration Desk". As a result of these meetings, the "Registration Desk" was established after approval of OIST's Executive Committee. The Registration Desk was assigned to HR and opened on April 1, 2015.	A

	Goal	Actions	Metrics	Achievements (2014.4.1 - 2015.3.31)	Self-Evaluation
		(Education and Childcare Services for OIST Family) ・Continue to provide high quality and fully bilingual Preschool and Afterschool/Holiday program for OIST families with appropriate user fees through the Child Development Center (CDC) with a new larger and modern facility for the preschool. The number of children in care and services will be enhanced around summer. CDC Governing Board has been established to guide the further development of the CDC, which will hold quarterly meetings. ・Continue the efforts to improve the educational environment for children of employees and students by increasing the opportunities of taking classes in English, in collaboration with OPG, Onna-son and other surrounding communities. ・A collaborative program with Onna elementary School provides English education for OIST children within the Japanese national system. ・English and Japanese courses will continue to be provided to staff and students. (Student Support) ・Establish student support services and general welfare activities to promote a positive social and psychological environment for students. (Repeated. See 1.1)		(Education and Childcare Services for OIST Family) 524 The CDC programs has proved critical in the recruitment of early career faculty, researchers and administrators, and the retention of this staff. Since starting enhancing the CDC in FY2015, there has been an increase in work-life balance and a reduction of stress on parents and children and the promotion of the employees sense of community. To support foreign children raised in Okinawa, the CDC programs are bi-lingual and is culturally diverse. At the start of FY2014 OIST had 47 children enrolled in it`s on campus preschool program Tedako. 35 out of 36 families reported that they were very satisfied or satisfied with the preschool program and by the end of FY2014 the enrollment number grew from 47 to 73 children. In July, OIST welcomed the completion of a permanent building for the preschool. The capacity of the new building is constructed to accommodate approx. 100 children and was thoughtfully designed to meet the needs of the children who come from 25 different countries. In total, for FY2014, 26 children participate in the after school and holiday program. OIST employees are satisfied with the on campus English enrichment provided after school and during elementary school breaks for their children while they are at work. The CDC governing board met 6 times in FY2014 and the CDC Governing board budget sub committee has met 5 times. In order to meet the CDC`s objective of raising 1/3 of the income from CDC fees, the CDC governing board decided to raise fees from January 2014. The governing board oversees the CDC`s operational time line, operational budget, recruitment of qualified teachers, and health and safety of the children. ・(Re-posted) OIST continued to contribute to children's English ability and cultural awareness by maintaining the International Class at Onna Elementary School. An English story reading program was also introduced at the same school. ・OIST hired 1 new English instructor. A total of 231 participants were enrolled in English languages courses. OIST offered 9 different English courses. In conjunction with the graduate school, 22 undergraduates were provided sessions to support the Science Challenge Workshop. 3 HS students from Nago high school were provided with a presentation skills session prior to traveling to the U.S. Write Perfect Email training seminar was provided twice, to 80 participants. 248 OIST members are enrolled in Japanese language courses in FY2014. The courses are divided in 3 terms, January to April, May to August and September to December. Through 3 terms, OIST offered 6 different levels of beginners courses, 2 intermediate courses, 1 advanced course, survival Japanese course, Kanji courses and story writing course. One new instructor has joined in November, therefore, totally 3 instructors conduct the courses. (Student Support) ・Student Support Services: -Peer Mentor Program that provides living supports by students from other universities in Okinawa. ・General Welfare activities: -Excursions to Chura-Umi aquarium/Nakijin-Castel/Nago Pineapple park and Shuri Castle/Kokusai Street. - Organized student exchange meeting/party to interact with other students in Okinawa.	
19	**5.3 Safety and Environment Protection** OIST Graduate University will take necessary measures to control risks, prevent disasters and protect the safety of employees, students and visitors.	・Continue risk management planning. ・Continue safety training for employees and students. ・Enhance the sustainability of the campus under natural disasters in collaboration with Onna-son, and offer the campus to local residents for evacuation under disasters.	-	・Fire and disaster response plan updated, initial fire response and evacuation training carried out. ・Training of Operations and Maintenance staff carried out. ・Reviewed emergency supply stocking.	A
20	OIST Graduate University will conduct its business in an environmentally friendly manner.	・Promote use of recyclable products. ・Continue to monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption. ・Minimize environmental impact on surrounding waters through providing measures such as enhancing the proper use and management of the water recycling system. In addition, prevent impact to local aquifers. ・For various construction works associated to facility development, provide sufficient measures such as installation of turbid water treatment plant to prevent red soil run off. ・Manage campus facilities and landscaping to preserve natural balance and protect indigenous species.	-	・Recycling of garbage and construction materials continued. ・Power consumption reduced by 4%/per capita, water consumption reduced by 6.4%/capita, and heavy oil use reduced by 10.2%/capita. ・Comprehensive measures taken, water treated on site and final disposal below 5ppm BOD. ・Contractors required to provide turbid water treatment plants, monitored by environmental consultant retained by OIST. No incidents during year. ・Extensive planting carried out around new facilities using indigenous species.	A

平成26年度　業務実績報告　添付資料リスト

No.	File #	資料名
1	#1.1-1	博士課程学生情報
2	#1.2-1	平成26年度　OIST論文・発表数
3	#1.4-1	学術交流協定一覧
4	#1.5-1	共同研究及びイベント
5	#1.5-2	特許状況
6	#2.4-1	職位毎の職員数
7	#2.4-2	職員の給与水準
8	#2.4-3	研修の受講職員数
9	#3-1	外部資金・寄附金獲得表

List of Attachment Documents to the FY2014 Performance Report

No.	File #	(English Document Name)
1	#1.1-1	Students Information
2	#1.2-1	OIST Publications and Presentations FY2014
3	#1.4-1	Academic Exchange Agreements List
4	#1.5-1	List of collaborative projects
5	#1.5-2	Patent Status
6	#2.4-1	Number of employees
7	#2.4-2	Salary Level of Employee
8	#2.4-3	Number of employees taking training programs
9	#3-1	External Grants and Donations Table

Information on OIST students

Class	No. of applicants	No. of students	Distribution of ages (Average)	Place of origin	Graduated University
Class of 2012	208	34	21 –39 (ave 26.3)	JAPAN 5 CHINA 5 GERMANY 4 UNITED STATES 3 INDIA 2, IRELAND 2, EGYPT 2, BANGLADESH 1, LITHUANIA 1, PHILIPPINES 1, TAIWAN 1, ESTONIA 1, PAKISTAN 1, MALAYSIA 1, NIGERIA 1 PALESTINIAN TERRITORY 1 UNITED KINGDOM 1, ZAMBIA 1	Alexandria University 1, American University 1 An-Najah National University 1 Anna University 1, GIK Institute 1, IAMAS 1, IIT/Kharagpur 1, Jacobs University 1, Keio University 1, Kyoto university 1, Meio University 1, Nanjing University 1, NDHU 1, NUS 1, Rochester Inst. Tech 1, Ryukyus University 1, St Andrews 1, TU Dresden 1, U.C.C. 2, UC Santa Cruz 1, UESTC 1, University of Osnabrueck 2, University of Manchester 1, University of Tartu 1, University of Tokyo 1, USTC 1, Warwick 1, Waseda Uiversity 1, Xiamen University 1, Xinjiang University 1, XTBG 1, Yale University 1
Class of 2013	398	20	22 – 39 (ave 26.2)	JAPAN 5 TAIWAN 3 CHINA 2 NEW ZEALAND 2 KAZAKHSTAN 1 UNITED STATES 1 FRANCE 1, CYPRUS 1, BELGIUM 1, GERMANY 1, INDIA 1, BANGLADESH 1	California State University/Long Beach 1, Cornell University 1, Jahangirnagar University 1, Kitasato University Graduate School 1, Lomonosov Moscow State University 1, Nanjing Univ. 1, National Taiwan University 1, National Taiwan Universty 1, National ChiaoTung Univ 1, Northwestern University 1, Technische Universität Dresden 1, The George Washington University 1, The University of Tokyo 1, Université Paris XI 1, University of Auckland 1, University of Edinburgh 1, University of Glasgow 1, University of Liege 1, University of Otago 1, University of Zurich 1
Class of 2014	231	27	21 – 31 (Ave 24.9)	UNITED STATES 6 JAPAN 6 INDIA 4 GERMANY 3 CHINA 2 EGYPT 1 ESTONIA 1 UNITED KINGDOM 1 MAURITIUS 1 TAIWAN 1 ISRAEL 1	Ain Shams University 1, Auburn University 1, California Institute of Technology 1, COCHIN University OF Science and Technology 1, IISER Kolkata 2, Kobe University 1, Nanjing University 2, Nara Institute of Science and Technology 1, National Yang-Ming University 1, Ochanomizu University 1, Osaka University 1, Southern Illinois University Carbondale 1, SRM University 1, Stony Brook University 1, Tokyo Metropolitan University 1, University College London 1, University of California Berkeley 1, University of Cambridge 1, University of Essex 1, University of Madras 1, University of Massachusetts Boston 1, University of Osnabruck 2, University of Wisconsin-Madison 1, Weizmann institute of science 1
	Total	81			

OIST Publications and Presentations FY 2014

Attachment#1.2-1

FY2014 Scientific Productivity Summarized by Unit

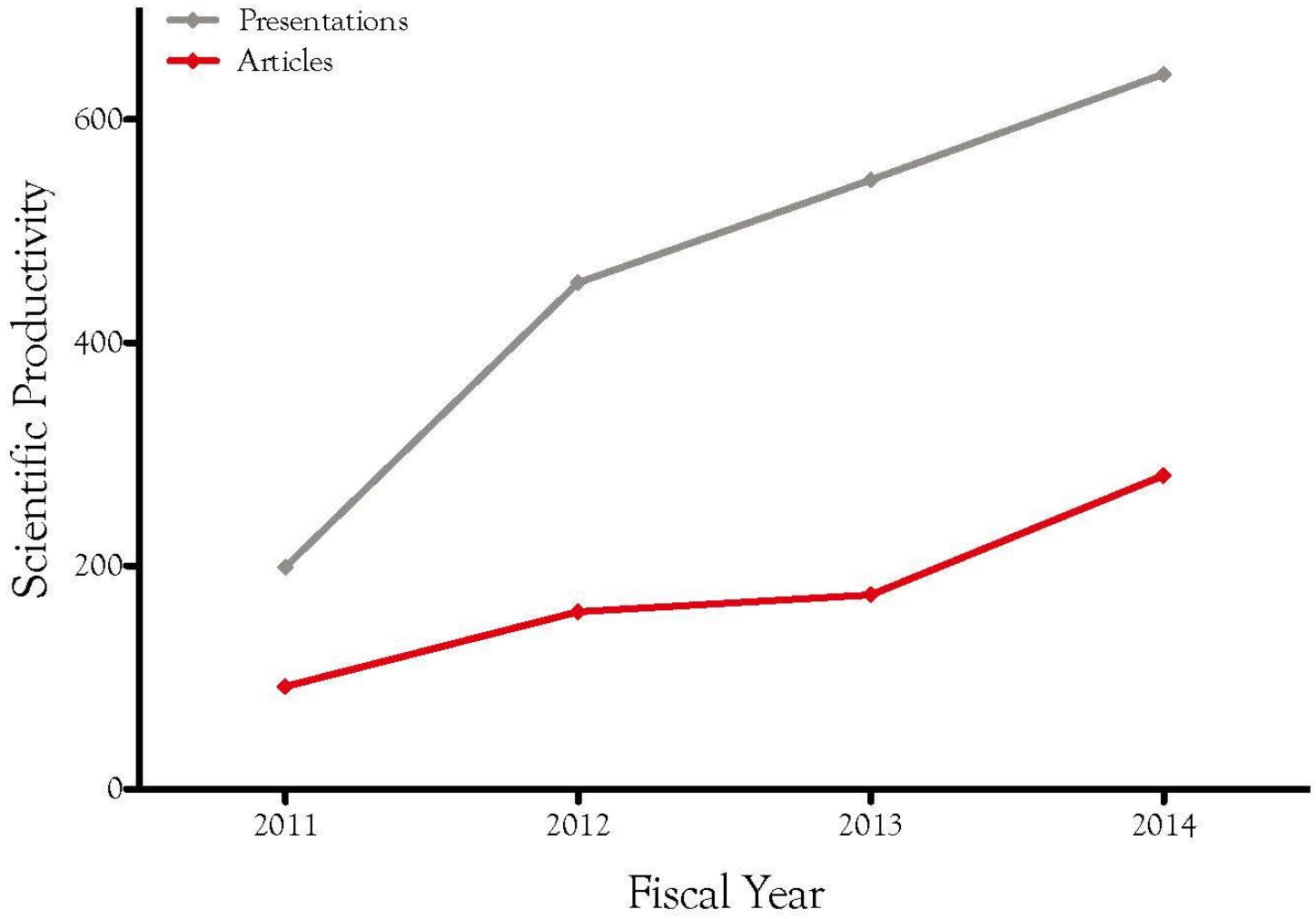
	Books	Book Sections & Journal Articles	Presentations	Others	Unit Total
Arbuthnott	0	5	11	0	16
Bandi	0	1	18	0	19
Brenner	0	2	0	0	2
Busch	0	13	16	0	29
Chakraborty	0	2	12	0	14
Dani	0	5	25	0	30
De Schutter	0	9	26	1	36
Doya	0	12	57	0	69
Economo	0	8	9	0	17
Fried	0	16	12	0	28
Gioia	0	1	12	0	13
Goryanin	0	1	5	0	6
Hikami	0	0	5	1	6
Ishikawa	0	0	1	0	1
Jenke-Kodama	0	2	4	0	6
Kitano	1	20	38	10	69
Konstantinov	0	2	18	0	20
Kuhn	0	5	19	0	24
Luscombe	0	4	2	0	6
Marquez-Lago	0	7	1	0	8
Maruyama	0	3	7	0	10
Masai	0	4	13	0	17
Mikheyev	0	9	11	0	20
Miller	0	1	2	0	3
Mitarai	0	14	10	0	24

FY2014 Scientific Productivity Summarized by Unit

	Books	Book Sections & Journal Articles	Presentations	Others	Unit Total
Nic Chormaic	0	13	29	0	42
Price	0	0	1	0	1
Qi	0	14	26	4	44
Rokhsar	0	1	1	0	2
Samatey	0	2	0	0	2
Satoh	0	27	48	0	75
Saze	0	2	14	0	16
Shannon	0	5	30	1	36
Shen	0	12	25	0	37
Shintake	0	2	8	0	10
Sinclair	0	5	2	0	7
Skoglund	0	1	5	1	7
Sowwan	0	17	15	1	33
Stephens	0	1	10	0	11
Takahashi	0	2	11	0	13
Tanaka	0	6	15	1	22
Tripp	0	0	3	0	3
Van Vactor	0	1	3	0	4
Wickens	0	2	12	0	14
Wolf	0	1	3	0	4
Yamamoto	0	5	21	0	26
Yanagida	0	12	17	1	30
Yazaki-Sugiyama	0	1	7	0	8
Yokobayashi	0	2	0	0	2
Research Support Div.	0	5	2	0	7
Science & Technology Gr.	0	7	15	0	22
Totals	**1**	**292**	**657**	**21**	**971**

OIST Publications and Presentations FY 2014

OIST journal publications and presentations by year since FY2011



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Attachment #1.4-1

List of Academic Agreements (As of 11 January 2015)

No.	University/Institution	Country	Date of Agreement	Date of Expiration	Type of Agreement
1	Doshisha University	Japan	2009/4/1	2012/3/31	Academic Exchange Agreement
2	Nara Institute of Science and Technology	Japan	2009/4/1	2012/3/31	Academic Exchange Agreement
3	Graduate School of Informatics Kyoto University	Japan	2010/3/31	No expiration date	Collaboration Agreement
4	University of Edinburgh	United Kingdom	2010/3/31	2015/3/31	Memorandum of Understanding on Scientific Cooperation
5	University of Ottawa	Canada	No date		Letter of Agreement for Academic Collaboration
6	University of Antwerp	Belgium	2010/6/24	2012/3/31	Memorandum of Understanding
7	Al-Quds University	Palestine	2011/3/5	2016/3/4	Memorandum of Understanding on Academic and Scientific Cooperation
8	University College Cork	Ireland	2011/10/20	2016/10/19	Memorandum of Understanding on Academic and Scientific Cooperation
9	University of the Ryukyus	Japan	2012/4/1	2017/3/31	Agreement of Cooperation
10	Okinawa National College of Technology	Japan	2012/5/22	2017/5/21	Agreement of Cooperation
11	Marine Biological Laboratory	USA	2012/5/19	2017/5/18	Agreement on Scientific Cooperation
12	Woods Hole Oceanographic Institution	USA	2012/6/11	2017/6/10	Agreement on Scientific Cooperation
13	The University of Otago	New Zealand	2011/10/2	2016/10/1	Memorandum of Understading
14	The Graduate School of Science, Hokkaido University	Japan	2012/8/1	2017/7/31	Academic Affiliation Agreement
15	Kyushu University (Program for Leading Graduate Schools)	Japan	2012/10/22	2019/10/21	Memorandum of Understanding
16	Graduate School of Information Sciences, Nara Institute of Science and Technology	Japan	2012/9/1	2015/3/31	Special Research Student
17	Graduate School of Medicine, Osaka University	Japan	2012/9/1	2015/3/31	Special Research Student
18	Graduate School of Informatics Kyoto University	Japan	2013/4/1	2018/3/31	Special Research Student
19	Institute of Medical Science, The University of Tokyo	Japan	2013/7/2	2018/7/1	Academic Exchange Agreement
20	Okinawa Churashima Foundation	Japan	2013/8/29	2018/8/28	Agreement on Scientific and Academic Cooperation
21	University of California, Berkeley	USA	2013/10/11	2018/10/10	Agreement on Scientific and Academic Cooperation
22	National Taiwan University	Taiwan	2014/1/17	2019/1/16	Agreement on Scientific and Academic Cooperation
23	The University of Tokyo	Japan	2014/1/28	2019/1/27	Agreement on Scientific and Academic Cooperation
24	School of Science, The University of Tokyo	Japan	2014/1/28	2019/1/27	Memorandum of Understanding on Student Exchange
25	Texas Tech University	USA	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
26	Texas Tech University (Department of Environmental Toxicology)	USA	2013/4/1	2018/3/31	Agreement on Student Exchange
27	Alexandria University	Egypt	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
28	Alexandria University (Faculty of Science)	Egypt	2014/2/1	2019/1/31	Agreement on Student Exchange
29	University of Free State	South Africa	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
30	University of Crete	Greece	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
31	University of Crete (School of Science and Engineering)	Greece	2013/10/1	2018/9/30	Agreement on Student Exchange

FY2014 Collaborations (Industry-related) and Events

Attachment #1.5-1

Industry-related Grants and Agreements

No	Title	New/ Continuing	Funding Agency	Collaborators	Details	Remarks (PI)
1	Project for Establishing a Research Hub Toward the Development of an Intellectual Cluster	Continuing	Okinawa Science and Technology Promotion Center	UoR, Meiji Seika Pharma, AVSS	Drug discovery using Okinawan natural ressources and networks	Prof. Fujie Tanaka
2	Bio Industry Vitalization Grant	Continuing	Okinawa TLO TTC	Okinawa Enviromental Science Center Okinawa Environmental Management Technology Center Create ES	New technology development in waste water processing using microbial fuel cell system	Prof. Igor Goryanin
3	Research Project for Subtropical / Islands Energy Infrastructure Technology	Continuing	SONY CSL	Okisoko SBO	Development of a dispersed-type DC power feeding and distribution system	Prof. Hiroaki Kitano
4	Promotion Project of Knowledge-Based Industrial Cluster (International Joint Research Program)	Continuing	NIAC		Development of Highly Functional Rice Produced in Okinawa Prefecture for Preventing or Improving Lifestyle-related Diseases)	Prof. Hidetoshi Saze
5	Project for Creating Start-ups from Advanced Research and Technology (START)	Continuing	MEXT	Bio-Sight Capital	Molecular Electron Tomography to visualize macromolecules in 3D	Prof. Ulf Skoglund
6	Promotion Project of Knowledge- Based Industrial Cluster (The Incubation Project for Start-Up Ventures)	New	Okinawa National College of Technology		The development and commercialization of health foods and pharmaceutical products applying the immunomodulation function of "African spinach"	Prof. Tadashi Yamamoto
7	Industry-related Grant	Continuing		Environmental Company A	Confidential	Prof. Noriyuki Satoh
8	Industry-related Grant	Continuing		Automobile Maker A	Confidential	Prof. Kenji Doya
9	Industry-related Grant	Continuing		Pharma Consorsium C	Confidential	Prof. Noriyuki Satoh
10	Industry-related Grant	Continuing		Environmental Company B	Confidential	Prof. Satoshi Mitarai
11	MTA 2 Agreements	New		Pharmaceutical	Confidential	Prof. Matthias Wolf Prof. Hiroki Ishikawa
12	NDA 5 Agreements	New		Diagnostic, Information Technology	Confidential	
13	Institutional Agreement	New		Home Builder Company	Confidential	Institutional
14	Other Domestic Grant 2 Grants	New	OPG		Business Development/Industry Relations Support	Institutional

Events

No	Program	Date	Place	Organizer	Details	Remarks
1	CPhI Japan 2014	2014/4/9-11	Tokyo Big Site	CPhI Organizing Committee	Booth Exhibition and Presentation by OIST staff	
2	Bio Japan 2014	2014/10/15-17	Pacifico Yokohama	BioJapan Organizing Committee	Booth Exhibition	
3	Nanotech 2015	2015/1/28-30	Tokyo Big Site	Nanotech Organizing Committee	Booth Exhibition	

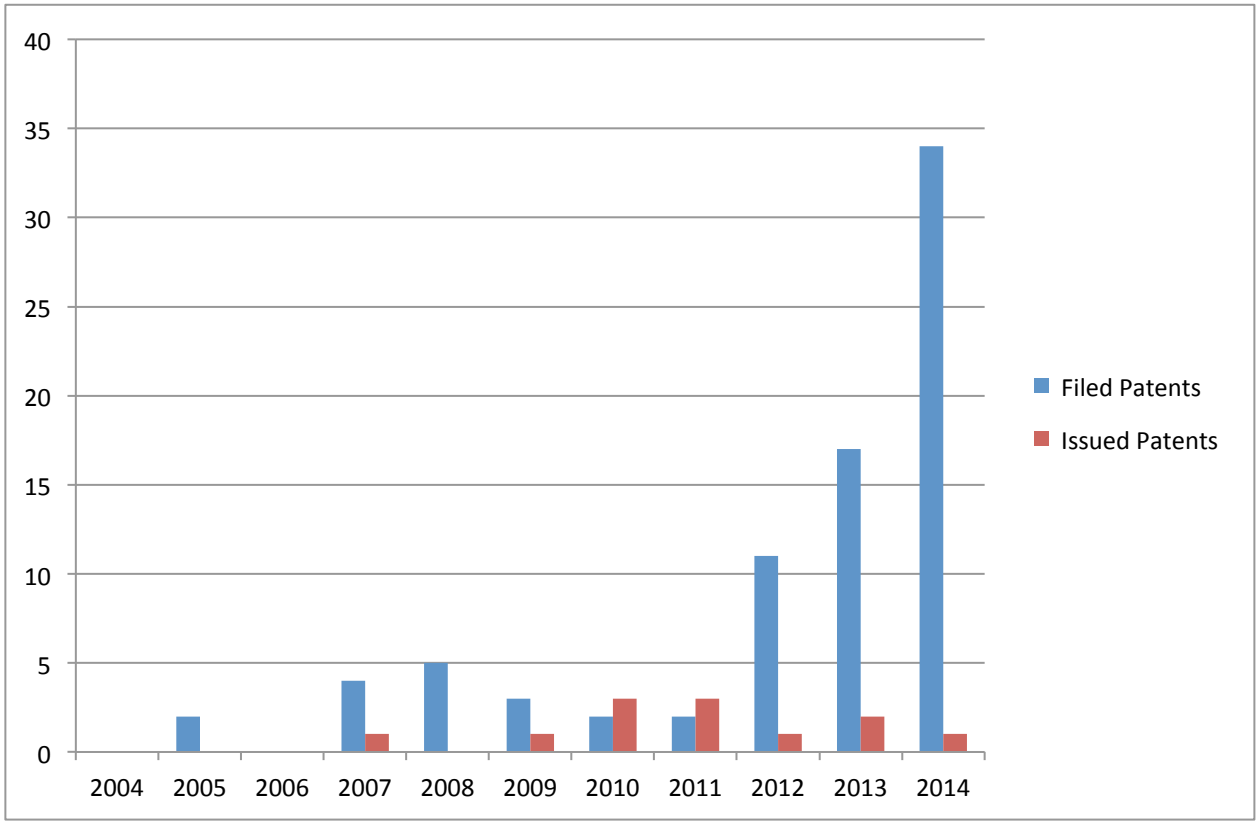
Evaluation Committee for Patenting 13 times

IP Seminar

No	Title	Date	Speaker
1	Patent Basics and Specifics: What University Researchers Should Know	2014/9/11-12	Akiko Kobayashi
2	Research in Academia and Industry: Increasing Impact	2014/2/9-10	Denichiro Otsuga

ATTACHMENT #1.5-2 PATENT STATUS

Calender Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Filed Patents	0	2	0	4	5	3	2	2	11	17	34
Issued Patents	0	0	0	1	0	1	3	3	1	2	1



as of March 31, 2015

○Administrative staff (by job categories and gender)

Category	Permanent employee				Fixed-term employee					Temp. staff				Part-time employee				Total				
	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Male	Seconded	non-Japanese	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Male	Seconded	non-Japanese
Executive Vice President					1		1		1				0				0	1	0	1	0	1
Special Advisor to the President					1		1		0				0				0	1	0	1	0	0
Dean for Faculty Affairs					1		1		1				0				0	1	0	1	0	1
Dean					1		1		1				0				0	1	0	1	0	1
Viting Professor					1		1		1				0				0	1	0	1	0	1
Vice President					4	2	2	1	2				0				0	4	2	2	1	2
Associate Vice President (Jun Fukugakucho)					4	1	3	1	2				0				0	4	1	3	1	2
Associate Vice President (Fukugakucho Dairi)					1		1		0				0				0	1	0	1	0	0
Senior Manager	2		2		4		4	2	0				0				0	6	0	6	2	0
Manager	7	1	6		9	4	5		3				0				0	16	5	11	0	3
Specialist					13	7	6		6				0				0	13	7	6	0	6
Assistant Manager	3	1	2		9	5	4		2				0				0	12	6	6	0	2
Staff	5	4	1		118	91	27	2	18	28	25	3	10	20	12	8	2	171	132	39	2	30
Total	17	6	11	0	167	110	57	6	37	28	25	3	10	20	12	8	2	232	153	79	6	49

*Dean sesrves concurrently as a professor.

○Research Support (by job categories and gender)

Category	Permanent employee			Fixed-term employee				Temp. staff		Part-time employee				Total			
	Number of employees	Female	Male	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Male	non-Japanese
Senior Manager				2		2	0							2	0	2	0
Manager	1		1	4		4	0							5	0	5	0
Assistant Manager	1		1				0							1	0	1	0
Specialist				1		1	1							1	0	1	1
Staff	2	1	1	36	17	19	7	3	3	6	4	2	1	47	25	22	8
Total	4	1	3	43	17	26	8	3	3	6	4	2	1	56	25	31	9

○Research unit staff (by job categories and gender)

Category	Permanent employee		Fixed-term employee				Temp. staff				Part-time employee				Total			
	Number of employees	Female	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Male	non-Japanese	Number of employees	Female	Male	non-Japanese
Faculty			50	8	42	34									50	8	42	34
S&T Associate			11	7	4	9									11	7	4	9
Research Specialist			2	1	1	2									2	1	1	2
Staff Scientist			81	17	64	33									81	17	64	33
Postdoctoral Scholar			118	23	95	85									118	23	95	85
Technician			70	34	36	30	7	2	5	1	9	7	2	3	86	43	43	34
Laboratory Assistant						0					7	7			7	7	0	0
Research Administrator	1	1	36	36		0					1	1			38	38	0	0
Total	1	1	368	126	242	193	7	2	5	1	17	15	2	3	393	144	249	197

as of March 31, 2015

	Country/Region	Admin.	Research support	Research unit	Total
1	Ireland	1	1	3	5
2	USA	21	3	30	54
3	Argentina			2	2
4	UK	5		16	21
5	Israel			1	1
6	Italy	1	1	2	4
7	India	3		22	25
8	Indonesia			1	1
9	Ukraine			2	2
10	Ehypt			2	2
11	Australia	3		4	7
12	Austria			1	1
13	Canada	1		1	2
14	Cyprus			1	1
15	Greece			2	2
16	Costa Rica			1	1
17	Colombia			1	1
18	Zambia	1			1
19	Singapore			1	1
20	Switzerland			1	1
21	Sweden			6	6
22	Spain	1		5	6
23	Sri Lanka	1		1	2
24	Thailand			2	2
25	Czech			2	2
26	Germany			10	10
27	New Zealand	2		3	5
28	ﾈﾊﾟｰﾙ			1	1
29	Pakistan			1	1
30	Palestine	1		1	2
31	Hungary		1		1
32	Bangladesh		1	1	2
33	Philippines	1			1
34	France	2	1	11	14
35	Bulgaria	1		2	3
36	Vietnam			3	3
37	Venezuela	1			1
38	Belaus			1	1
39	Belgium			2	2
40	Poland	1			1
41	Portugal			1	1
42	Mexico		1	6	7
43	Lighuania			2	2
44	Romania			2	2
45	Russia			12	12
46	Korea			5	5
47	Hong Kong			3	3
48	Taiwan			5	5
49	China	1		15	16
50	Japan	182	47	196	425
51	unregistered	2			2
	Total	232	56	393	681

*A professor is also counted as a Dean.

Compensation / Salary of OIST SC's Officers and Employees

I Compensation of Officers

1. Items Concerning the Basic Policy of Compensation of Officers

(1) How performance was reflected into compensation of Officers in FY2013

A Special Adjustment Allowance may be paid to full-time Officers when it is deemed necessary in consideration of their experience regarding internationally excellent scientific research and education, difficulty of duties, past achievements, and anticipated contributions.

(2) Revision of Officer Compensation Standard

Head of Corporation	Reduce total compensation salary of full-time officers by approx. 10% for two years from April 2012.
Governor	Reduce total compensation salary of full-time officers by approx. 10% for two years from April 2012.
Governor (Part time)	No revision.
Auditor	Reduce total compensation salary of full-time officers by approx. 10% for two years from April 2012.
Auditor (Part time)	No revision

2. Payment Condition of Officer Compensation

Position	Total of Annual Compensation in FY2013					Accession/Retirement Status		Former job
		Compensation (salary)	Bonus	Others (details)		Accession	Retirement	
Head of Corporation	K Yen 51,912	K Yen 21,912	K Yen	K Yen 30,000	(Special Adjustment Allowance)			
"A" Governor	K Yen 21,400	K Yen 19,400	K Yen	K Yen 2,000	(Special Adjustment Allowance)			
"A" Governor (part-time)	K Yen 1,300	K Yen 1,300	K Yen	K Yen				
"B" Governor (part-time)	K Yen 980	K Yen 980	K Yen	K Yen				
"C" Governor (part-time)	K Yen 1,380	K Yen 1,380	K Yen	K Yen				
"D" Governor (part-time)	K Yen 1,380	K Yen 1,380	K Yen	K Yen				
"E" Governor (part-time)	K Yen 900	K Yen 900	K Yen	K Yen				
"F" Governor (part-time)	K Yen 580	K Yen 580	K Yen	K Yen				
"G" Governor (part-time)	K Yen 980	K Yen 980	K Yen	K Yen				
"H" Governor (part-time)	K Yen 1,380	K Yen 1,380	K Yen	K Yen				
"I" Governor (part-time)	千円 457	千円 457	千円	千円			12-May	
"J" Governor (part-time)	K Yen 1,380	K Yen 1,380	K Yen	K Yen				
"K" Governor (part-time)	K Yen 729	K Yen 729	K Yen	K Yen		1-Oct		
"L" Governor (part-time)	K Yen 54	K Yen 54	K Yen	K Yen			10-May	
"M" Governor (part-time)	K Yen 1,400	K Yen 1,400	K Yen	K Yen				
"N" Governor (part-time)	K Yen 500	K Yen 500	K Yen	K Yen				
"O" Governor (part-time)	K Yen 1,380	K Yen 1,380	K Yen	K Yen				
"P" Governor (part-time)	K Yen 980	K Yen 980	K Yen	K Yen				
"A" Auditor	K Yen 3,494	K Yen 3,469	K Yen	K Yen 25	(Commuting Allowance)		27-Jun	◇
"B" Auditor	K Yen 10,768	K Yen 10,557	K Yen	K Yen 211	(Commuting Allowance)	28-Jun		◇
"A" Auditor (Part time)	K Yen 1,704	K Yen	K Yen	K Yen	( )			

Note 1: Select either of the following marks according to the type of the Officer's former job.
Retired public employee"*", Seconded officer "◇", Retiree of IAI, etc. "※",
Retired public employee, and then worked & retired from IAI, etc. "* ※", leave the column empty if none of the categories apply.
Note 2: "Special Adjustment Allowance" may be paid when it is deemed necessary in consideration of the officer's regarding internationally excellent scientific research and education, difficulty of duties, past achievements, and anticipated contributions.

3. Payment Condition of Retirement Allowance for Officers
(Condition of retiree subject to retirement allowance in FY2013)

Classification	Payment Amount (Total)	Period of Service	Retired Date	Performance Evaluation Rate	Summary	Former job
Head of Corporation	K Yen	Year Month			N/A	
Governor "A"	K Yen	Year Month			N/A	
Auditor "A"	K Yen	Year Month			N/A	

II Salary of Employees

1. Items Concerning the Basic Policy of Salary of Employees

(1) Basic Policy for the Management of Personnel expenses

As acorporation operated largely with the subsidy from the Japanese Government, OIST Graduate University will make further efforts to contain overall personnel costs, and we will continue efforts to keep the employee's salary at a reasonable level consistent with expectations of tax-payers as well as ensuring accountability.

(2) Basic Policy of Determining Employee Salary

a. Items to be taken into consideration and its basis for determining the salary level

Referring to factors such as salary levels of national government employees and those of academic institutions in and outside of Japan, the amount of salary will be determined based on individual job performance and potentials etc. within the respective range.

b. How the efficiency presented by the employee or work performance of the employee is reflected in the salary.

Continue to manage a performance evaluation system, including values/competencies evaluation and performance evaluation based on goals proposed in the beginning of the term, appropriate to the characters of each job category while ensuring fairness and transparency via self - assessment and reviewers' evaluations.

[Contents of the salary in which efficiency / work performance is reflected]

Type of Salary	Contents of the System
Regular Salary	Employee evaluation is conducted annually to evaluate each employee's work performance and competence of the previous year in 5 grades. In addition, comprehensive evaluation is provided before determining the salary raise within a certain salary range.

c. Major revisions made in the salary system in FY2013

Concerning the annual salary (range) that is specified according to the job categories and responsibility level, the lower limits of the salary range of some job categories are lowered.

We continued to take the following measures based on the results of the salary review implemented in Fall 2012.
(1) Optimize the salary level
We will conduct thorough performance reviews and tighten a pay raise. When we adopt a retirement age system, we will actively employ young people over their older counterparts if candidates are equal in ability. Additionally, commuting and housing allowances remain at the level of those of national public officers.
(2) Control the salary level of the entire insitution
In addition to the above efforts, we will also control the salary level as the entire institution for fixed-term empoyees by promoting employment of new graduates and young people.

In relation with the salary revision of national public officers based on the Act on the Revision of the Compensation and Temporary Special Provisions of National Public Officers, the following measures has been taken.
[For employees]
1) Suspend salary raise for two year from April 2012.
[For officers]
2) Reduce total compensation salary of full-time officers by approx. 10% for two years from April 2012.

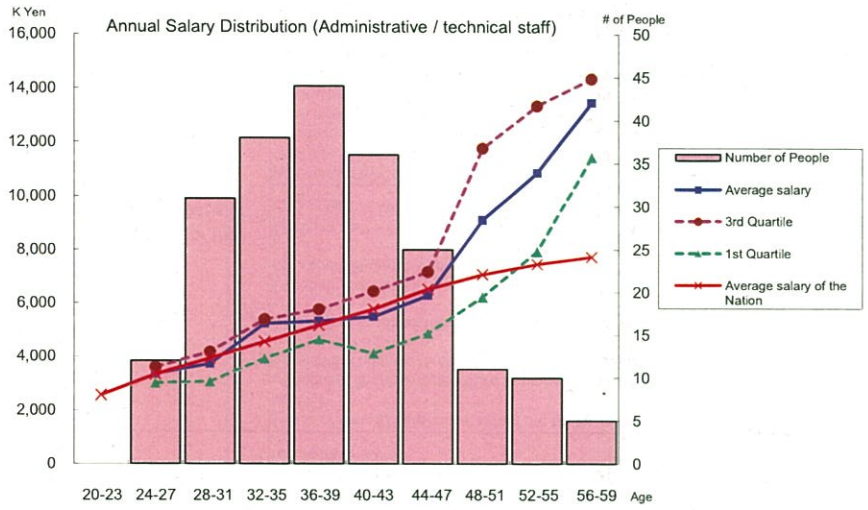
2. Payment Condition of Employee Salary

(1) Payment Condition by Type of Work

Classification	Number	Average Age	FY2013 Annual Salary (Average)			
			Total Amount	Prescribed amount within the total		Bonus within the total
					Commuting allowance	
Permanent Employee	people 22	Age 42.2	K Yen 7,960	K Yen 7,960	K Yen 112	K Yen
Administrative & Technical Staff	people 22	Age 42.2	K Yen 7,960	K Yen 7,960	K Yen 112	K Yen
Fixed Term Employee	people 385	Age 39.9	K Yen 6,863	K Yen 6,863	K Yen 88	K Yen
Faculty	people 39	Age 49.7	K Yen 13,260	K Yen 13,260	K Yen 51	K Yen
Research staff	people 147	Age 37.7	K Yen 6,604	K Yen 6,604	K Yen 61	K Yen
Administrative & Research Administrator	people 199	Age 39.6	K Yen 5,800	K Yen 5,800	K Yen 116	K Yen

Note 1: "Permanent employee" should not include staff working abroad, fixed-term or reappointed staff.
Note 2: In the tables, job categories which there is no member to be listed, are omitted from the table.
Note 3: As for staff working abroad, reappointed staff, and part time staff, we do not have any staff members that fall into the categories.
Note 4: Permanent and Fixed term employees are all who are applicable to annual salary system.

(2) Annual Salary Distribution (administrative / technical staff) [excluding staff working abroad or reappointed staff. This applies down to (5).]



Note 1: Commuting allowance is deducted from the annual salary shown in (1). This condition applies down to (5).

(Administrative / Technical Staff)

Grouping in Presenting Distribution Condition	Number of staff members	Average Age	Quartile 1st quartile	Average	Quartile 3rd quartile
	Number of people	Age	K Yen	K Yen	K Yen
Representative positions					
- Equivalent to director	14	51.1	11,321	14,242	18,207
- Equivalent to manager	20	49.3	8,944	10,253	11,415
- Equivalent to assistant manager	14	39.5	6,108	6,633	7,380
- Equivalent to section chief	59	42.0	5,005	5,767	6,475
- Staff	114	35.8	3,384	4,090	4,638

(3) Status of Each Job Classification (As of April 1, 2014) (Administrative/Technical Staff)

Annual Salary System

Classification	Total	7	6	5	4	3	2	1
Standard Positions		Vice President	Senior Manager	Manager	Assistant Manager	Specialist (technical staff)	Staff II (technical staff)	Staff I (technical staff)
Number of People (Ratio)	22	people - -	people 1 4.5%	people 8 36.4%	people 5 22.7%	people 4 18.2%	people 3 13.6%	people 1 4.5%
Age (highest-lowest)		Age -	Age -	Age 53 ～ 40	Age 52 ～ 34	Age 45 ～ 35	Age 48 ～ 26	Age -
Annual Salary excluding bonus (Max-Min)		K Yen -	K Yen -	K Yen 13,328 ～ 8,799	K Yen 6,944 ～ 5,924	K Yen 9,077 ～ 4,795	K Yen 9,909 ～ 3,874	K Yen -
Total Annual Salary (Max-Min)		K Yen -	K Yen -	K Yen 13,328 ～ 8,799	K Yen 6,944 ～ 5,924	K Yen 9,077 ～ 4,795	K Yen 9,909 ～ 3,874	K Yen -

Note: Information except number of people and ratio is not provided in case it is 1 person that fall into above categories since it may reveal personal information.

Annual Salary System as well as Fixed term employee

Classification	Total	7	6	5	4	3	2	1
Standard Positions		Vice President	Senior Manager	Manager	Assistant Manager	Specialist (technical staff)	Staff (technical staff)	Staff (technical staff)
Number of People (Ratio)	199	people 7 3.5%	people 6 3.0%	people 12 6.0%	people 9 4.5%	people 55 27.6%	people 58 29.1%	people 52 26.1%
Age (highest-lowest)		Age 61～35	Age 59 ～ 34	Age 65 ～ 37	Age 47 ～ 30	Age 63 ～ 30	Age 61 ～ 28	Age 64 ～ 24
Annual Salary excluding bonus (Max-Min)		K Yen 20,480 ～ 11,063	K Yen 13,206 ～ 8,902	K Yen 12,730 ～ 8,176	K Yen 8,333 ～ 5,341	K Yen 8,313 ～ 4,307	K Yen 6,546 ～ 3,296	K Yen 4,929 ～ 2,472
Total Annual Salary (Max-Min)		K Yen 20,480 ～ 11,063	K Yen 13,206 ～ 8,902	K Yen 12,730 ～ 8,176	K Yen 8,333 ～ 5,341	K Yen 8,313 ～ 4,307	K Yen 6,546 ～ 3,296	K Yen 4,929 ～ 2,472

Note: OIST has adopted an annual salary system based on the salary ranges, which are classified into seven categories according to job categories and responsibility levels.

(4) Ratio of the Portion in Bonus Subject to Assessment (FY2013) (Administrative/Technical Staff)

Managerial level	Uniform Payment (year-end basis)	%	%	%
	Assessed Payment (performance basis) (Average)	%	%	%
	Max-Min	% ～	% ～	% ～
General staff	Uniform Payment (year-end basis)	%	%	%
	Assessed Payment (performance basis) (Average)	%	%	%
	Max-Min	% ～	% ～	% ～

Note: No bonus has been paid since an annual salary system based on the salary ranges has been adopted.

(5) Comparison Index of the Salary Level (Annual Salary) with Government Officials (Administrative/Technical Staff)

Comparison with Government Officials (Administrative post (#I))

108.5

Note: This is an index calculated from the actual salary payment (calculated by the National Personnel Authority) based on the personnel organization by age. The equivalent salary standard of the Nation is considered to be "100."

Items that serve as reference for the comparison index of the salary level

<Administrative and Technical Staff>

Item	Contents			
Status of Index	Compared with Government Officials : 108.5			
		Reference	Region basis	119.1
			Academic Career basis	106.9
			Region / Academic Career basis	118.6
Quantitative reason why the salary level is higher than that of the Nation	OIST SC is a school corporation that aims to conduct internationally outstanding education and research in science and technology at the Okinawa Institute of Science and Technology Graduate University (hereinafter "Graduate University"). At the Graduate University, research and education is conducted in English, and more than half of the faculty and students are non-Japanese. Under such international environment, outstanding expertise is expected from administrative staff due to the necessity to support researchers who conduct internationally outstanding education and research in order 1) to contribute to the promotion and self-sustaining development of Okinawa and 2) to promote and sustain the advancement of science and technology in Japan and throughout the world. This means OIST staff are also required of having high expertise and English language skills that tend to boost the Laspeyres Index. (Reference: expertise of target employees (221)) - Master or above: 76 people (34%), of which PhD: 27 people (12%) - Above University Degree 171 people (77%) (Government Officials (administrative post (#1)): 54.1 %) - All employees have business-level proficiency or higher in English reading and writing skills. In addition, all OIST employees are working in the Okinawa Prefecture, where an area allowance is not paid to Government Officials. This contributes to high region basis index.			
Verification of the Appropriateness of Salary Level	【Ratio of financial expenditure from the Nation in the total expenditure budget: 96.7%】 (Amount of financial expenditure from the Nation: 15,093 million yen, Total expenditure budget: 15,601 million yen (FY2013 Budget)) 【Amount of accumulated deficit: 0 yen (FY2012 Account settlement)】 【Ratio of staffs in the managerial level 15.4%】 (34 people of target employees (221)) 【Ratio of staff with university degree or above 77%】 (171 people of target employees (221))			
	[Verification by Competent Minister] OIST is conducting world-class research and education activities in an international environment where such activities are carried out in English, and more than half of the faculty and students are non-Japanese. Since administrative staffs also must have high expertise to support the researchers, we understand the necessity of having excellent human resources at OIST. OIST is taking measures to ensure an appropriate salary level under such condition, and we will continue to provide proper instruction and supervision to ensure that such measures will be implemented steadily.			

Measures to be Taken	As measures for the future reduction of salary level, 1) Hire mid-level and younger generation employees over their older counterparts if the candidates are equal in ability. 2) Thoroughly carry out the (personnel) performance evaluation and rigorously reflect the results in salary increases will be implemented and the salary level is expected to be lower in FY2014.

○Status of employees who are subject to the comparison

・Administrative & Technical Staff

①Total 221 employee: 22 Permanent Employees and 199 Fixed Term Employees in table "Payment Condition by Type of Work"

Average age of 221 employee: 39.9, average annual salary: 6,015 (K Yen)

III Comprehensive Personnel Expenses

Classification	Current FY (FY2013)	Previous FY (FY2012)	Comparison Increase or Decrease	
Total Salary and Compensation Payment Amount (A)	K Yen 3,755,654	K Yen 2,965,884	K Yen 789,770	(%) (26.6)
Retirement Allowance Payment Amount (B)	K Yen 0	K Yen 23,098	K Yen △ 23,098	(%) (△100.0)
Salary of Part-time Officers (C)	K Yen 67,209	K Yen 50,268	K Yen 16,941	(%) (33.7)
Benefit Package Expenses (D)	K Yen 375,151	K Yen 284,925	K Yen 90,226	(%) (31.7)
Personnel Expense in the most broad sense (A+B+C+D)	K Yen 4,198,014	K Yen 3,324,175	K Yen 873,839	(%) (26.3)

Matters that serve as reference for the Comprehensive Personnel Expenses

With the opening of the OIST Graduate University in September 2012, staff has been recruited with a focus on research units and research support division (67 staff at research units and 17 staff at research support division have increased from previous fiscal year). Accordingly, comprehensive personnel expenses have increased.

IV Other Items Deemed Necessary by the Corporation

a. In light of the "Reduction of Retirement Allowance Levels of National Public Officials" (Cabinet Decision on August 7, 2012), retirement allowance of OIST officers and employees has been reduced since April 1, 2013. The amount was reduced by multiplying estimated retirement allowance by the adjustment rate (98/100 until September 2013, 92/100 from October 2013 to June 2014 and 87/100 after July 2014) according to the revision of the national public officers' retirement allowance.

2014年度　職員研修 FY2014 Staff Training

【実施計画】

新規 New	実施日 Date	研修項目 Item of Training/Course	対象人数 Target Audience	登録者数 Registrations	出席者数 Participants
	4/10	新入職員研修 (New Graduate Training)	6	6	6
	9/2	新入職員研修Ⅱ(New Graduate Training Ⅱ)	4	4	4
○	6/20	接遇マナー研修 (Customer Manner Training)	15	14	12
○	6/25	接遇マナー研修 (Customer Manner Training Ⅱ)	15	14	11
	7/7	7つの習慣(日本語講演会)7 Habits of Highly Effective People/Introduction Session	100	85	75
	7/7	7 habits (seminar) 7つの習慣(英語講習会)	50	38	26
○	6/24	Microsoft Training (PC Beginner)(初心者向け)	10	3	3
	6/26	Microsoft Training (Word)基礎	10	2	2
	7/10	Microsoft Training (Word)応用	25	18	13
	8/13	Microsoft Training (Word)実務	20	16	13
	7/25	Microsoft Training (Excel)基礎 (Basic)	10	10	7
	7月～8月	7つの習慣 (7 Habits of Highly Effective People)	6	16	11
	9/11	Microsoft Training (Excel)応用 (Intermediate)	25	25	21
	9/25		25	25	19
	10/24	Microsoft Training (Excel)実務 (Advanced)	15	18	12
	11/21	Microsoft Training (Excel)実習 (Practical Application)	20	6	6
	7/18	Microsoft Training (PowerPoint)基礎 (Basic)	15	7	6
	8/27	Microsoft Training (Power Point)応用 (Intermediate)	20	10	5
	9/10	Microsoft Training (Power Point)実習 (Advanced)	20	1	1
	7/17	Microsoft Training(Access)初級 (Fundamentals)	20	15	11
	7/29	Microsoft Training(Access)基礎 (Basic)	20	18	14
	10/10	Microsoft Training(Access)応用 (intermediate)	20	7	3
	10/29				3
	11/14	Microsoft Training(Access)実務 (Advanced)	20	6	4
	11/28	Microsoft Training(Access)実習 (Practical Application)	20	7	7
	12/10	Microsoft Training(Access)実習B (Practical Application)	20	6	6
	12/24		20	7	6
○	8/21	ロジカルコミュニケーションセミナー (Logical Communication Seminar)	50	27	17
○	8/21	Logical Communication Seminar (ロジカルコミュニケーションセミナー)	50	17	11
○	8/22	ロジカルライティングセミナー (Logical Writing)	50	31	22
○	8/25	ビジネス文書 (Business Writing)	25	25	21
○	9/5	わかりやすい図解資料の作り方 (Making Easy to Understand Documents)	25	17	11
	9/19	Sexual Harassment Prevention Training (セクハラ研修・学生向け)	43	43	39
○	10/17	健康診断の見方 (Understanding Health Checkup Documents)	10	10	8
○		エクササイズ (Exercise for Health)	10	11	5
○	11/7	最適な栄養バランスを考える (Thinking about the Best Nutrition Balance)	10	10	8
○		ウォーキング (Walking for Health)	10	7	4
○	10/20	マニュアル作成研修 (Making Manuals)	25	19	14
	10/21	新人フォローアップ研修 (Follow up Manner Training for New Grads)	10		10
○	12/12	Write Perfect Emails (完璧な英文メール)	40	40	39
	1/30	Scientific Writing Seminar (科学論文の書き方)	100	89	66
	2/17	確定申告セミナー (Japanese Income Tax Filing Seminar)	50	9	6
	2/17	Japanese Income Tax Filing Seminar (確定申告セミナー)	50	10	9
	2/20	Write Perfect English (The 2nd Session) (完璧な英文メール)	45	41	39
	5/21	ベーシックプラスコース (Basic Plus Life Saving Training)	6	6	6
	7/16		6	6	6
	8/20		6	3	3
	9/17		6	4	3
	11/19		6	4	3
	1/21		6	5	3
	6/4	Basic Plus Course (ベーシックプラスコース)	6	6	4
	8/6		6	6	6
	10/1		6	3	2
	12/3		6	5	3
	2/4		6	5	5
	3/18	Care Plus Course (ケアプラスコース)	6	6	6
6		合計 **Total:**	**1,226**	**849**	**686**

186

Training sessions/seminars conducted in FY2014

【Research Safety】

Seminar/Meeting/Course	# of Training	# of participants
General Orientation	Online Program	45
Special Orientation	Online Program	106
Principles and Basic knowledge for the Safe Conduct of Experiments	Online Program	54
Chemical Materials	Online Program	24
Waste	Online Program	58
Biosafety	Online Program	30
Security Export Control	Online Program	52
Laser safety	Online Program	48
Human Subject Research	Online Program	4
Update session on overall research safety	Online Program	136
Bloodborne Pathogen	Online Program	7
Responsible Conduct of Research	Online Program	6

Seminar/Meeting/Course	Participants	# of participants
Safety seminar	Venders	194
Training for human subject research review	Human subjects research review committee members	9
Security Export Control	All employees	54
Statutory training for radiation safety	Radiation workers	39
Professional Seminar on the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity	Concerned employees	5

Workers' Accident Compensation Insurance Seminar	All employees	89
Seminar on Emergency Contact	OBM staff	13
Safety Seminar for OBM Staff	OBM staff	7

【DNA Sequencing】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
Brief training session for Real-Time PCR instrument, StepOne plus	Researchers	6
Brief training session for an automated DNA fractionation instrument, Blue Pippin	Researchers	8
One-on-one training session for Personal NGS Sequencer, MiSeq	Researchers	2

【Scientific Computing】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
MATLAB Seminar (By MathWorks)	researchers, students	13
LabVIEW Seminar (By National Instruments)	researchers, students	8
Mathemtaica Seminar (By Wolfram Research)	researchers, students	9
Amira Seminar (By FEI)	researchers, students	15
HPC and Scientific Computing at OIST (Basic Training): part 1	researchers, students	39
HPC and Scientific Computing at OIST (Basic Training): part 2	researchers, students	30
Web portal for HPC services (SysFeraDS)	researchers	12

【Animal Resources】

Seminar/Meeting/Course (# of sessions)	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
Orientation for conducting animal experiment (14)	Researchers and students	36
Orientation for entrance animal facilities (1)	Admin staff	2
Training for mouse handling, dosing, blood sampling and perfusion (6)	Researchers and students	4
Training for rat handling, dosing (7)	Student	1
Lecture: Animal Welfare (1)	Researchers, students and Admin Staff	38
Orientation for MRI (3)	Researchers and students	3
MRI Operation Training (33)	Researchers	3
Seminar: Imaging by Listening to Molecules (1)	Researchers, students and Admin staff	8

【Biology Resources】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
UV microscope for Protein Crystal (Jan Scientific)	Researchers, admin staff	6
X-ray CT microscope: Xradia 510 Versa (Zeiss)	Researchers, admin staff	5
Mass spectrometer: Q exactive (Thermo)	Researchers, admin staff	7
Molecular Mass Measurement System (Waters & Wyatt)	Researchers, admin staff	4
Cell Sorter: FACSAria III (Beckton Dickinson)	Researchers, admin staff	9
Serial Block Face SEM (FEI)	Researchers, admin staff	8
Large Particle Sorter: BioSorter (Union Biometrica)	Researchers, admin staff	3
DSC Micro Calorimeter (Malvern)	Researchers, admin staff	3

【Sponsored Research】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
CREST/PRESTO Grant seminar	Researchers/Admin Staff	21
Kakenhi fund use administration seminar	Researchers/Admin Staff	45
General Introduction of KAKENHI	Researchers/Admin Staff	27
KAKENHI Seminar for Writing Proposals	Researchers/Admin Staff	50
MTA Seminar	Researchers/Admin Staff	45

【Physics Resources】

Seminar/Meeting/Course (Number of sessions)	Participants (e.g. admin staff, researchers, vendors etc)	# of attendance
Physics Seminars (2)	Researchers	25
Technical seminar/demonstration (3)	Researchers	35
E-beam lithography system user training (2)	Researchers	2
Atomic force microscope user training (3)	Researchers	3
Vacuum drying Oven user training (2)	Researchers	2
Wire Bonder user training (2)	Researchers	2
E-beam Evaporator user training (10)	Researchers	10
Maskless UV lithography system user training (6)	Researchers	6
Dicer user training (2)	Researchers	2
Plasma cleaner user training (2)	Researchers	2
4-point-probe system user training (2)	Researchers	2

3D printer user training (15)	Researchers	15
Raman spectrometer user training (5)	Researchers	5
Sputter deposition system user training (4)	Researchers	4
Inductively coupled plasma etch user training (5)	Researchers	5
Probe station user training (2)	Researchers	2
Scanning electron microscope user training (14)	Researchers	20
EDX user training (1)	Researchers	2
X-ray diffractometer user training (5)	Researchers	11
X-ray photoelectron spectroscopy user training (5)	Researchers	14
FIB-SEM user training (2)	Researchers	17
XRF user training (1)	Researchers	1
PPMS user training (2)	Researchers	12
ETEM user training (2)	Researchers	3
Machine shop user training (5)	Researchers	9

【Marine Science Resources】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
Marine Safety Training 1	Researchers	33
Marine Safety Training 2	Researchers	14
Marine Safety Training 3	Researchers	8

外部資金獲得状況/External Funding

新分類 New categories	H26(2014)	
	金額	件数
科研費 Kakenhi	165,266,341	54
受託研究等（学術系） Academic grants	104,967,000	5
受託研究等（産学連携系） Industry related grants	69,994,690	10
その他国内助成金 Other domestic grants	22,635,500	11
海外助成金等 Overseas grants	27,166,059	3
寄附金 Donation	1,065,960	6
合計/Total	391,095,550	

旧分類 Old categories	H26(2014)	
	金額	件数
科研費/Kakenhi	165,266,341	54
受託研究/Sponsored Research	175,703,490	12
その他補助金/Other Subsidy	10,027,200	3
共同研究/Joint Research	3,900,000	3
民間・財団等/Private or Foundations et	35,132,559	11
寄附金/Donation	1,065,960	6
合計/Total	391,095,550	

外部資金獲得状況/External Funding

	H18(2006)	H19(2007)	H20(2008)	H21(2009)	H22(2010)	H23(2011)		H24(2012)		H25(2013)		H26(2014)	
	金額	金額	金額	金額	金額	金額	件数	金額	件数	金額	件数	金額	件数
科研費/Kakenhi	3,800,000	10,293,000	17,225,000	58,923,142	68,281,464	160,041,305	26	185,570,000	30	168,017,777	40	165,266,341	54
受託研究/Sponsored Research	0	0	0	16,200,000	42,751,000	110,261,800	11	151,397,660	14	133,566,955	13	175,703,490	12
その他補助金/Other Subsidy	0	0	0	0	0	0	0	19,120,000	2	39,161,300	3	10,027,200	3
共同研究/Joint Research	0	28,500,000	8,268,750	8,357,625	8,000,000	6,500,000	1	9,781,000	2	8,190,000	3	3,900,000	3
民間・財団等/Private or Foundations etc.	0	0	0	162,000	0	23,969,000	3	19,720,574	3	35,811,969	10	35,132,559	11
寄附金/Donation	0	0	0	0	0	10,822,000	6	14,793,155	11	8,353,825	12	1,065,960	6
合計/Total	3,800,000	38,793,000	25,493,750	83,642,767	119,032,464	311,594,105		400,382,389		393,101,826		391,095,550