<Translation>

Fiscal Year 2013 Business Report

From: April 1, 2013
To: March 31, 2014

Okinawa Institute of Science and Technology
School Corporation

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 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, 2014)

Faculty members: 47
Employees (incl. researchers): 517

(4) History

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

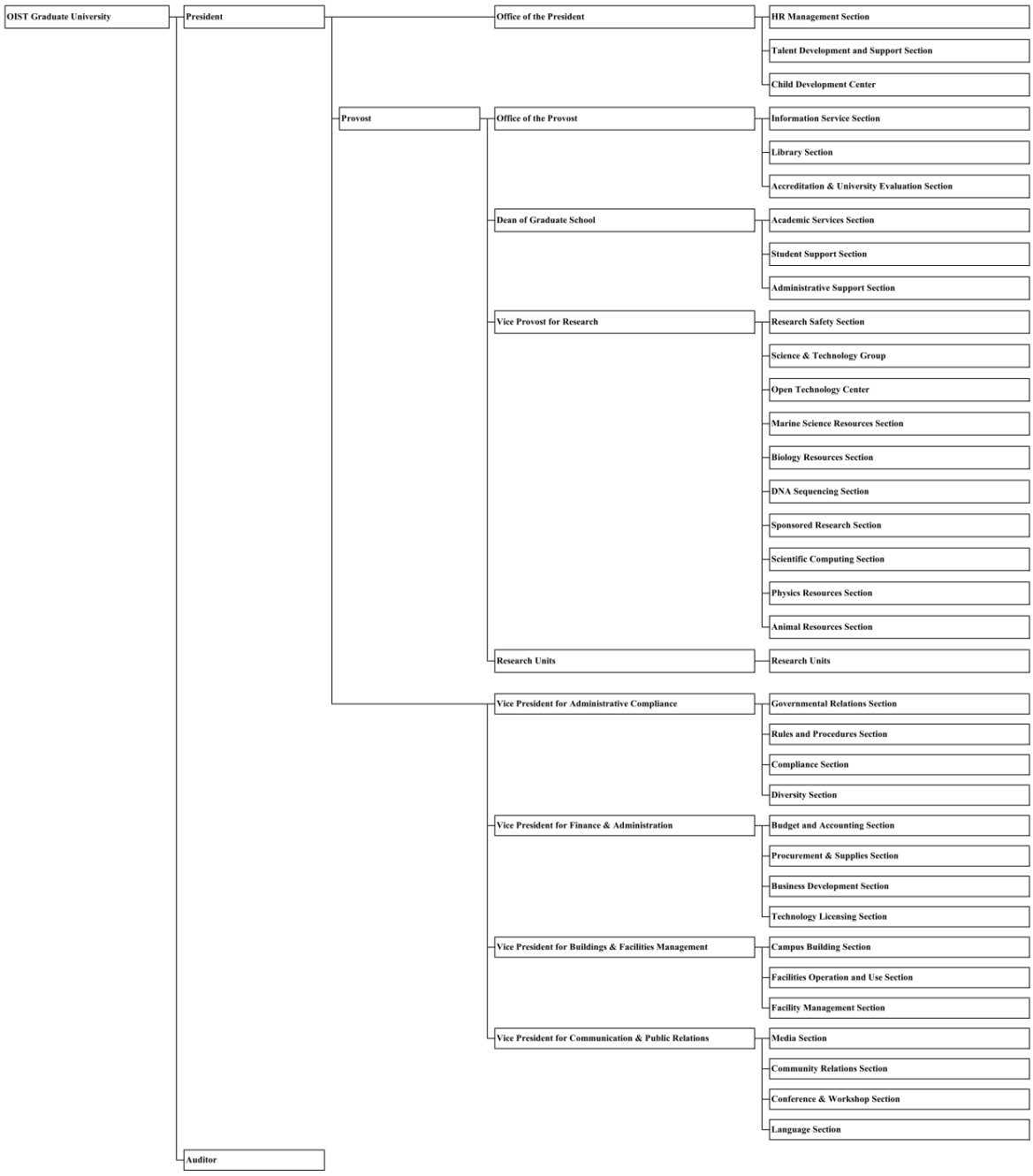
(5) Basis law for the establishment

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, 2014)



2 List of Officers, etc.

Fixed number: not more than 20 and not less than 10 Governors, not more than 3 and not less than 2 Auditors, and not more than 41 and not less than 21 Councilors

Term: 3 years (excluding CEO and Vice Executive Officer)

(1) Officers and Auditors (as of 31 March, 2014)

Title	Name	Term	Background	
CEO / President	Jonathan Dorfan	From Nov. 1 2011 To Aug 31 2015	1976	Ph.D. (Experimental Particle Physics), University of California, Irvine
			1989	Professor, Stanford Linear Accelerator Center, Stanford University
			1994	Associate Director, Stanford Linear Accelerator Center, Stanford University
			1999	Director, Stanford Linear Accelerator Center, Stanford University Member of Executive Cabinet, Stanford University
			2007	Special Assistant to President Hennessy, Stanford University
			2010	President elect of Graduate University, OIST Promotion Corporation (PC)
			2011 Nov	CEO/ President, OIST School Corporation (SC)
Vice-CEO / Provost	Robert Baughman	From Nov. 1 2011 To Sep. 30 2017	1974	Ph.D. in Chemistry, Harvard University
			1979	Assistant Professor of Neurobiology, Harvard Medical School
			1985	Associate Professor of Neurobiology, Harvard Medical School
			1991	Director, Doctoral Program in Neurosciences, Harvard University
			1995	Program Director, Division of Fundamental Neuroscience, NIH- NINDS
			1996	Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS
			1999	Associate Director for Technology Development, Office of the Director, NINDS
			2007	Executive Director, OIST PC
			2011 Nov.	Vice CEO / Provost, OIST SC

Auditor	Kiyotaka Soma	From June 28 2013 To Oct. 31 2014	1985 2007 2010 2012 Sept. 2013 June	Entered Management and Coordination Agency Director of Pension Planning Division, Personnel and Pension Bureau, Minister's Secretariat, Ministry of Internal Affairs and Communications Director of Policy Evaluation and Public Relations Division, Minister's Secretariat, Ministry of Internal Affairs and Communications Director of General Affairs Division, Secretariat of the Public Interest Corporation Commission, Cabinet Office Auditor, OIST SC
Auditor	Koji Matsuda	From Nov. 1 2011 To Oct. 31 2014	1964 1997 2001 2005 2009 2011 Sept. 2011 Nov.	Entered Ryukyu Development Loan Corporation (now named Okinawa Development Finance Corporation) Director, The Okinawa Development Finance Corporation (ODFC) Deputy Governor, ODFC Governor, ODFC Resigned Governor, ODFC Auditor, OIST PC Auditor, OIST SC

(2) Members of Governors (as of 31 March, 2014)

Name	Term	Background	
Akito Arima	From Nov. 1 2011 To Oct. 31 2014	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	Double as 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 Nov.	Vice-Chair, Board of Governors, OIST SC
Robert Baughman (Vice CEO/ Provost)	From Nov. 1 2011 To Sep. 30 2017	1974	Ph.D. in Chemistry, Harvard University
		1979	Assistant Professor of Neurobiology, Harvard Medical School
		1985	Associate Professor of Neurobiology, Harvard Medical School
		1991	Director, Doctoral Program in Neurosciences, Harvard University
		1995	Program Director, Division of Fundamental Neuroscience, NIH- NINDS
		1996	Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS
		1999	Associate Director for Technology Development, Office of the Director, NINDS
		2007	Executive Director, OIST PC
		2011 Nov.	Vice CEO / Provost, OIST SC
Rita Colwell	From Nov. 1 2011 To Oct. 31 2014	1961	Ph.D. in Oceanography from the 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
		2008	President of the American Institute of Biological Sciences Chairman, Chairman Emeritus, and Senior Scientist of Canon U.S. Life Sciences Distinguished Professor at University of Maryland Distinguished Professor at the Johns Hopkins University Bloomberg School of Public Health
		2011 Nov.	Member, Board of Governors, OIST SC

Jonathan Dorfan (CEO / President)	From Nov. 1 2011 To Aug 31 2015	1976	Ph.D. (Experimental Particle Physics), University of California, Irvine
		1989	Professor, Stanford Linear Accelerator Center, Stanford University
		1994	Associate Director, Stanford Linear Accelerator Center, Stanford University
		1999	Director, Stanford Linear Accelerator Center, Stanford University
			Member of Executive Cabinet, Stanford University
		2007	Special Assistant to President Hennessy, Stanford University
		2010	President elect of Graduate University, OIST Promotion Corporation (PC)
		2011 Nov	CEO/ President, OIST School Corporation (SC)
Jerome Friedman	From Nov. 1 2011 To Oct. 31 2014	1956	PhD in Physics, University of Chicago
		1967	Professor, MIT
		1980	Director, MIT Laboratory for the Nuclear Science
		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 Nov.	Member, Board of Governors, OIST SC
Tim Hunt	From Nov. 1 2011 To Oct. 31 2014	1968	PhD in Biochemistry, University of Cambridge
		1991	Fellow of the Royal Society
			Principal Scientist, Imperial Cancer Research Fund (ICRF) Clare Hall Laboratories
		2001	Nobel Prize in Physiology or Medicine
		2002	Cancer Research UK
		2005	Member, Board of Governors, OIST PC
		2006	Chairman of EMBO Council
		2009	Establishing Member of OIST SC
		2011 Nov.	Member, Board of Governors, OIST SC

Ichiro Kanazawa	From Nov. 1 2011 To Oct. 31 2014	1967	M.D., Medical School, University of Tokyo
		1990	Professor, Department of Neurology, University of Tsukuba
		1996	Science Advisor, MEXT
		1997	Director, University of Tokyo Hospital
		2003	President, National Center of Neurology and Psychiatry, Japan
		2006	President, Science Council of Japan
		2007	President emeritus, National Center of Neurology and Psychiatry Vice President and Professor, International University of Health and Welfare Graduate School, Japan Member, Board of Governors, OIST PC
		2009	Establishing Member of OIST SC
		2011	President and Professor, International University of Health and Welfare Graduate School, Japan
		2011 Nov.	Member, Board of Governors, OIST SC
Hiroshi Komiyama	From Nov. 1 2011 To Oct. 31 2014	1972	Ph. D., the School of Chemical Engineering, The University of Tokyo
		1988	Professor, Engineering Department, The University of Tokyo
		2000	Head of Engineering Department, The University of Tokyo
		2004	Governor ,Vice President and Professor, The University of Tokyo
		2005	President, The University of Tokyo
		2009	Adviser to President, The University of Tokyo Chairman of the Institute, Mitsubishi Research Institute, Inc.
		2011 Nov.	Member, Board of Governors, OIST SC
VijayRaghavan Krishnaswamy	From Nov. 1 2011 To Oct. 31 2014	1983	Ph.D. in Molecular Biology at Tata Institute of Fundamental Research, Mumbai, India
		1984	Research Fellow at California Institute of Technology, U.S.A.
		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
		2009	Member, Janelia Farm Research Campus, HHMI, Advisory Committee
		2011	Member, Board of Governors, OIST SC
		Nov.	
		2012	Distinguished Professor, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
			Fellow of the Royal Society
		2013	Secretary, Department of Biotechnology, Government of India
Kiyoshi Kurokawa	From Nov. 1 2011 To Oct. 31 2014	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	Dean, Tokai University School of Medicine
		1998	Director, 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	Member, Okinawa Promotion and Development Council, CAO
			President of the Science Council of Japan
		2004	Adjunct Professor, the Research Center for Advanced Science and Technology, University of Tokyo
		2005	Member, Board of Governors, OIST PC
		2006	Special advisor to the Cabinet (Science, Technology, and Innovation)
			Professor, National Graduate Institute for Policy Studies
		2009	Establishing Member of OIST SC
			Academic Fellow, National Graduate Institute for Policy Studies

		2011 Nov.	Member, Board of Governors, OIST SC
Cherry Murray	From Nov. 1 2011 To Oct. 31 2014	1978	Massachusetts Institute of Technology: Ph.D. (Physics)
		2001	Physical Sciences and Wireless Research Senior Vice President, Bell Laboratories, Lucent Technologies
		2002	National Academy of Sciences Council and Executive Board
		2007	Principal associate director for science and technology at Lawrence Livermore National Laboratory in Livermore, California
		2008	Chair, Division of Engineering and Physical Science, National Research Council Member, American Association for the Advancement of Science Board
		2009	President, American Physical Society Dean of the Harvard School of Engineering and Applied Sciences (SEAS) and John A. and Elizabeth S. Armstrong Professor of Engineering and Applied Sciences
		2011 Nov.	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
		2010	Grand Cordon of the Order of the Rising Sun
		2013 Oct.	Member, Board of Governors, OIST SC
Hiroko Sho	From Nov. 1 2011 To Oct. 31 2014	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	Honorary doctorate in Asian studies, the University of Maryland
		2004	Director, Okinawa Science and Technology Promotion Center Director, Okinawa International University
		2005	Member, Board of Governors, OIST PC
		2009	Establishing Member of OIST SC
		2011 Nov.	Member, Board of Governors, OIST SC
Susumu Tonegawa	From Nov. 1 2011 To Oct. 31 2014	1968	Ph.D., Department of Biology, University of California, San Diego
		1971	Member, Basel Institute for Immunology, Basel, Switzerland
		1981	Professor of Biology, Center for Cancer Research and Department of Biology, Massachusetts Institute of Technology, Cambridge, MA
		1984	Order of Culture “Bunkakunsho” from the Emperor of Japan
		1987	Nobel Prize for Physiology or Medicine
		1988	Howard Hughes Medical Institute Investigator
		1998	Director, RIKEN-MIT Neuroscience Research Center
		2005	Member, Board of Governors, OIST PC
		2009	Director, RIKEN Brain Science Institute Establishing Member of OIST SC
		2011	Member, Board of Governors, OIST SC

		Nov.	
Torsten Wiesel	From Nov. 1 2011 To Oct. 31 2014	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 Nov.	Chairperson, Board of Governors, OIST SC
Takeshi Yasumoto	From Nov. 1 2011 To Oct. 31 2014	1966	Ph.D. in Marine Biochemistry, University of Tokyo
		1977	Professor, Tohoku University
		1993	Chair, Marine toxicity working group, UNESCO
		1998	Professor emeritus, Tohoku University Academic Advisor, Japan Food Research Laboratories
		1999	Medal with Purple Ribbon
		2003	Senior Research Manager, Area Oriented Joint Research Activities for Okinawa Prefecture area, Japan Science and Technology Agency (JST)
		2008	Senior Research Manager, Academic-Industry Collaboration for Okinawa Coastal Lines, MEXT
		2010	Order of the Sacred Treasure, Gold Rays with Neck Ribbon
		2011	Distinguished Research Fellow, National Research Institute of Fisheries Science, Fisheries Research Agency
		2011 Nov.	Member, Board of Governors, OIST SC

(3) Members of Councilors (as of 31 March, 2014)

Name	Term	Position
* Akito Arima	From Nov. 1 2011 To Oct. 31 2014	Chairman, Japan Science Foundation Chancellor, Musashi Education Institution, Nezu Education Foundation President, Shizuoka University of Art and Culture
Yasushi Akashi	From Nov. 1 2011 To Oct. 31 2014	Chairman, The International House of Japan Former Under-Secretary-General, the United Nations
Tomokiyo Arakawa	From May 9 2013 To Oct. 31 2014	Principal, Okinawa AMICUS International
Neil Calder	From Nov. 1 2011 To Oct. 31 2014	Vice-President for Public Relations and Communications, OIST
Monte Cassim	From Nov. 1 2011 To Oct. 31 2014	Special Aide to the Chancellor, The Ritsumeikan Trust
John Dickison	From Nov. 1 2011 To Oct. 31 2014	Vice-President for Buildings and Facility Management, OIST
Yoshiharu Doi	From Nov. 1 2011 To Oct. 31 2014	CEO, Japan Synchrotron Radiation Research Institute
Kenji Doya	From Nov. 1 2011 To Oct. 31 2014	Vice-Provost for Research, OIST
Frederick Gilman	From Nov. 1 2011 To Oct. 31 2014	Dean of the Mellon Collage of Science, Carnegie Mellon University
Ryo Hirasawa	From Nov. 1 2011 To Oct. 31 2014	Chief Director, Institute for Future Engineering Professor Emeritus, University of Tokyo Member, Administrative Council, Japan Advanced Institute of Science and Technology
Steven Hyman	From Nov. 1 2011 To Oct. 31 2014	Former Provost, Harvard University Director, Broad Institute's Stanley Center for Psychiatric Research
George Iwama	From Mar. 1 2014 To Feb. 28 2017	Executive Vice President, OIST
Tisato Kajiyama	From Nov. 1 2011 To Oct. 31 2014	Board Chairman and President, Fukuoka Women's University Former president, Kyushu University
Yoshihisa Kawakami	From May 9 2013	Vice Governor of Okinawa Prefecture

	To Oct. 31 2014	
Koichi Kitazawa	From Nov. 1 2011 To Oct. 31 2014	President, Tokyo City University
Makoto Kobayashi	From Nov. 1 2011 To Oct. 31 2014	Professor Emeritus of the High Energy Accelerator Research Organization
Maki Kubo	From Nov. 1 2011 To Oct. 31 2014	Vice-President for Administrative Compliance, OIST
Ryo Matsumoto	From Nov. 1 2011 To Oct. 31 2014	Professor Emeritus, University of Tokyo Professor, Organization for the Strategic Coordination of Research and Intellectual Properties, Meiji University
Ann Miura-Ko	From Nov. 1 2011 To Oct. 31 2014	Co-founding partner, Floodgate
Ken Peach	From Nov. 1 2011 To Oct. 31 2014	Director, Particle Therapy Cancer Therapy Institute, Oxford
Ulf Skoglund	From Oct. 4 2012 To Oct 31 2014	Chair of the Faculty Assembly/Council, OIST
Fumiyasu Shikiya	From Nov. 1 2011 To Oct. 31 2014	Mayor of Onna Village
Katsuhiko Shirai	From Nov. 1 2011 To Oct. 31 2014	President, The Open University of Japan Former President, Waseda University Former Chairman of Okinawa Development Council
* Hiroko Sho	From Nov. 1 2011 To Oct. 31 2014	Councilor, Okinawa Science and Technology Promotion Center Director, Okinawa International University
Shigemitsu Shokita	From Nov. 1 2011 To Oct. 31 2014	Councilor, Okinawa Science and Technology Promotion Center
Hirotaka Sugawara	From Nov. 1 2011 To Oct. 31 2014	Special Advisor to the President and Distinguished Professor, OIST
David Swinbanks	From Nov. 1 2011 To Oct. 31 2014	Managing Director, Nature Publishing Group Regional Markets & Science & Medical Communications Asia-Pacific | India | Middle East | Iberoamerica | Russia Managing Director, Macmillan Science & Education Australia & New Zealand

Keisuke Taira	From Nov. 1 2011 To Oct. 31 2014	Professor Emeritus, University of Tokyo Former Vice President, University of the Ryukyus
Fuji Takayasu	From Nov. 1 2011 To Oct. 31 2014	Former Assistant PR Officer of the US Consulate in Okinawa
Tsugiyoshi Toma	From Nov. 1 2011 To Oct. 31 2014	Advisor, the Okinawa Electric Power Company
Gail Tripp	From May 9 2013 To May 8 2016	Vice-Chair of the Faculty Assembly/Council, OIST
Patrick Vincent	From Nov. 1 2011 To Oct. 31 2014	Vice-President for Finance and Administration, OIST
Albrecht Wagner	From Nov. 1 2011 To Oct. 31 2014	Director General Emeritus, the DESY
Jeffery Wickens	From Nov. 1 2011 To Oct. 31 2014	Dean of the Graduate School, OIST
* Takeshi Yasumoto	From Nov. 1 2011 To Oct. 31 2014	Professor emeritus, Tohoku University Technical Consultant, Japan Food Research Laboratories Distinguished Research Fellow, National Research Institute of Fisheries Science, Fisheries Research Agency
Philip Yeo	From Nov. 1 2011 To Oct. 31 2014	Chairman, SPRING Singapore

*3 persons are also governors.

II. Status of business implementation

See the attachment “FY2013 Performance Report.”

Fiscal Year 2013 Performance Report

2014.05.15

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
1	**Chapter 1 Education & Research** **1.1 Ph.D. Program** Using feedback from 2012, refine and improve measures to ensure that the second 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 2013. ・Continue to provide the programs for Professional Development for students including training that focuses on group activities and presentation skills. ・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. The list of courses and syllabus of each course of the new semester will be published on the OIST website by the end of April. ・Further develop the committees for the curriculum and 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.	・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) ・We have continued to develop the curriculum to include courses taught by newly recruited faculty. Six new courses below were added in 2013 and approved by MEXT. Epigenetics; Immunology; Ultrafast Spectroscopy; Quantitative Molecular Biology; Electron Microscopy; Molecular Electron Tomography ・Structural Biology course was modified, and approved by MEXT. ・We have continued to provide a program for Professional Development for all students, which aims to develop knowledge and skills important for leadership in scientific research and education. This includes weekly seminars covering basic principles of research conduct and ethics, scientific communication, and aspects of science in society; a cross-disciplinary group project, and practical training in oral presentation and writing skills. Visiting speakers are invited each month. ・We have continued to provide the customized Ph.D. program, including pre-thesis research training and laboratory rotations and assignment of an Academic Mentor for each student. All course information including the list of courses and syllabus of each course is available online from the OIST Website. ・The Curriculum and Examinations committee has been established and meets three times per year to review individual student progress. The procedures for progression to thesis research have been approved by the committee and are now being implemented. ・We have provided programs to learn English and Japanese communication in laboratories and/or other practical skills to the incoming students during the “gap” period (March – September) with laboratory placements and intensive language training. Several students were placed at OIST prior to formal start of courses, and three students (2 from Japan, 1 from Taiwan) studied English at UNSW in Sydney Australia, in conjunction with lab placements appropriate to their interests.	**A**
		(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 laboratories, and liaison between teaching faculty and academic services section.		(Educational Environment) ・Relationships with other universities continue to be developed, with a two-tiered approach being taken (overall univeristy-to-university agreement, and then separate agreements for students exchagne, special research students, etc). A total of 10 new university agreements were reached, with universities such as University of Tokyo in Japan and other universities in Africa, Asia, and Europe. ・Several students were involved in teaching English at Okinawa National College of Technology in Nago City. An agreement with the Institute of Medical Sciences at the University of Tokyo provides possibilities of exchange opportunities. Attachment #1-1_Academic Exchange Agreement List ・The Student database has been maintained and enhanced by providing access for different functions (faculty, students, health center, academic administration). ・A new teaching resources coordinator position has been filled, which will assist in providing support for teaching, especially in laboratory areas. Further development of the teaching laboratory equipment continued, improving the laboratory experience for OIST PhD students using the laser laboratory. Final fitout of the teaching lab in June allowed its use for external workshops (DNC2013) offering large group teaching space and equipment for histology and microscopy, with students receiving hands-on training in developmental biology techniques including microdissection, optogenetics, and nematode biology. Examination of the training procedures at OIST identified several areas where OIST can enhance training of students in practical skills.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
		(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: OIST will offer the support package that will include Research Assistantship to be designed with the consideration of the cost of tuition fees. Proper work flows should be established through cooperation among the related administrative sections such as Student Support, HR, and Budget and Accounting. A task force “administrative support to students” established in summer 2012 to list all tasks necessary to the proper management of students will remain active untill completion of the second round of student recruitment. ・Continue to collect and provide information of external scholarship opportunities to the students. ・Implement measures to support career development of students by 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. ・Provide student support services (counseling and welfare) to students by enhancing its physical and mental on-site health services and general welfare activities by Student Support and HR sections to promote a positive social and psychological environment for students. ・Improve the environment by increasing opportunities for sport and recreation.		(Student Support) ・We continued the orientation program for incoming students during the first week after admission in September. This includes orientation to life in Japan, introduction to OIST, PhD program overview and academic affairs. Students are supported during their first days in Japan; the Graduate School staff accompanies them with necessary immigration related procedures, registering their addresses in the City Hall, opening bank account etc. Students learn about OIST, graduate courses and academic program, course advising, faculty assignment of teaching, teaching resources etc. We have compiled a Student Support Information Package on Life in Okinawa and Student Travel Handbook for incoming students and provided the guidance on Japanese Taxation system, Japanese National Health Plan, and National Pension Plan at the Orientation during the Enrollment week. ・Provided an updated safety training to new students in the forms of seminar and online at new student orientation. ・We continued to provide Research Assistantship support for living costs, excellent on-campus accommodation in single or shared apartments. To coordinate among related administrative sections we have established workflows for student financial support payment involving Student Support Section (to create and provide monthly payment data with deductions for Tuition fee), Facilities Section (provides monthly housing and utilities deduction data to HR and Student Support Section), HR (compiles all the data including tax deduction and finalize the payment data), Budget Section and Accounting. ・The Students Support Section gathered and provided information related to domestic and international external scholarships. The main scholarship opportunities (such as JSPS) assume students already have a thesis project and supervisor, which will be achieved in 2014 and result in applications. Staff have attended seminars/information sessions and searching the information on available scholarship opportunities for the students. Staff have exchanged information with Sponsored Research Section about JSPS fellowship which will be available to 2nd year students and created the application workflow. ・A position is currently being advertised for a careers advisor / Professional Development Coordinator in the Dean’s Department of the OIST Graduate School. The Coordinator will support the delivery of a Professional Development program providing skills training and help OIST PhD graduates to find postdoctoral positions. (Repeated of 1.1) We have continued to provide a program for Professional Development for all students, which aims to develop knowledge and skills important for leadership in scientific research and education. This includes weekly seminars covering basic principles of research conduct and ethics, scientific communication, and aspects of science in society; a cross-disciplinary group project, and practical training in oral presentation and writing skills. Visiting speakers are invited each month. ・To open a clinic which will provide care for mental, health, and medical issues, recruitment activities were conducted. The recruitment breakdown is as follows: 1 doctor, 1 nurse, 3 clinical psychologists, 4 part-time counselors, and 1 administrative staff. Among them, a nurse, counselor, and administrative staff already joined OIST in the FY2013. The recruitment process for doctor and 2 clinical psychologists is now at the final selection stage. Also, “Resource Center”, established in October 2013, started its service by helping students and their families to solve quality-of-life issues as well as by conducting activities to promote local and Japanese cultural understanding. ・To improve the environment by increasing opportunities for sport and recreation, summer excursions to Chura-Umi aquarium/Nago Pinnaple park and Shuri Castle/Kokusai Street have been arranged. Also, conducted Study tour in Kyoto and Nara to provide opportunities to experience the Japanese culture in November.	**A**
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 student recruitment and admission activities in the first and second year appropriately. 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 students candidates for the third intake of students arriving in September 2014 as follows: - The number recruited: About 20 students - Admission period: June – August 2013 and January-March 2014 - Major recruitment activities: Continue to develop Graduate school website as a recruiting tool. Build international recognition of the Graduate University by active media strategies. Contact candidates by email, domestic and international university visits, hosting booths at academic meetings, etc. *Particular attention and effort will 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 poster contest in FY2012, etc..		・Hold regular strategy meetings to make effective recruiting plans. ・An intensive period of student recruitment has been conducted within Japan and globally. This included participation in recruitment fairs and booths at international conferences and academic meetings in London, Tokyo, Boston, and visits to universities in UK, Scotland, Australia as well as the USA. ・The science cafe called "OIST cafe" has been introduced to attract Japanese students. The events have been held in cities including Tokyo, Osaka, Sapporo, Nagoya, Fukuoka and Okinawa. Also, the Graduate School hosted a video contest titled "Why Science?" to increase the visibility and recognition domestically. 27 students from all around Japan visited OIST campus to receive an English seminar and learned about OIST programs and its research environment in March 2014. ・Student admission workshops refined based on 2012 experience to enhance their ability to select good students. 20 new students admitted in 2013, from 12 different countries (25% from Japan, 5/20 students) Attachment #2-1 Caliber of incoming students	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	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. A special advantage of OIST's location is its proximity to diverse marine environments, including hydrothermal vents, the Ryukyus Trench, the Kuroshio current supporting diverse coral species at the northern extremity of the coral triangle; and its excellent position to detect the effects of environmental stresses such as climate change. OIST will accelerate research and networking in marine science, so that OIST and Okinawan sea will be an excellent global hub for marine research and education. Marine Science Center, which will be in Laboratory 3 after its construction, will be a core piece for those activities.	(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. Expand the operation of the Physics Resources Section and the Marine Sciences Section in order to facilitate cross-disciplinary research in these growing programs at OIST. Recruit experienced technical staff for the research support operations in new areas including physics and marine sciences. Enhance the collection of new data through the installation of additional imaging technology in a range of techniques that provide multi-faceted views of biological structure, physical materials, and nanomaterials. (See Attachment #1-1 for the list of research units as of February 2013 and Attachment #1-2 for the major scientific areas of research.) ・Continue to promote marine research 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, University of the Ryukyus, Japan Coastal Guard, Churaumi Aquarium, etc., and while following new "Basic Plan on Ocean Policy", decided in 2013 by Japanese Central Government. ・Continue to expand the formal and informal opportunities for researchers to interact and develop collaborations through research and social activities. (Research Support) ・Continue the recruitment and training of expert technical staff to provide support for the shared and common resources in all areas in the Research Support Division. ・Install, test, and turnover to researchers the Okinawa Coastal Ocean Observing System (OCOOS). Train researchers to use the system, establish a prioritized and equitable management and scheduling plan for the OCOOS for OIST and other researchers. ・Continue the implementation of clean room, materials assessment and testing, and imaging facilities in the shared and common resources in physics, predominantly in Laboratory 2. ・Set up operation and scheduling of environmental transmission electron microscopy (ETEM). Train and assist researchers in use of the ETEM resource. ・Continue development of the OIST Open Technology Center for providing access to OIST facilities under well managed conditions. ・Review use and operation of the genomic sequencing center and evaluate strengthening of sequencing bioinformatics. ・Implement an in vivo rodent imaging facility with fMRI inside the SPF facility to allow long-term in vivo studies of function, development, and pathology with advanced genetic manipulation of gene expression. ・Enhance the high-performance-computing resources to facilitate studies in both biology and physics; increase capacity, speed, storage, access to offsite HPC centers, and data security.	・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) ・Opportunities for cross-disciplinary interactions and collaborations were strengthened through introduction of new instruments and new staff. Several new imaging technologies that are important for both biological and physical studies were introduced, including super resolution light microscopy, high resolution scanning electron microscopy (SEM), and X-ray micro-CT scanning. ・Regular communication and exchanges were maintained with Woods Hole Oceanographic Institution and other marine facilities for the implementation of the coastal observatory and other planned marine facilities. The Japanese Coral Reef Society Annual Meeting was hosted at OIST with the theme Genomics and the Future of Coral Biology ・The Thursday Afternoon Tea, monthly Friday afternoon Internal Seminar, and specialized journal clubs have continued to provide a stimulating environment for mixing scientific ideas and people. ・In FY2013, the Media Section released 28 press announcements and organized 4 press conferences (2 each in Tokyo and Okinawa). In addition to these, the Media Section published 27 Web articles about research results in FY2013, including one story about a research honor awarded to an OIST faculty member. ・OIST Researchers and staff are kept up to date with opportunities to develop social relationships through 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, 2013 (FY2012) / Mar. 31, 2014 (FY2013) / Number of Increased / Decreased Faculty: 46 (31) / 47 (32) / 1 (1) Group Leader: 17 (5) / 22 (8) / 5 (3) Researcher: 137 (84) / 156 (92) / 19 (8) Technician: 58 (23) / 71 (29) / 13 (6) Total: 258 (143) / 296 (161) / 38 (18) (Research Support) ・Resarch Support Division recruited seven new full-time staff (2 in Marine Science, 2 in Physics, 2 in Sponsored Research, 1 in DNA Sequencing) to enhance its support capability. ・As the main component of the Okinawa Coastal Ocean Observing System (OCOOS), the "Ocean Cube" system was successfully installed off the coast near Churaumi Aquarium. Marine Science Resources Section took a leading role in technical collaboration with Woodshole Oceanographic Institiute and legal arrangements with local stake holders, including fishermans coops, Japan Coastal Guard, National Park Agency, and Churaumi Foundation. ・The real-time data from some of the sensor of the OCOOS were made publicly accessible from the web site. The rules for the access and use of the data were developed. ・The safety rules and training procedures for marine research activities were established. ・With new technical staff for surface analysis equipment and electronic workshop, the operation of Physic facility was streamlined. Reservation of those machines can be made through a web-based calendar, REServe. ・A new staff of Physics Resources Section started to perform daily maintenance and safety checking of the environmental transmission electron microscopy (ETEM). Experienced research unit staff performed user training and scheduling under a dual-role agreement. ・Open Technology Center drafted the rule and procedure for the use of OIST research facilities by external users through collaboration with Research Support section leaders and the accounting section. ・Genomics Resources Commitee was created to monitor and to make recommendations on the operation of the DNA sequencing support. Sequencing user meetings were held to report the status of the sequencing operations and collect user feedback. Recruiting of bioinformatics staff was started. ・A new 11.7T MRI machine was installed inside the rodnet facility and an exterienced technical staff was appointed. ・The high-performance computing cluster was extended with about 1,500 additinal CPU cores. New common file servers were installed for more capacity and reliability. The specification of an off-site back-up storage system was completed and became ready for eary FY2014 installation. ・Full operation of Chemical Management System launched at OIST in order to improve safety in the use and management of chemical substances, improve the convenience of researchers, and ensure regulatory compliance. One person has been certified as a Biosafety Officer by Japan Biomedical Science Association.	**A** **A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
		(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 our research and its results to the general public in Japan and around the world through the OIST web site, press releases, and press conferences via: - Optimizing the OIST web site and maintain the high percentage bilingual content. - Operating a proactive media strategy by organize press visits and briefings both in Okinawa and the mainland. - Using the communication opportunities offered by the ever increasing reach of social media.		(Publication and communication) ・OIST continued to produce a broad range of scientific publications in international journals with high impact factor, as well as publications in important specialized journals (see Attachment #3-1&3-2). These are peer-reviewed publications with rigorous evaluation standards. ・Presentations by both OIST faculty and researchers were made in many leading international meetings and symposia. Such presentations enhance the visibility and reputation of OIST and its faculty, and they also provide an opportunity for OIST postdoctoral researchers to gain visibility and recognition critical for their finding new positions at the conclusion of their OIST research training. ・Four press conferences took place in Tokyo and Okinawa (two each), including one targeting editorial writers and science reporters of the leading Japanese newspapers. Four press releases were sent out, including two joint press releases with other organizations, and 27 Web articles about research results by OIST researchers were published. Additionally, 28 press announcements were made, including those targeting local Okinawan journalists. ・OIST continues to have an outstanding Website. The main public website (www.oist.jp) is one of the few truly bilingual university websites in Japan. ・In last year's report, we based FY2012 statistics for "the Website" on the combined hits from the main public website www.oist.jp and the workgroup public website groups.oist.jp – the totality of OIST public websites at the time. However, we continue to expand our web assets, making the definition of "the OIST Website" more complicated, so this year we are reporting only main public website hits for both FY2012 and FY2013 to make apparent the yearly increase in traffic. Number of unique visitors: FY2011: 272,173 FY2012: 487,736 FY2013: 506,471 ・FY2013 showed a 17.26% increase in Unique Visitors, with 80.22% of Visits coming from Japan. Second in number of Visits was the United States, with 6.38% - an increase of 14.43% over FY2012. In the past year, visits from Japan increased by 2.69%; Australia, 42.49%; India, 33.60%; Canada, 25.42%; and United Kingdom, 14.73%. ・In October 2013, the Media Section launched OIST Update, an mail newsletter, which leverages Web articles to bring subscribers to the main OIST Website. As of April 1, 2014, the English newsletter had 748 subscribers; the Japanese newsletter, 1639. ・Community-oriented stories like highschool visits and cultural events are posted on the OIST Facebook page, as is every Web story from the main OIST Website. As of April 3, 2014, OIST's Facebook page had 1,750 Facebook Likes. ・The Media Section Leader attended two events in Tokyo to pitch OIST research to TV program producers and directors.	**A**
		(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 FY2013, 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.		(Process of Research Evaluation) ・Evaluation of six faculty research units was initiated 3 are completed, and the remaining ones are in process. As the university has grown, the complexity of running faculty searches and reviews has increased greatly. This year major effort was directed at completing the new faculty searches, and this was achieved successfully, but the need to both streamline the procedures and strengthen the administrative support became clear. The existing policies, rules and procedures (PRPs) were reviewed, and a decision was made to establish a new Office of Faculty Affairs, reporting to the President and headed by a Dean of Faculty Affairs. The Office will focus on the administration of faculty affairs in hiring, promotion and review. The Office was established and an Acting Dean was appointed. The PRPs are being revised and the reviews for tenure promotion and research progress will be continued under the new PRPs. ・Another major research training initiative this year was the introduction of a Postdoctoral Scholar Program that will focus on short term postdoctoral training, similar to programs in most leading international universities. The basic training period will be three years with extension to four or a maximum of five years permitted only in special circumstance (childbirth, illness, etc.). This change required establishment of a revised HR classification for new and existing postdoctoral researchers, and the introduction of revised PRPs, employment contracts, and performance and promotion review procedures. The postdoctoral program will also be managed by the Office of Academic Affairs. ・These are major but necessary changes in the faculty and postdoctoral programs that must be implemented at this stage in the university's development. The procedures will include public availability of a roster of OIST faculty and their status reflecting the outcome of the reviews.	**B**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
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 interdisciplinary research and junior scientists that show promise of strength in interdisciplinary research. A balance of international and Japanese faculty will be sought.	・Recruit for new faculty with the goal of appointing two new faculty in chemistry, two in marine sciences, and one in mathematics/statistics. Provide suitable space in Laboratory 3 or elsewhere that accommodates their research programs. Begin the next series of recruitments that will be completed as the construction of Laboratory 3 proceeds. The current plan prepared with following consultation with the BOG anticipates about five more positions will be recruited. These searches will take into account areas that offer particular opportunities for interdisciplinary research and the balance of the academic program as pointed out in the accreditation assessment.	-	・Carried out an international search for 5 faculty members in the general areas of marine science, chemistry, and mathematics. The target of the search was faculty candidates in the top 5-10% of their field internationally based on their scientific standing. The positions were widely advertised in major international journals, relevant professional society websites, and by informing leaders in the field. A total of 317 applications were received. These were reviewed in detail by faculty search committees at OIST, and 20 candidates were selected to visit OIST for 3 days to give a research seminar and meet with and be interviewed by the OIST faculty, research community, and leadership. Of these a subset was selected for which letters of reference were sought from outside reviewers in the relevant field. Thus far two appointments have been made (Applied Mathematics and Nanofluidics) and negotiations are in progress for the remaining positions.	**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. The number of such events will increase in 2013 in response to demand from newly arrived faculty. Whilst increasing the number of participants to workshops and conferences the CPR Division will ensure a reduction of cost for each workshop by 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 seminars (hosted by research units) ・Number of participants of courses, workshops, and seminars ・Number of students accepted from domestic and international universities	・(Repeated. See 1.1) Relationships with other universities continue to be developed, with a two-tiered approach being taken (overall univeristy-to-university agreement, and then separate agreements for students exchagne, special research students, etc). A total of 10 new university agreements were reached, with universities such as University of Tokyo in Japan and other universities in Africa, Asia, and Europe. Total number of collaboration agreements with universities: 23 ・The Conference and Workshop Section helped faculty members to host 11 international courses and workshops (OIST International Workshops for FY2013). Total participation from Japan: 124 Total participation from Overseas: 339 Lecturers from Japan 49 Lecturers from Overseas 104 Participants from Japan 75, Participants from Overseas 235. ・Majority of the expenses of these workshops comes from Airfare, Accommodation and Catering. To reduce these costs, various measures have been taken, including: supporting a portion of the participants' travel expenses in some workshops, change the class of lecturer airline tickets from business class to economy, switched to lunchboxes, increased utilization of OIST accommodation facilities, encouraged local hotels to participate in the tendering process and sharing the costs with other institutes by co-hosting. In addition, CWS provided venue for 10 externally organized academic conferences and workshops, and 6 academic conferences and workshops co-hosted with other institutions. Also OIST faculty members held 223 academic seminars in FY2013. ・Hosting top undergraduate students from across the world continued in FY2013, with a total of 58 research interns hosted at OIST between April 2013 and March 2014. ・The number of long-term placements for supervision at OIST of graduate students enrolled at other universities was 28 in FY2013, with several departures due to graduation.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	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 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.	(Research Exchange and Collaboration) ・Through efforts such as exchange visits of researchers, 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. ・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 tools 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 and opinions of other external specialists. ・Build 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 2013 and Nanotech Japan 2014. ・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) • The sections "Business Development and Technology Licensing" focused on identifying new business or IP opportunities from OIST research. Collaboration agreements and joint research contracts with 19 companies (of which local companies are 8 (new 2, on-going 6) and research funding from two private foundations were realized. ・NDA with a major manufacture was concluded and a new contracted research has been prepared. Information exchanges with OIST researches has been repeatedly performed with researches from the above company in order to look for collaboration opportunities in the field of R&D of the group companies. ・Following agreement with Shionogi two faculty members visited R&D center in Shionogi and discussed about collaborations. In FY2013 alone OIST was introduced and opportunities for collaboration/co-development have been intensively discussed with 60 new private companies. Out of 60, 15 of them are Okinawan companies. ・6 new inventions have been disclosed from OIST researchers and 5 new patents have been filed. As a result we are newly collaboration with 14 private companies making 6 new NDAs and 7 new JRAs (Including Consortium type agreement). ・The prcedures for hosting externally sponsored workshops and conferences on OIST campus was streamlined, such that more researchers have chances to come visit OIST. ・Based on the Stipulations for Joint Use of RI Facility, an external researcher of University of Ryukyus registered to joint use program of OIST RI facilities. Attachment #6-1_List of collaborative projects ・The "Invention/Business potential evaluation committee" has been implemented to provide a formal process of evaluation of inventions and business plans disclosed by OIST researchers. The evaluation committee was held 5 times on 6 inventions. Preparation of Prof. Skoglund venture company is underway. The company will be set up after the first quarterly of FY2014. Entrepreneurship education program dedicated to OIST students run by Pullapproach has been organized. ・The business plan has been co-developed for the Venture company out of Prof. Skoglund research. Tsukuba Seed Capital coordinated the drug repositioning project proposed by OIST. Attachment #6-2_Patent Status ・Rules and regulations to setup and run OIST venture and how to charge and handle OIST machine usage by such external companies are being prepared. ・The list of equipment to be made available for external users was prepared and will be made public through the web page as soon as the rules and procedures are officially determined. ・Taking into account the findings from the 2nd international workshop on R&D cluster development in Okinawa, to promote academic and industry collaborations in a targeted technological area we organized with Sony CSL an international symposium to promote the Open Energy System (OES) technology related to a sustainable energy management system. Many following communications with industrial partners have been initiated. ・The new patent application scheme has been successfully implemented to execute the evaluation and patent application. Two new reliable external patent specialists have been integrated to existing specialist network. ・OIST participated in BioJapan for the third time and co-organised its attendance with other Okinawa participants, creating an "Okinawa center". The event went successful bringing many contact points with private companies from Japan and abroad. OIST participate in Innovation Japan (Aug. 2013) and Nanotech Japan (Jan. 2014) for the first time and Prof. Sowwan gave a technology presentation in Nanotech Japan that lead to a marketing research conducted by a US based consultancy company. These contacts are followed by exploration of research collaborations. As a consequence of visit from Japanese pharmaceutical companies organized by CAO, discussion with one of the companies will be initiated. As a result of BioJapan attendance business matching with 29 pharmaceutical companies and other institutions has been achieved. Same effort will be done by attendance of coming Nanotech Japan. ・A discussion on mutual internship of researchers has been initiated with one of major pharmaceutical company. ・Under the START program sponsored by MEXT a collaboration project has been performed with a Japanese pharmaceutical companies and this activity is codeveloped with the promoter venture capital company. ・MEXT highly recognized the OIST project to prepare university venture and decided to further support the project until July 2014 despite of initial plan to terminate the support in FY2013. In order to set a policy to support OIST venture companies a workshop has been organized inviting 5 international specialists in March 2014.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
				・Existing five collaborative research projects were carried out with private partners and academic institutions in Okinawa under the “Intellectual Cluster Project”, “Coral Reef Restoration Research Project” and “Bio Industry Vitalization Project” funded by OPG. In addition, three new joint projects under the, “Subtropical/Island Energy Infrastructure Technology Research Project”, “Intellectual Industrial Cluster Project” and “Business Development Support Project” has started with funding from OPG. The research areas include chemistry and cell, marine, plant and system biology. One of the OPG grants was funded from the commerce and labor division for the first time in OIST. In the project sewage from AWAMORI brewery was successively treated next to the factory and highly evaluated by the evaluation board. A continuous grant awarding on FY2014 was decided. ・A new project has been proposed and collaboration has been started with Nago live stock Center to treat waste from live stock farm using MFC technology. OIST contribution is more focused on its core competency, i.e optimization of microbial population.	
		(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. ・Continue to provide training opportunities to faculty and postdocs to increase awareness of the importance of appropriate acquisition and protection of intellectual property.		(Intellectual Property Management) ・A new US patent agent joined in the OIST professional network as a contractor. The contractor was evaluated its professional knowledge and English skill through the patent lecture held in the previous fiscal year. To efficiently cope with increased number of invention disclosures and patent related interactions a new IP docket management system (, Sophia) was introduced in Technology Licensing Section. This is the first case to be introduced in Japanese university. The software's characteristics is to cover the whole process from technology scouting to licensing. ・Three IP Seminars were organized by Chen.Yoshimura LLP in USA, Colorado State University Ventures in USA, SAGE from Colorado in USA where all OIST Researchers were invited.	
		(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, with setting up appropriate task force (“brain trust”) to advise and support the R&D cluster development in Okinawa. ・Following two previous R&D cluster workshops, organize industry/government/academic workshops centered on more specific themes relevant to Okinawa and OIST.		(R&D Cluster Development) ・For the development of R&D cluster, the dialog has been intensified with the relevant sections of OPG and CAO including the new business development section. In addition, in terms of National Strategic Special Zone, OIST discussed ideas with OPG and CAO, and submit proposal to the government with OPG. Furthermore, OIST also participated in the discussion on the introduction of heavy particl cancer therapy facilities promoted by OPG. ・Based upon the conclusion of the second R&D Cluster Workshop held in OIST in March 2012, the Task Force for the establishment of an R&D Cluster Promotion Organization for Okinawa (TF) was established aiming at creating an autonomous entity to promote R&D cluster development.Three TF meetings were held. OIST provided its secretariat functions, and led the discussion of the TF in which the President chairs and some OIST executives are its members. ・For better understanding and collaborations with local academic institutions we made an official visit to the Integrated Innovation Center for Community of University of the Ryukyus and discussed about future collaborations. ・To get a better insight on international R&D cluster activities we sent a delegation to visit 5 European benchmark organizations (MINATEC in France, ETH in Switzerland, Alsace BioValley in France, EMBL in Germany and Cambridge in UK). This visit not only enriched our information on success factors of R&D clustering, but also created useful network related to the TF meeting. ・Following two previous R&D cluster workshops, a two-day OES symposium was organized with international specialist from academia, private companies and public sector to discuss and promote the OES system that was co-developed by OIST and Sony CSL.	

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	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.	・Regular BOG and BOC meetings will be held in May, September and February. In the BOG meeting in May, the performance and achievements of FY2012 will be reported and evaluated. In addition, medium-term strategies for acquiring external fund will be discussed in the meeting. The strategy will be determined by summer 2013. ・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.	-	・Regular BOG meetings were held in May, October and February, and regular BOC meetings were held in May nd February. In the BOG meeting in May, the performance and achievements of FY2012 were reported and evaluated. Key issues were discussed in detail by both the BOG and BOC. Examples include: New BOG member and Auditor (May meeting), evaluation of research (October meeting) and discussion on future expansion (October meeting), those were discussed in detail in combined sessions that included all the relevant sub-committees of both the BOG and BOC. In addition, the Mid-term Strategy for external funding was discussed by BOG and BOC in May, approved by BOG and submitted to the government. ・A web or telephone conference system continued to be utilized for the BOG and BOC meetings to enhance efficiency as well as to 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 and ensure steady implementation of the business plan. ・Auditors conducted a total of 3 periodical audit, in Sep 2013, Feb 2014 and April 2014, 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 recommendedations. ・Auditors' Audit Report for FY2013 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.	**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. In addition to making a monthly report of the budget execution status to the CAO, information such as the status of implementation of the Business Plan will be communicated to the CAO in the Quarterly Meeting.	-	<IT Service> ・The strengthening of IT staff and resources continued this year. A search for chief information officer was conducted, and an applicant appointed to the position. A Networking and Telecommunications manager was appointed to oversee all aspects of University networking telecommunications. Two new desktop support staff members were added to the desktop support team in order to continue to meet demand. A search was initiated to fill several vacant positions in High Performance Computing that will work closely with researchers to ensure that OIST HPC resources run effectively and are aligned with their needs. ・The OIST external network connections have been dramatically expanded and enhanced and now connect the University into several Okinawan networking initiatives, such as hokubu kouiki. This has allowed for the expansion of the OIST network to the Churaumi Aquarium site beyond Nago to support the marine research station installed there, and for connectivity to several data center facilities that will be used to house OIST backup and disaster recovery hardware. These networking expansions have also resulted in substantial cost savings, as OIST has moved away from more expensive commercial offerings. ・The IT Service and Support committee has met regularly and continues to deliberate and recommended policy changes and procurements aimed and improving the quality and efficiently of OIST IT service. Policy recommendations to date have dealt with a range of areas including: - Mobile phone application and usage accounting - Computer support and service levels - Visitor and personal devices - Enterprise systems acquisition process and policy Recommendations on standardization of have been implemented and procurement of standard desktops and laptops is now in place.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
				・The Scientific Computing Committee has met and discussed a range of topics surrounding High Performance Computing, the committee has served well as a forum to discuss and resolve any contention or resource issues in the HPC facility. The committee will developed recommendations on the acquisition of the next generation OIST HPC system over the coming year. ・The finance and administration ERP system, which underpins all budget and financial transactions, has been successfully migrated to new physical servers and performance is substantially improved. Several macros and processes have been developed to format and export ERP data to aid in budget forecasting and accounting for the faculty. ・The online evaluation system for student performance continues to function well, with further enhancements to functionality made over the year in response to faculty and user feedback. ・The Sakai learning management system has expanded in scope and now provides more general online training in areas such as safety and general orientation. <University Library> ・The Library continued to build an outstanding range of electronic journal and book subscriptions to meet that needs of the very diverse research community at OIST. ・Subscribed to 815 new journals, including Wiley's Science, Technology, Medicine Collection (788 titles) and other individual new journals (27 journals). The total number of electronic journal titles now is 6283. ・Implemented Wiley "Tokens" to reduce the cost of downloading full text articles from Wiley journals. This avoids use of personal or OIST corporate credit cards. By using tokens, individual downloaded articles are available at a discounted price. This provides substantial cost savings by avoiding full subscriptions to low usage journals. ・Additional historical archives were added. ・The online book collection was expanded by adding 73 Safari Online Technology Books. ・Purchased 88 new hard copy books and registered 57 donated books to give total current holdings of 1537 books ・Launched 24-hour library access with Secom ID card access for students, faculty, and researchers. ・Provided a web-form-based procedure for book purchase by students & staff. ・Interlibrary Loan use included: Loan Orders: 69, Copy Orders : 225, Copy Requests: 58: Total:352. ・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. ・Maintained close communication with CAO by prepareing and implementing the Quarterly Meetings and by participating in the Expert Panel meeting. (Quarterly Meeting: in April, August, October and January; Expert Panel: in July and October; Mr. Noji, Expert Panel member visited OIST.) ・In addition to making a monthly report of the budget execution status to the CAO, information such as the status of implementation of the Business Plan was communicated to the CAO in the Quarterly Meeting.	

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
	2.2 Budget allocation and execution				
9	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 assigning a budget analyst 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 the 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. ・Utilize and manage cautiously the leasing contracts to acquire large and leading edge research equipment. Leasing contracts limited to 4 years and total contract lease value of new equipment in FY2013 capped at 720 million yen.	-	・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. ・A budget analyst was assigned in each division and the budget allocation and reporting process was reinforced. Budget planning for external funding from different sections in charge is consolidated in one single database for easier reporiting. ・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. Budget execution status was reported to CAO. In addition to these, a specific budget execution report was made in order to monitor the budget execution status of the external funding in details. Conducted two budget re-allocations during the fiscal year and also took advantage of the budget carry over procesure in order to properly and effectively use the available funds. ・The Sponsored Research Section received a staff from the accounting section and streamlined the support for post-award fund management in accordance with the variety of rules of the funding agencies 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 and a committee including external experts 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. ・Had staff in charge of procurement to learn about systems and rules at other institutions (Riken, KEK, Tsukuba University and NCNP) to improve their knowlegde and skills and compiance sensitivity. ・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 Comittee is six . ・Continued to utilize and manage cautiously the leasing contracts to acquire large and leading edge research equipment efficiently within and budget available. ・Cutting edge research equipment, such as a super-resolution microscpe and an X-ray CT microscope, was introduced with lease contract. The total contract lease value was held within 600 million yen. Leasing contract number: 20 Leasing contract amount: JPY567,268,128	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
	2.3 Efficiency of business operations				
10	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. ・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. ・Collect reference data comparing prices of supplies and equipment etc. in Japan and abroad and use such data in direct negotiation with manufacturers / agents / forwaders 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).	・Centralized maintenance contracts to a common research support section, continued to promote common/shared use of research equipment and tools, and to utilize the methods of unit price contracts and bulk purchase. Centralized yearly maintenance contracts into one Kessai, enhancing operational efficiency. ・The research equipment database (RED) and the on-line reservation system (REServe) were extended to cover most of the common and shared research equipment. Unit price contracts were set up for consumables used by multiple researech units, such as sequencing reagents. ・An internal team has been appointed and has improved the DFA website, the travel regulations and procedures, an accelerated approval procedure for advance payment and has designed and implemented the project of introduction of the Procurement card. ・To ensure proper and efficient implementation of tendering and contracts, we established the Contract Review Committee consisting of external experts, which reviews contracts concluded by the University. The fourth (July 25, 2013) and the fifth (Jan 22, 2014) meetings were held in FY2013. A Procurement contract Committee of internal member reviewed 15 item contracts in order to ensure proper implementation of procurement. ・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. Also, ensured budget execution in compliance with laws and PRP, by having contracts that exceed certain amount reviewed by VPAC. ・Thorough information disclosure was ensured, such as by disclosing the reason for the negotiated contract when those expenditures exceeded a predetermined threshold (Building construction 2.5M, Goods 1.6M, Services 1.0M, Lease 0.8M). ・We simplified the procedure of the negotiated contracts to streamline the procurement activites while ensureing proper verification. In addtion, we considered further efficient procedures to be implemented in FY2014. ・At the same time, review PRP28 and procurement policy, rules and procedures regularly from the perspectives of efficiency and simplicity. Enhanced data processing routine through Access Data Base utilization. ・Revised standard agreements(Procurement/Service/Leasing), strengthening compliance with regulations. ・Reassessed over all risks, reviewed existing insurance policies/contracts properly(fire: -28%, movable property: -27%). ・Conducted appropriate preparations complying with the increase of consumption tax. ・Collected reference data comparing prices of supplies and equipment etc. in Japan and abroad and used such data in direct negotiation with manufacturers/agents/forwarders to improve cost efficiency of purchasing. - Plus data: 7 items [Total: 34=27(FY2012)+7] Continued to formalize procurement procedure through direct negotiation and contract/tender with oversea suppliers. Metrics: a)Reduction of costs by unit-price contracts and bulk purchase: 23 contracts b) Increase of use of the internal supply store (research and office supplies) Procured amount: JPY24,988,905 (Plus JPY7,217,959 compared to FY2012) Increase of cutomers:1,142 people (Plus151 people) Reduced expenses of Office Supplies: 3% ・Prepare to reducing expenses of total operation by outsourcing supply store of research supplies (In operation on FY2014) c) Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount) (based on April 7, provisional figure Contract number: 127 (31.0%) [FY2012 157(35.0%)] Contract amount: JPY6,387 million(86.7%) [FY2012 JPY6,021 million] d)Released 'Acceptance Inspection Handbook', for more appropriate procedure strengthening staff of covering appropriate procedure.	**A**
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 well-utilised, including regualr external use, and other facilities operating at or near capacity. Campus housing occupancy consistently above the level required by the PPP.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
	2.4 Personnel management				
12	OIST Graduate University will recruit and retain qualified employees, which are essential for the university to achieve its goals sustainably, by providing internationally 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 make further efforts to contain overall personnel costs, particularly for administrative staff as preparations to open the Graduate School are now complete. In addition, 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 in such aspects following the comments in "Review of Salary Level of Independent Administrative Institutions, Special Public Corporations, etc. (distributed in Related Ministers' Meeting in December 2012)".	(Recruitment) ・Continue to consider to recruit and hire qualified persons for the important positions to administer an international university – i.e. Chief Information Officer and Fund Raising Officer. ・Continue to recruit qualified staff necessary to cope with new or expanded functions, while recognizing and utilizing the internal human resources. 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. ・Implement the equal opportunity policy to promote diversity at the workplace and to improve the gender balance among all job levels and categories. Establish the Committee for Diversity/Gender Equality to promote gender equality in all aspects of university management, especially in playing a central role in the establishment of a support system for female researchers and female administrative staff. ・Strengthen the employee service related function, both for new and current employees as well as students, such as children 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, 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) ・An internal candidate was promoted to the position of Acting CIO while an international search was made for the permanent CIO. The Acting CIO won the competition for the permanent position and assumed the role in April 1, 2014. An Executive Vice President was hired whose roll includes establishing the Development Office. An Interim Dean of Faculty Affairs was hired and will commence work in April 2014. ・The expansion of University function and size requires creation of new sections and reinforcement of others. All new positions are first advertised internally to give opportunities for internal mobility and allow for internal structural adjustments. Temporary peak in activity are managed through hiring under fixed term contracts and if possible through temporary staff reallocation. Attachment #12-1 Number of Employees - Ratio of staff in administrative divisions to the total headcounts: 149/548 (27%) (Administrative staff includes academic affairs, student support, facility management, President and Provost Office, procurement, HR, Administrative compliance, Business development, budget and accounting.) - Ratio of labor costs to the total operational budget: 38% ・Held the Gender Equality Committee meetings 9 times, and the measures such as outreach activities for young female students and the installation of diaper change tables have been discussed and implemented to support female researchers and female administrators. In the faculty recruitment process, a person responsible for diversity has been appointed to ensure that the OIST diversity standards for the search are met. ・Diversity at the workplace and the gender balance have been respected and promoted in line with the relevant PRPs; Chapter 1 Who We Are:1.3 Core Values, 1.3.2 Respectful Workplace Chapter 3 Faculty Handbook:3.2.4 Recruitment, Appointment, Promotion, Evaluation and Retirement of Faculty Chapter 31 Recruitment & Hiring: 31.1 Policy. ・To improve the gender balance among all job levels and categories, particularly to establish a support system for female researchers and administrative staff, three task forces for promoting gender equality were established under the President's leadership in January 2013. They are currently preparing recommendation to provide in May 2014. ・To promote recruitment of new graduates, OIST shifted to "year-round recruitment", which does not limit when to hire, as well as actively participating in joint job fairs. ・"Resource Center" was established to provide services concerning employees' lives after joining OIST. ・OIST has continued to strengthen relationships with the Onna Elementary School. This year a full time advisor on English Elementary education was employed by OIST. The advisor facilitates the integration of OIST families with the local school community through her work at Onna-Son Elementary School, and has contributed to the school`s program by working with children in English since July 2013. As part of OIST`s continued effort to improve the educational environment for school age children, she also provides professional advice on appropriate outcomes, teaching methods, and curricula for education in English in the OIST community setting throughout the on campus After School and Holiday program with great success.OIST staff members have also given English reading classes at the schoolevery Tuesday morning.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
		(Compensation) ・Review and continue to develop the new salary system installed in April 2012, referring to factors such as salary levels of national government employees and those of academic institutions in and outside of Japan, and the amount of salary will be determined based on individual job performance and potentials etc. within the respective range. In addition, continue to examine appropriate retirement benefits in view of international standards, financial feasibility, considering reduction of retirement allowance of national government employees insofar as it applies to OIST, and obtaining public understanding, to introduce a new program. ・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.		(Compensation） ・Under the President's initiative, "Salary Review Committee" consisting of top management in OIST was established to discuss, decide, and take actions on the major compensation issues including salary system and annual evaluation in a cross-departmental manner. ・In response to the new salary system introduced in the previous fiscal year, in which the amount of annual base salary is determined within the respective range based on individual job performance and potentials, we conducted surveys to examine the appropriate amount of salary for each employee according to job categories, including participating in Salary Market Study. ・We continued to reduce the labor cost by means including reducing executives' salaries. In line with the new Postdoctoral Scholar Program, postdoc salaries were fixed by year since PhD. This was implemented in January 2014. It will reduce the overall compensation paid to postdocs. ・We reviewed retirement benefits, taking into account the reduction of retirement allowance of national government employees. Attachment #12-2 Salary Level of employees ・Regular coordination meetings held with SPC. No change in rent necessary for FY13 or 14. Study for possible introduction of user levy on all university staff carried out.	**A**
		(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 initiate a backup and succession planning. ・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.		(Training and evaluation) ・Concerning compulsory training in compliance, we conducted the monthly course for newly joined employees in FY2013 (times 12, participants 125) since all employees have taken this course in FY2012. Further, we developed e-learning contents so that faculty and employees were able to take this course at a time to suit their convenience, and implemented from March 2014. As in the previous two fiscal years, we provided training programs throughout the year. Some of these concerned daily duties, such as computer skills, while others targeted specific topics, such as performance evaluation feedback training for supervisors. Another discussed managing cultural diversity and included intercultural understanding sessions. ・The Research Safety Section produced new on-line training materials, such as the laser safety, and updated many other contents, such as security export. The record of completion of variety of training programs by each researcher is registered online as well as marked in a newly-designed training record card, and created and published "General Orientation" and "Special Orientation" information booklets for new comers, which have been utilized not only for new comers orientation but also for recruiting students and new employees. They are also available in PDF on the internal section website so as to be available before arriving to OIST. ・A total of 183 participants enrolled in English language lessons during FY 2013. ・Kevin Hunt gave the following talks: OIST Cafés: "Writing a Statement of Purpose in English", Tokyo (June 16th) "English Communication in Science", Sapporo (June 19th) "Academic English Presentation Skills for Scientists", Osaka (Aug. 10th) "Academic English Presentation Skills for Scientists", Tokyo (Nov. 2nd) "Academic English Presentation Skills for Scientists", Nagoya (Nov. 3rd) "Academic English Presentation Skills for Scientists", Fukuoka University, (Dec. 18th) "Academic English Presentation Skills for Scientists", OIST (Jan. 24) "Academic English Presentation Skills for Scientists", Tokyo (Feb. 1st) ・A total of 153 students enrolled in Japanese language courses in FY2013, including summer inters. ・To start the fifth year of the current performance evaluation process of HR, we revised the process largely by newly established "Salary Review Committee" under the President's initiative. Major revisions were made in simplifying the rating scales for appropriate distribution of evaluation, reviewing and clarifying promotion criteria to assure equitability, and creating dual career ladder to give employees with high expertise and skills the same treatment as managers. Procedures were inserted by the Salary Review Committee to ensure gender equity in the performance ratings and in the award of merit. ・To assure that the employees are well informed about these revisions and the system of management by objectives, we held training courses for employees in the annual evaluation season. ・Technical seminars, training sessions, and user meetings were organized to facilitate introduction of latest research technologies and improvement of the operations of the research facility. Attachment #12-3 Number of employees taking training programs	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
13	**2.5 Compliance** 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. ・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. ・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. Preparation of Document Management System has been completed to start in FY2014. 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 April and 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. (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 reviewed the ones which exceed 5M JPY. (Re-posted) Concerning compulsory training in compliance, we conducted the monthly course for newly joined employees in FY2013 since all employees have taken this course in FY2012. Further, we developed e-learning contents so that faculty and employees were able to take this course at a time to suit their convenience, and implemented from March 2014. ・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 with start of this FY2013 based on the PRP Section 22.3.1 in “Avoiding Conflicts of Interest & Commitment”, and implemented its management and operation. ・Based on relevant laws, guidelines, and international standards, new rules were established for radioisotopes management, X-ray instrument management, laser safety, machine shop, and marine science research. ・The Research Safety Section co-hosted the Symposium on Ethics “Research Contributing to Health and Welfare Fostered by Ethical Conduct” with CITI Japan (# of attendees is 189). It also hosted seminar on research ethics for researchers and students "Potential Risks of Human Subjects Research"(# of attendees is 28). ・The Research Safety Section distributed English and Japanese "Code of Conduct for Scientists" published by the Science Council of Japan to every unit and section in order to further cultivate awareness towards research ethics. ・The Animal Resources Section re-evaluated its operation to match the standard of the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC) International. Following the submission of documents for accreditation, an on-site inspection the AAALAC representatives was completed.	**A**
14	**2.6 Information Disclosure and Public Relations** As the Graduate University grows, so too will the efforts to guarantee transparency of academic and administrative operations and accountability to the general public. To obtain broad support for OIST Graduate University both from Japan and abroad and to increase worldwide recognition, we will communicate actively with various stakeholders and promote branding of the university.	・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). ・Develop the OIST web site to maintain its position as the leading Japanese /English academic web site in Japan. ・Continue to proactively organize media briefings and press opportunities both on the mainland and on Okinawa to maintain consistently positive press coverage of OIST. ・Improve the News Center to facilitate the use of OIST photos videos and other multimedia. ・Implement increased use of social media such as Facebook, Twitter and YouTube to propagate excitement about 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 highlighting research and various event activities at OIST on a twice-weekly basis. The News Center section of the Website allowed newspaper reporters, TV crews, magazine publishers, vendors and OIST people to freely download photos and videos for their use. ・In last year’s report, we based FY2012 statistics for “the Website” on the combined hits from the main public website www.oist.jp and the workgroup public website groups.oist.jp – the totality of OIST public websites at the time. However, we continue to expand our web assets, making the definition of “the OIST Website" more complicated, so this year we are reporting only main public website hits for both FY2012 and FY2013 to make apparent the yearly increase in traffic. (Repeated. See 1.2) Number of unique visitors: FY2011: 272,173 FY2012: 487,736 FY2013: 506,471 ・FY2013 showed a 17.26% increase in Unique Visitors, with 80.22% of Visits coming from Japan. Second in number of Visits was the United States, with 6.38% - an increase of 14.43% over FY2012. In the past year, visits from Japan increased by 2.69%; Australia, 42.49%; India, 33.60%; Canada, 25.42%; and United Kingdom, 14.73%. ・The publication of OIST financial statement has been considered with the help of external auditors and it has been decided to not implement it this year as a low priority. It will be considered again next year. ・Maintained the library of OIST Policies, Rules and Procedures on the very effective bilingual website. ・The latest information on the OIST Human Subjects Research Review Committee and its meeting has been disclosed on the website of Ministry of Health, Labour and Welfare in accordance with the relevant guidelines.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
	Chapter 3 Finance				
15	In FY2012 (10 months from April 2012 to January 2013), the amount of external revenue reached 420 million yen, increased by 35 percent from that of FY2011. OIST Graduate University will continue to broaden its financial basis strategically by increasing the amount of research grants, donations and other sources in aim of becoming more financially independent in the future. In FY2013, we will continue to make efforts to increase the amount of external funds. 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) ・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. ・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. ・Discuss and make a mid-term strategy by summer 2013 for acquiring external fund. Based on the strategy, we will take appropriate actions for acquiring external fund. (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. ・Continue the efforts for fundraising in any opportunity. Take measures to utilize a foundation established to receive donation in the United States. ・Continue to develop medium and long term strategies of fund raising based on the information concerning consultants collected in FY2011 and a mid-term strategy for acquiring external fund. (See 1.5 for measures to collaborate with Industry)	・Increase of application for research grants ・Increase of awarded research grants (number and amount) ・Increase of the external funding (total amount and breakdown)	(Grants) ・The Sponsored Research Section (SRS) recruited a senior staff for the support of competitive grant applications. Information about grant opportunities was regularly provided both in English and Japanese through e-mails, TIDA, and the SRS web page. ・The section organized multiple seminars, from basic to more practical, on competitive fundings like Kakenhi. ・For Kakenhi and other applications, the SRS staff reviewed the drafts and provided comments for improvements. ・The number of Kakenhi applications in fall 2013 increased to 83 from 54 in 2012 and 22 of them were accepted as of April 1, 2014 (3 still pending). The acceptedance rate was 27.5% (excluding pending ones). The number of applications by non-Japanese researchers increased from 15 in 2012 to 22 in 2013, and the accepted applications increased from 1 to 5, with the acceptance rate of 20% (see attached tables for the details of applications and awards). ・We attended two information disclosure events for R&D grant application organized by MITI. ・Recommendations of new research programs by advisory committees of MEXT and other agencies are monitored through web announcements and other channels and notified to relevant researchers. ・We acquired a new OPG grant (Supporting project for creating new industry with OIST/Business Development utilizing OIST) to support administrative activities for the sake of new business development based on OIST innovation. ・The Mid-term Strategy for external funding was discussed by BOG and BOC in May 2014, approved by BOG. Based on the strategy, we continuously take appropriate actions for acquiring external fund from mid-term perspective. (Donations) ・Communicated the status of a Specified Public Service Corporation (for tax-deductible contributions) via OIST web site. ・President Office and B&A section took appropriate procedures for receiving donations. In addition, simplifying its procedures was discussed and implemented. ・Based on the information concerning consultants collected in FY2011 and internal discussion, OIST discussed and made the mid-term strategy for external funding, including strategy for donation. -	**A**
	Chapter 4 Contribution to Self-sustainable Development of Okinawa				
16	The new Okinawa development policy was implemented from FY2012. 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	(Repeated items concerning promotion of research and development of R&D cluster) ・Continue to promote interactions and collaborations between researchers in different fields through accessed to shared instrumentation and trained technical staff(See 1.2) ・Continue to promote collaborative projects 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 collaboration with industry, please refer to 1.5)	・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) ・The rules and procedures for the use of OIST research facility by companies, including spin outs from OIST, was drafted (See 1.2). ・2 new R&D type (co-development with industries) projects were granted by OPG. As a result 3 OPG grants have been successively implemented with local industrial partners and academics. 6 new non-disclosure agreements were created with private companies. ・Following recommendations created by the 2d International R&D Workshop four "Start-up" promoting events were hosted in OIST (SCORE in Nov. 2013 and Kyued-up in Feb. and March 2014) in order to encourage young entrepreneurs and students in OKINAWA and Japan and to train how to start a business. Two secondment positions (one from OPG and other from Okinawa Bank) were maintained inside business development section in order to create tight relationship with entities that will become important stakeholders in the R&D cluster around OIST.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
	and develop the campus as a center for cultural and community activities.	(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 University of the Ryukyus, Okinawa National College of Technology, Japan Coast Guard and OPG, OIST continue to build collaboration among Okinawan institutions with expanded seminar programs, joint research projects, exchange of students, interns, and faculty. ・OIST acted as the lead, in cooperation with the University of the Ryukyus and Meio University, to establish an independent Okinawa University Consortium. It is a consortium of 10 universities in Okinawa that will incorporate and work together to share and collaborate on research, academic, administrative, and community activities to build a stranger educational community and work force in Okinawa. Other joint programs continued throughout the year. ・Continue to boost the 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. ・A new visitor's center, where people can study about OIST and its activities, and virtually look around laboratories and facilities, will open adjacent to the Center Court. ・Hold the 4th 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. In particular, promote 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 FY2013. ・A plan will be implemented, in collaboration with Onna Village and the OPG, to organize special visits for mainland Super Science High Schools, which provide advanced science and technology education programs. ・OIST will maintain as series of talks to all levels of school children given by faculty and other well-known scientific figures. ・Organize the 4th OIST Summer School of Science in collaboration with the 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. ・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.		(Networking with local institutions and communities) ・ We have visited Ryukys University to discuss about future collaboration on intellectual property management and business development and entrepreneur education and mutual interest were confirmed. OIST has joined a round table to discuss about future collaboration of all higher education entities including Rykus Univ. and Kosen with private companies in Okinawa. ・ OIST acted as the lead, in cooperation with the University of the Ryukyus and Meio University, to establish an independent Okinawa University Consortium. It is a consortium of 10 universities in Okinawa that will incorporate and work together to share and collaborate on research, academic, administrative, and community activities to build a stranger educational community and work force in Okinawa. Other joint programs continued throughout the year. ・CPR started the periodical meetings with the counterparts of Univ. of the Ryukyus, and started the collaborations: conducted the 1st campus visit program focused for the students of the Univ. of the Ryukyus, and 40 students in Medicine, Agriculture, Science, etc. joined the program. [visits] ・The visitor center was opened adjacent to the Center Court, and start operations, provided the OIST information to the visitors. The brochure for the visitors were revised and widely delivered to the visitors. ・The number of all visitors: over 40,000 (including the visitors in the Open Campus) The local students visited OIST: total 49 schools, 4,380 students - Junior high schools and elementary schools: 11 schools, 928 students - Senior high schools: 38 schools, 3,452 students The students from other prefectures and other countries: 4 schools, 322 students (includes 1 Super Science High School in mainland Japan, and 1 Singapore Polytech) [science programs] ・ Series of talks to all levels of school children given by faculty and researchers：13 talks 1,300 students including the programs in remote islands. ・ 4th Onna/OIST Children's School of Science Expanded the volume and had 113 students in 6 classes including newly created Junior High School students class. It became an international course by conducting some classes in English with interpretations. 14 school teachers and school nurses in Onna worked with OIST staff. ・ SCORE! (science research competition among high school students) Conducted the 2nd SCORE!(Science in Okinawa: for Research for Enterprise), and 13 teams from 9 schools joined the competition. Also conducted 3-day internship program for the winner teams of the previous year to experience the research at OIST and 8 students from 3 schools joined. ・ Open Campus 2014 Over 200 OIST research/admiration staff welcomed the nearly 5,000 guests. The winner students of SCORE! joined the program and exhibited their research. Students of Onna Junior High School volunteered as announcers at the event. [External Science Events] ・ Jointed the many social event and science events conducted by other organizations in Okinawa, and did science demonstrations: Onna Festival, Science Festival by Okinawa Electric Power Co., etc. [Cultural Events] Concerts: 6 classical/JAZZ concerts such as chamber music by I Musici of Italy, and a traditional Japanese drum concert Exhibitions: 2 Art Exhibitions, one is a collaboration program with the art exhibition by the faculty of Okinawa Prefectural University of Arts. [assisting local schools] ・ VPCPR jointed the Forum on English Education in Okinawa, organized by its committee and supported by OPG, Okinawa Prefectural Board of Education, JICA Okinawa, and OIST, gave a lecture "The importance of English in a Global Society", and exchanged the views in the panel discussion. 100 school teachers attended and exchanged he views.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
		(Others matters concerning Okinawa development) ・Continue to employ talented people from Okinawa wherever possible. ・Continue to make clear and understandable explanation about the contribution made by the OIST Graduate University to Okinawa at various occasions, such as hosting science and technology show case events. ・As we participated such as Okinawa Sangyo Matsuri, Okinawa MICE Contents Trade Show and Startup Weekend Okinawa in FY2012, we will continue to have OIST representation at major cultural, industrial or academic events on Okinawa. ・Maintain high level of OIST visibility in the local media.		・In our efforts to employ talented people from Okinawa, we conducted activities including visiting local universities and colleges to hold recruitment seminars. Currently, 3 out of 5 new graduates employed are from Okinawa. In terms of recruiting experienced professionals, we're constantly posting recruitment advertisement on local newspapers and by keeping in close contact with Halowork and worker dispatching agencies in Okinawa. Number of Employees from Okinawa as of March 31, 2014 Excluding temp. staff [visits] ・The visitor center was opened adjacent to the Center Court, and start operations, provided the OIST information to the visitors. The brochure for the visitors were revised and widely delivered to the visitors. ・The number of all visitors: over 40,000 (including the visitors in the Open Campus) The local students visited OIST: total 49 schools, 4,380 students - Junior high schools and elementary schools: 11 schools, 928 students - Senior high schools: 38 schools, 3,452 students The students from other prefectures and other countries: 4 schools, 322 students (includes 1 Super Science High School in mainland Japan, and 1 Singapore Polytech) [science programs] ・Series of talks to all levels of school children given by faculty and researchers：13 talks 1,300 students including the programs in remote islands. ・4th Onna/OIST Children's School of Science Expanded the volume and had 113 students in 6 classes including newly created Junior High School students class. It became an international course by conducting some classes in English with interpretations. 14 school teachers and school nurses in Onna worked with OIST staff. ・SCORE! (science research competition among high school students) Conducted the 2nd SCORE!(Science in Okinawa: for Research for Enterprise), and 13 teams from 9 schools joined the competition. Also conducted 3-day internship program for the winner teams of the previous year to experience the research at OIST and 8 students from 3 schools joined. ・Open Campus 2014 Over 200 OIST research/admistration staff welcomed the nearly 5,000 guests. The winner students of SCORE! joined the program and exhibited their research. Students of Onna Junior High School volunteered as announcers at the event. [External Science Events] ・Jointed the many social event and science events conducted by other organizations in Okinawa, and did science demonstrations: Onna Festival, Science Festival by Okinawa Electric Power Co., etc. [Cultural Events] Concerts: 6 classical/JAZZ concerts such as chamber music by I Musici of Italy, and a traditional Japanese drum concert Exhibitions: 2 Art Exhibitions, one is a collaboration program with the art exhibition by the faculty of Okinawa Prefectural University of Arts.	

	Admin., etc.	Students, etc.	Technicians	Researchers	Total	Ratio
All employees	259	68	71	234	632	100.0%
Employees from Okinawa	116	3	17	7	143	22.6%

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
	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. Construct Laboratory 3. ・Construct permanent Child Development Center. ・Continue development of the Campus Village facilities in line with demand, under partnership with private development consortium. (Phase 1: 96 units had completed by December 2012. Phase 2: 36 units scheduled for completion by summer 2013. Phase 3: 67 units will have completed in FY2014.) ・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.	-	・All completed facilities were maintained and operated to a high level of reliability and quality. A survey of Lab 2 building users indicated a 92% satisfaction rate with the work environment. ・Construction of Lab 3 commenced several months behind schedule due to a large increase in construction industry costs, which forced repackaging and retendering. Lab 3 will be completed and ready for occupancy early in FY2015. ・The CDC construction was commenced, but this tender was also affected by the increase in industry costs, and is now scheduled for completion in mid-2014. ・Phase 2 of the Campus Village was completed on schedule in Aug. 2013, and construction of Phase 3-1 was commenced. The location, layout, number of units, mix of housing units in Phase 3 and construction schedule have been revised to match the forecast demand. ・Statutory requirements for disclosure of tender and contract information have been adhered to, and contract performance has been reviewed semi-annually by the external Contract Review Committee. ・The Division performed its tasks in an exemplary manner. Despite the radical increases in the construction market, they nevertheless got all the main buildings under contract and into construction. The delays in starting construction were due to forces way beyond OIST's control.	**A**
	5.2 University Community and Education/Childcare Services				
18	OIST will 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.	(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. (Education and Childcare Services for OIST Family) ・Provide high quality and fully bilingual Preschool and Afterschool/Holiday program for OIST family at Child Development Center with appropriate user fees. Those programs and facilities shall secure children's health and safety, being compliant with related regulations, such as Instruction and Management Guideline for Unregistered Nursing Institutions in Okinawa Prefecture. ・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. Particularly, assist the local Board of Education and school to further develop the International Classroom to provide better education for non-Japanese speaking students. ・Continue to offer free English and Japanese course by OIST staff to all employees, students and their families.	-	(Developing the University Community) ・Provided the local information on cultural events, sports, life in Okinawa through the internal website, Tida. Also provided the OIST staff & families the opportunities to the events with local citizens, such as soft volley ball games, Haari, boat race, and Eisa Dance. ・Also planned and conducted the 2nd OIST Anniversary Party, and 700 staff and their families enjoyed the events. (Education and Childcare Services for OIST Family) ・CDC was officially established in April 2013, operated by a director, 6 full-time teachers and administrative staff. CDC offers the following child-care services for OIST employees and students. 1. Tedako Preschool: Full-time care for children 2 month to 6 years of age and part-time care for children attending local kindergarten. Hours are from 08:00 to 18:00, Monday through Friday. 2. After School: Part-time care for children 6 years of age and above. Hours are from 15:00 to 18:00, Monday through Friday. 3. Holiday Program: Full-time care for children on OIST work days during school holidays. 4.Buses: transportation service for children from local schools and kindergartens to the CDC. ・The CDC Governing board has held meetings since October 2013. The first task was to establish a strong budgetary foundation for the program. To that end, a finance sub committee developed a new fee structure that was accepted by the Board. OIST Preschool programs are distinctive and catered to the needs of our uniquely diverse population, with children from 23 different countries who speak 18 different languages in their home life. Both the Preschool and the After School Child Development Center programs have proved not only important to the recruitment but also the retention of faculty, students, and staff. Since the program opened in January 2013, over 70 children have participated in the preschool and 25 children have participated in the After School/ Holiday Program. The Child Development Center is a working microcosm of OISTas foundational vision, brining together the best ideals by realizing that education should be an interdisciplinary, personal and creative experience for all involved. ・OIST has continued to strengthen relationships with the Onna Elementary School. This year a full time advisor on English Elementary education was employed by OIST. The advisor facilitates the integration of OIST families with the local school community through her work at Onna-Son Elementary School, and has contributed to the school`s program by working with children in English since July 2013. As part of OIST`s continued effort to improve the educational environment for school age children, she also provides professional advice on appropriate outcomes, teaching methods, and curricula for education in English in the OIST community setting throughout the on campus. ・OIST staff members have also given English reading classes at the school every Tuesday morning. All OIST spouses and Family members are encouraged to follow language training in English and Japanese at the University.	**A**

	Goal	Actions	Metrics	Achievements (2013.4.1 - 2014.3.31)	Self-Evaluation
		(Student Support) ・Establish student support services and general welfare activities to promote a positive social and psychological environment for students. (Repeated. See 1.1)		・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/Nago Pineapple park and Shuri Castle/Kokusai Street. - Study tour in Kyoto and Nara to provide opportunities to experience the Japanese culture in November. - Organized student exchange meeting/party to interact with other students in Okinawa.	
	5.3 Safety and Environment Protection				
19	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.	-	・The Fire Prevention and Control Plan, which is designed to prevent fires; safeguard human life from fires, large-scale earthquakes, and other disasters; mitigate damage; and prevent the outbreak of secondary disasters, was developed in FY2012. In FY2013, it has been revised in line with the increase in facilities. Also, the Fire Prevention and Control Plan for the CDC was developed in FY2013. To develop the business continuity plan for OIST in the near future, we participated in a study session and seminar and collected useful information. ・A campus-wide fire drill was carried out in Mar 2014. It was reviewed and approved by the Kin Fire Dept. ・Our facility management section cooperated with Onna-san in developing a disaster prevention map. ・The Research Safety Section conducted a laboratory accident drill for the first time at OIST. 69 participants practiced how to correspond to a laboratory accident and treat an injured person, assuming a chemical accident occurred during an experiment. (# of attendees is 69). ・One personnel attended the Seminar of risk management in the University organized by the training center for private universities to promote the skill for risk management.	**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.	-	・Garbage is separated by categories and an active recycling program is in place. ・Continual monitoring and optimization of energy usage is carried out. In 2013 energy usage increased only 17.7% despite a campus population increase of 19.3% and expanding experimentation programs in the labs. ・Water recycling continued to be fully employed, and final disposal was well within specified quantity and quality limits. ・Red soil run-off from construction activities was rigorously controlled by the construction contractors and monitored by an environmental impact consultant and the local authorities. ・Extensive landscaping of the Campus Village was carried out during FY2013. This landscaping was done exclusively with indigenous species.	**A**

平成25年度　業務実績報告　添付資料リスト

No.	File #	資料名
1	#1-1	学術交流協定一覧
2	#2-1	平成25年度　入学者の水準（出身大学等）
3	#3-1	平成25年度　各研究ユニットの研究成果
4	#3-2	論文掲載雑誌
5	#6-1	共同研究及びイベント
6	#6-2	特許状況
7	#12-1	職位毎の職員数
8	#12-2	給与水準
9	#12-3	研修の受講職員数
10	#15-1	競争的資金の申請件数
11	#15-2	競争的資金（採択状況と伸び）

List of Attachment Documents to the FY2013 Performance Report

No.	File #	(English Document Name)
1	#1-1	Academic Exchange Agreements List
2	#2-1	Caliber of incoming students for FY2013
3	#3-1	FY2013 Unit Productivity
4	#3-2	Publications
5	#6-1	List of collaborative projects
6	#6-2	Patent Status
7	#12-1	Number of employees
8	#12-2	Salary Level
9	#12-3	Number of employees taking training programs
10	#15-1	Application for research grants
11	#15-2	Grants and external funding

Attachment #1-1

Academic Agreement List (As of April 15,2014)

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

University of last completed degree by incoming students for 2013 Year:

Lomonosov Moscow State University
University of Liège
University of Edinburgh
Northwestern University
Cambridge
Jahangirnagar University
University of Zurich
The George Washington University
Technische Universität Dresden
Nanjing University
University of Auckland
Kitasato University
Cornell University
École Supérieure d'Electricité
University of Glasgow
National Taiwan University
University of Tokyo
University of Otago
National Chung Hsing University
California State University at Long Beach
National Tsing Hua University

17/20 students came from so-called "A grade universities" (excluding Cal State, Jahangarigar, and Kitasato University)

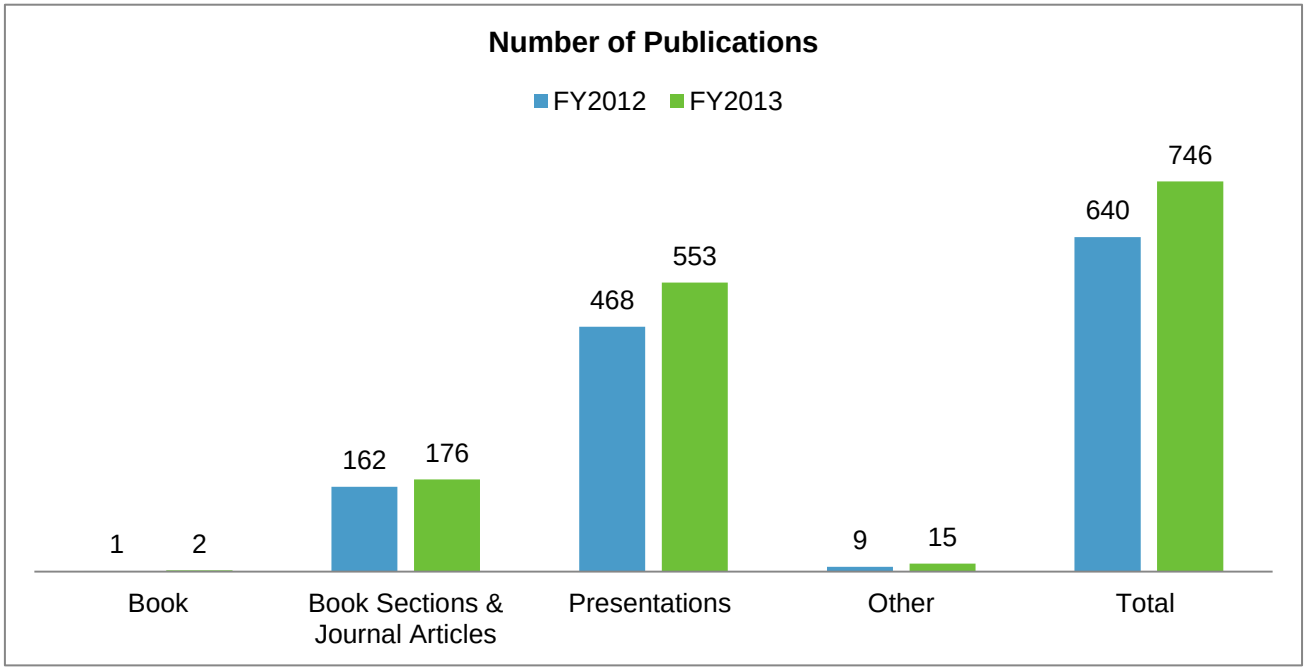
Attachment #3-1

FY2013 OIST Scientific Productivity by Research Unit

	Research Unit	Books	Book Sections & Journal Articles	Presentations	Others	Unit Total
1	Arbuthnott	0	3	10	0	**13**
2	Bandi	0	0	21	0	**21**
3	Busch	0	16	37	0	**53**
4	Chakraborty	0	0	8	0	**8**
5	Dani	0	3	21	0	**24**
6	De Schutter	0	9	16	0	**25**
7	Doya	0	5	48	1	**54**
8	Economo	0	9	10	0	**19**
9	Gioia	0	0	7	0	**7**
10	Goryanin	0	2	4	0	**6**
11	Hikami	0	1	5	0	**6**
12	Ishikawa	0	0	0	0	**0**
13	Jenke-Kodama	0	0	3	0	**3**
14	Kitano	0	15	33	6	**54**
15	Konstantinov	0	7	18	0	**25**
16	Kuhn	0	1	5	1	**7**
17	Luscombe	0	4	2	0	**6**
18	Marquez-Lago	0	2	0	0	**2**
19	Maruyama	0	5	4	0	**9**
20	Masai	0	1	16	0	**17**
21	Mikheyev	0	2	10	0	**12**
22	Miller	0	1	8	2	**11**
23	Mitarai	0	2	11	0	**13**
24	Nic Chormaic	0	11	52	2	**65**
25	Price	0	0	3	0	**3**
26	Qi	0	3	3	0	**6**
27	Samatey	0	4	4	0	**8**
28	Satoh	1	23	25	0	**49**
29	Saze	0	4	10	0	**14**
30	Shannon	0	5	31	0	**36**
31	Shintake	0	0	3	0	**3**
32	Sinclair	0	3	4	0	**7**
33	Skoglund	0	0	2	0	**2**
34	Sowwan	0	4	2	0	**6**
35	Stephens	0	1	9	1	**11**
36	Takahashi	0	1	15	0	**16**
37	Tanaka	0	7	8	2	**17**
38	Tripp	0	2	6	0	**8**
39	Van Vactor	1	3	9	0	**13**
40	Wickens	0	7	14	0	**21**
41	Wolf	0	0	0	0	**0**
42	Yamamoto	0	3	9	0	**12**
43	Yanagida	0	4	31	0	**35**
44	Yazaki-Sugiyama	0	0	6	0	**6**
45	STG*	0	3	10	0	**13**
	Total	**2**	**176**	**553**	**15**	**746**

FY2013 OIST Scientific Productivity by Research Unit

Year	No. of Units	Book	Book Sections & Journal Articles	Presentations	Other	Total
FY2012	44	1	162	468	9	640
FY2013	44	2	176	553	15	746



FY2013 OIST Publications

Unit	Author(s)	Journal
Samatey	V. A. Meshcheryakov, A. Kitao, H. Matsunami and F. A. Samatey	Acta Crystallogr D Biol Crystallogr
Nic Chormaic	J. Do, K. N. Sediq, K. Deasy, D. M. Coles, J. Rodriguez-Fernandez, J. Feldmann and D. G. Lidzey	Advanced Optical Materials
Qi	Y. M. Lee, J. Baik, H.-J. Shin, Y. S. Kim, S. G. Yoon, M.-C. Jung and Y. B. Qi	Applied Surface Science
Tanaka Unit	D. Zhang, S. Johnson, H.-L. Cui and F. Tanaka	Asian Journal of Organic Chemistry
Marquez-Lago	E. Zavala and T. Marquez-Lago	Biophysical Journal
Samatey	A. M. Stadler, T. Unruh, K. Namba, F. Samatey and G. Zaccai	Biophysical Journal
Economo	B. Guénard and T. P. McGlynn	Biotropica
Goryanin	Z. Liu, H. Ma and I. Goryanin	BMC Bioinformatics
Satoh	T. Ikuta, Y. Chen, R. Annunziata, H. Ting, C. Tung, R. Koyanagi, K. Tagawa, T. Humphreys, A. Fuijyama, H. Saiga, N. Satoh, J. Yu, M. Amone	BMC Evolutionary Biology
Mikheyev; CPR	S. D. Aird, Y. Watanabe, A. Villar-Briones, M. C. Roy, K. Terada and A. S. Mikheyev	BMC Genomics
Kitano	Y. Matsuoka, H. Matsumae, M. Katoh, A. J. Eisfeld, G. Neumann, T. Hase, S. Ghosh, J. E. Shoemaker, T. J. Lopes, T. Watanabe, S. Watanabe, S. Fukuyama, H. Kitano and Y. Kawaoka	BMC Syst Biology
Mitarai	D. J. Lindsay, A. Yamaguchi, M. M. Grossmann, J. Nishikawa, A. Sabates, V. Fuentes, M. Hall, K. Sunahara and H. Yamamoto	Bulletin of Plankton Society of Japan
Mitarai	M. M. Grossmann and D. J. Lindsay	Bulletin of Plankton Society of Japan
Satoh	F. Husnik, N. Nikoh, R. Koga, L. Ross, R. P. Duncan, M. Fujie, M. Tanaka, N. Satoh, D. Bachtrog, A. C. C. Wilson, C. D. von Dohlen, T. Fukatsu and J. P. McCutcheon	Cell
Tanaka	H.-L. Cui and F. Tanaka	Chemistry - A European Journal
Yanagida	W. C. Earnshaw, R. C. Allshire, B. E. Black, K. Bloom, B. R. Brinkley, W. Brown, I. M. Cheeseman, K. H. Choo, G. P. Copenhaver, J. G. Deluca, A. Desai, S. Diekmann, S. Erhardt, M. Fitzgerald-Hayes, D. Foltz, T. Fukagawa, R. Gassmann, D. W. Gerlich, D. M. Glover, G. J. Gorbsky, S. C. Harrison, P. Heun, T. Hirota, L. E. Jansen, G. Karpen, G. J. Kops, M. A. Lampson, S. M. Lens, A. Losada, K. Luger, H. Maiato, P. S. Maddox, R. L. Margolis, H. Masumoto, A. D. McAinsh, B. G. Mellone, P. Meraldi, A. Musacchio, K. Oegema, R. J. O'Neill, E. D. Salmon, K. C. Scott, A. F. Straight, P. T. Stukenberg, B. A. Sullivan, K. F. Sullivan, C. E. Sunkel, J. R. Swedlow, C. E. Walczak, P. E. Warburton, S. Westermann, H. F. Willard, L. Wordeman, M. Yanagida, T. J. Yen, K. Yoda and D. W. Cleveland	Chromosome Research
Maruyama	T. Murayama and I. Maruyama	Communicative & Integrative Biology
Maruyama	T. Sassa and I. Maruyama	Communicative & Integrative Biology
Maruyama	T. Murayama, J. Takayama, M. Fujiwara and I. Maruyama	Current Biology
Satoh	B. Fuchs, W. Wang, S. Graspeuntner, Y. Li, S. Insua, E. Herbst, P. Dirksen, A. Böhm, G. Hemmrich, F. Sommer, T. Domazet-Lošo, U. Klostermeier, F. Anton-Erxleben, P. Rosenstiel, T. Bosch and K. K.	Current Biology
Satoh	E. Shoguchi, C. Shinzato, T. Kawashima, F. Gyoja, S. Mungpakdee, R. Koyanagi, T. Takeuchi, K. Hisata, M. Tanaka, M. Fujiwara, M. Hamada, S. Azadeh, M. Fujie, T. Usami, H. Goto, S. Yamasaki, N. Arakaki, Y. Suzuki, S. Sugano, A. Toyoda, Y. Kuroki, A. Fujiyama, M. Medina, M. A. Coffroth, D. Bhattacharya and N. Satoh	Current Biology
Masai	Y. Nishiwaki, A. Yoshizawa, Y. Kojima, E. Oguri, S. Nakamura, S. Suzuki, J. Yuasa-Kawada, M. Kinoshita-Kawada, T. Mochizuki and I. Masai	Developmental Cell
Economo	C. Jenkins, B. Guénard, S. E. Diamond, M. D. Weiser and R. R. Dunn	Diversity and Distributions
Economo	C. N. Jenkins, B. Guénard, S. E. Diamond, M. D. Weiser and R. R. Dunn	Diversity and Distributions
Luscombe	G. R. Ilsley, J. Fisher, R. Apweiler, A. H. Depace and N. M. Luscombe	Elife
Economo	B. Guénard	encyclopedia of Life Sciences
Konstantinov	A. O. Badrutdinov, D. Konstantinov, M. Watanabe and K. Kono	Europhysics Letters

Unit	Author(s)	Journal
Satoh	Q. Zhang, **Y. Luo**, H. Wu, Y. Chen and J. Yu	EvoDevo
De Schutter	K. Veys, D. J. Snyders and E. De Schutter	Frontiers in Cellular Neuroscience
De Schutter; Kuhn	S. Huang and M. Y. Uusisaari	Frontiers in Cellular Neuroscience
De Schutter	I. Hepburn, R. Cannon and E. De Schutter	Frontiers in Computational Neuroscience
Doya	T. Nakano, J. Yoshimoto and K. Doya	Frontiers in Computational Neuroscience
Wickens	Nakano, T., Yoshimoto, J., Doya, Kenji	Frontiers in Computational Neuroscience
Van Vactor	J. Amaral, F. F. Brito, T. Chobanyan, S. Yoshikawa, T. Yokokura, D. Van Vactor and M. Gama-Carvalho	Frontiers in Genetics
De Schutter	W. Chen and E. De Schutter	Frontiers in Neuroinformatics
Doya	K. Kinjo, E. Uchibe and K. Doya	Frontiers in Neurorobotics
Satoh	F. Gyoja	Gene
Satoh	K. Kobayashi, L. Yamada, Y. Satou and N. Satoh	Genesis
STG	A. Leier	Genetic Programming and Evolvable Machines
Satoh	S. Nishi, T. Tsubouchi, Y. Takaki, R. Koyanagi, N. Satoh, T. Maruyama and Y. Hatada	Genome Announcements
Luscombe	J. L. Harding, S. Horswell, C. Heliot, J. Armisen, N. M. Luscombe, L. B. Zimmerman, E. A. Miska and C. S. Hill	Genome Research
Satoh	K. Maeda	Ichthyological Research
Arbuthnott	Q. Li, Z.-M. Qian, G. W. Arbuthnott, Y. Ke and W.-H. Yung	JAMA Neurology
Tripp	T. Robinson and G. Tripp	Japanese Psychological Research
Dani	B. M. K. Mariserla	Journal of Applied Physics
Samatey	A. Galeva, N. Moroz, Y. H. Yoon, K. T. Hughes, F. A. Samatey and A. S. Kostyukova	Journal of Bacteriology
Samatey	A. Galeva, N. Moroz, Y. H. Yoon, K. T. Hughes, F. A. Samatey and A. S. Kostyukova	Journal of Bacteriology
Miller	E. Taillefer and J. Miller	Journal of Bioinformatics and Computational Biology
Busch	C. Di Franco, M. McGettrick, T. Machida and T. Busch	Journal of Computational and Theoretical Nanoscience
De Schutter	C. Simon, W. Chen, I. Hepburn and E. De Schutter	Journal of Computational Neuroscience
Satoh	G. C. o. Scientists	Journal of Heredity
Dani	K. L. Man	Journal of Materials Chemistry A
Sowwan	P. Grammatikopoulos, C. Cassidy, V. Singh, M. Benelmekki and M. Sowwan	Journal of Materials Science
Wickens	Y. T. Li, J. R. Wickens, Y. L. Huang, W. H. Pan, F. Y. Chen and J. J. Chen	Journal of Neural Engineering

FY2013 OIST Publications

Unit	Author(s)	Journal
Stephens	G. J. Stephens, C. J. Honey and U. Hasson	Journal of Neurophysiology
Wickens	S. Aoki, Y. Sato and D. Yanagihara	Journal of Neurophysiology
De Schutter	H. Anwar, I. Hepburn, H. Nedelescu, W. Chen and E. De Schutter	Journal of Neuroscience
Takahashi	Z. Taoufiq, K. Eguchi and T. Takahashi	Journal of Neuroscience
Dani	B. M. K. Mariserla	Journal of Optics
Hikami	H. Shimada, J. L. Jacobsen and Y. Kamiya	Journal of Physics A: Mathematical and Theoretical
Qi	L. K. Ono, P. Schulz, J. J. Endres, G. O. Nikiforov, Y. Kato, A. Kahn and Y. Qi	Journal of Physics and Chemistry Letters
Busch	C. Madaiah, S. Melville and T. Busch	Journal of Physics B
Konstantinov	S. M. Huang, A. O. Badrutdinov, K. Kono and K. Ono	Journal of Physics, Condensed Matter
Shannon	L. Bovo, L. Jaubert, P. C. W. Holdsworth and S. T. Bramwell	Journal of Physics: Condensed Matter
Arbuthnott	G. W. Arbuthnott	Journal of Physiology (London)
Konstantinov	D. Konstantinov and K. Kono	Journal of the Physical Society of Japan
Konstantinov	D. Konstantinov, M. Watanabe and K. Kono	Journal of the Physical Society of Japan
Nic Chormaic	E. Hosseini, K. Kasamatsu, S. Nic Chormaic, T. Takui, Y. Kondo, M. Nakahara and T. Ohmi	Journal of the Physical Society of Japan
Shannon	Y. Sasaki and H. T. Ueda	Journal of the Physical Society of Japan
Wickens	L. Aquili, A. W. Liu, M. Shindou, T. Shindou and J. R. Wickens	Learning and Memory
Nic Chormaic	L. Russell, R. Kumar, V. B. Tiwari and S. Nic Chormaic	Measurement Science and Technology
Yanagida	K. Sajiki, T. Pluskal, M. Shimanuki and M. Yanagida	Metabolites
Luscombe	I. A. Ilik, J. J. Quinn, P. Georgiev, F. Tavares-Cadete, D. Maticzka, S. Toscano, Y. Wan, R. C. Spitale, N. M. Luscombe, R. Backofen, H. Y. Chang and A. Akhtar	Molecular Cell
Mikheyev	A. S. Mikheyev, C. S. McBride, U. G. Mueller, C. Parmesan, M. R. Smee, C. Stefanescu, B. Wee and M. C. Singer	Molecular Ecology
Kitano	K. A. Fujita, M. Ostaszewski, Y. Matsuoka, S. Ghosh, E. Glaab, C. Trefois, I. Crespo, T. M. Perumal, W. Jurkowski, P. M. Antony, N. Diederich, M. Buttini, A. Kodama, V. P. Satagopam, S. Eifes, A. Del Sol, R. Schneider, H. Kitano and R. Balling	Molecular Neurobiology
Sowwan	M. Benelmekki, M. Bohra, J.-H. Kim, R. E. Diaz, J. Vernieres, P. Grammatikopoulos and S. Mukhles	Nanoscale
Saze	H. Saze, J. Kitayama, K. Takashima, S. Miura, Y. Harukawa, T. Ito and T. Kakutani	Nature Communications
Shannon	N. Shannon	Nature Physics
Arbuthnott	H. Nedelescu and M. Abdelhack	Neural Plasticity
De Schutter	E. De Schutter	Neuroinformatics
De Schutter	S. Ratte, S. Hong, E. De Schutter and S. A. Prescott	Neuron
Yamamoto	N. Hoshina, A. Tanimura, M. Yamasaki, T. Inoue, R. Fukabori, T. Kuroda, K. Yokoyama, T. Tezuka, H. Sagara, S. Hirano, H. Kiyonari, M. Takada, K. Kobayashi, M. Watanabe, M. Kano, T. Nakazawa and T. Yamamoto	Neuron
Maruyama	T. Sassa, T. Murayama and I. Maruyama	Neuroscience Letters
Busch	B. J. Dalton, L. Heaney, J. Goold, B. M. Garraway and T. Busch	New Journal of Physics
Busch	S. Campbell, L. Mazzola, G. De Chiara, T. J. G. Apollaro, F. Plastina, T. Busch and M. Paternostro	New Journal of Physics

Unit	Author(s)	Journal
Nic Chormaic	L. Russella, R. Kumara, V. B. Tiwaria and S. Nic Chormaic	Optics Communications
Busch	C. Phelan, T. Hennessy and T. Busch	Optics Express
Nic Chormaic	Y. Yang, J. Ward and S. Nic Chormaic	Optics Express
Qi	Y. Kato, M.-C. Jung, M. V. Lee and Y. Qi	Organic Electronics
Busch	G. L. Giorgi and T. Busch	Physical Review A
Busch	J. Gillet, M. A. Garcia-March, T. Busch and F. Sols	Physical Review A
Busch	M. A. Garcia-March and T. Busch	Physical Review A
Busch	M. A. Garcia-March, B. Juliá-Díaz, G. E. Astrakharchik, T. Busch, J. Boronat and A. Polls	Physical Review A
Busch	R. Menchon-Enrich, S. McEndoo, J. Mompart, V. Ahufinger and T. Busch	Physical Review A
Busch	S. Campbell, J. Richens, N. Lo Gullo and T. Busch	Physical Review A
Busch	T. Fogarty, A. Kiely, S. Campbell and T. Busch	Physical Review A
Busch	T. Morgan and T. Busch	Physical Review A
Busch	T. Morgan, L. J. O'Riordan, N. Crowley, B. O'Sullivan and T. Busch	Physical Review A
Konstantinov	A. O. Badrutdinov, S. M. Huang, K. Ono, K. Kono and D. A. Tayurskii	Physical Review B
Shannon	A. Smerald and N. Shannon	Physical Review B
Konstantinov	D. Konstantinov, Y. Monarkha and K. Kono	Physical Review Letters
Shannon	A. Casey, M. Neumann, B. Cowan, J. Saunders and N. Shannon	Physical Review Letters
Shannon	M. E. Brooks-Bartlett, S. T. Banks, L. D. C. Jaubert, A. Harman-Clarke and P. C. W. Holdsworth	Physical Review X
STG	R. Komiya, H. Ohyanagi, M. Niihama, W. Toshiaki, M. Nakano, N. Kurata and K.-I. Nomura	Plant Journal
Kitano	T. Hase, S. Ghosh, R. Yamanaka and H. Kitano	PLoS Computational Biology
Wickens	A. Ponzi and J. R. Wickens	PLoS Computational Biology
Economo	A. Lucky, M. D. Trautwein, B. Guénard, M. D. Weiser and R. R. Dunn	PLoS ONE
Economo	C. Bertelsmeier, B. Guénard and F. Courchamp	PLoS ONE
Kitano	K. Y. Hsin, S. Ghosh and H. Kitano	PLoS ONE
Kitano	Y. Asai, S. Tateyama and T. Nomura	PLoS ONE
Kitano	F. Yamashita, Y. Sasa, S. Yoshida, A. Hisaka, Y. Asai, H. Kitano, M. Hashida and H. Suzuki	PLoS ONE
Samatey	V. A. Meshcheryakov, C. S. Barker, A. S. Kostyukova and F. A. Samatey	PLoS ONE
Satoh	C. Shinzato, M. Inoue and M. Kusakabe	PLoS ONE
Satoh	M. Miya, M. Friedman, T. P. Satoh, H. Takeshima, T. Sado, W. Iwasaki, Y. Yamanoue, M. Nakatani, K. Mabuchi, J. G. Inoue, J. Y. Poulsen, T. Fukunaga, Y. Sato and M. Nishida	PLoS ONE
Wickens; Tripp	E. Furukawa, P. Bado, G. Tripp, P. Mattos, J. R. Wickens, I. E. Bramati, B. Alsop, F. M. Ferreira, D. Lima, F. Tovar-Moll, J. A. Sergeant and J. Moll	PLoS ONE
Yanagida	M. Shimanuki, L. Uehara, T. Pluskal, T. Yoshida, A. Kokubu, Y. Kawasaki and M. Yanagida	PLoS ONE

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Unit	Author(s)	Journal
Van Vactor	A. Sen, D. N. Dimlich, K. G. Guruharsha, M. W. Kankel, K. Hori, T. Yokokura, S. Brachat, D. Richardson, J. Loureiro, R. Sivasankaran, D. Curtis, L. S. Davidow, L. L. Rubin, A. C. Hart, D. Van Vactor and S. Artavanis-Tsakonas	Proc Natl Acad Sci U S A
Yamamoto	C. Watanabe, M. Morita, T. Hayata, T. Nakamoto, C. Kikuguchi, X. Li, Y. Kobayashi, N. Takahashi, T. Notomi, K. Moriyama, T. Yamamoto, Y. Ezura and M. Noda	Proc Natl Acad Sci U S A
Sinclair	R. Sinclair	Proceedings of the IEEE
Busch	C. Madaiah and T. Busch	Quantum Information Processing
Satoh	K. Maeda and H. H. Tan	Raffles Bulletin of Zoology
Sinclair	H. Shiga and R. Sinclair	Ryukyu Mathematical Journal
Luscombe	J. M. Vaquerizas, F. M. Cavalli, T. Conrad, A. Akhtar and N. M. Luscombe	Science
Busch	C. Madaiah	Scientific Reports
Sowwan	C. Cassidy, V. Singh, P. Grammatikopoulos, F. Djurabekova, K. Nordlund and M. Sowwan	Scientific Reports
Nic Chormaic	M. J. Morrissey, K. Deasy, M. Frawley, R. Kumar, E. Prel, L. Russell, V. G. Truong and S. NIc Chormaic	Sensors
Satoh	K. Maeda and T. Saeki	Species Diversity
Tanaka	I. Katsuyama, H.-L. Cui, Y. Ito, A. Sando, H. Tokiwa and F. Tanaka	Tetrahedron
Tanaka	I. Katsuyama, P. V. Chouthaiwale, H. Akama, H.-L. Cui and F. Tanaka	Tetrahedron Letters
Tanaka	N. Mase, K. Takabe and F. Tanaka	Tetrahedron Letters
Tanaka	N. Mase, T. Ando, F. Shibagaki, A. Sugita, T. Narumi, M. Toda, N. Watanabe and F. Tanaka	Tetrahedron Letters
Marquez-Lago	T. Marquez-Lago and P. Padilla	Theoretical Biology and Medical Modelling
Economo	E. Sarnat and E. P. Economo	ZooKeys
Satoh	D. Funabara, D. Watanabe, N. Satoh and S. Kanoh	Zoological Science
Satoh	D. H. E. Setiamarga, K. Shimizu, J. Kuroda, K. Inamura, K. Sato, Y. Isowa, M. Ishikawa, R. Maeda, T. Nakano, T. Yamakawa, R. Hatori, A. Ishio, K. Kaneko, K. Matsumoto, I. Sarashina, S. Teruya, R. Zhao, N. Satoh, T. Sasaki, K. Matsuno and K. Endo	Zoological Science
Satoh	H. Koga, N. Hashimoto, G. D. Suzuki, H. Ono, M. Yoshimura, T. Suguro, Y. Yonehara, T. Abe, N. Satoh and H. Wada	Zoological Science
Satoh	H. Miyamoto, H. Endo, N. Hashimoto, K. Limura, Y. Isowa, S. Kinoshita, T. Kotaki, T. Masaoka, T. Miki, S. Nakayama, C. Nogawa, A. Notazawa, F. Ohmori, I. Sarashina, M. Suzuki, R. Takagi, J. Takahashi, T. Takeuchi, N. Yokoo, N. Satoh, H. Toyohara, T. Miyashita, H. Wada, T. Samata, K. Endo, H. Nagasawa, S. Asakawa and S. Watabe	Zoological Science
Satoh	K. Endo and T. Takeuchi	Zoological Science
Satoh	R. Koyanagi, T. Takeuchi, K. Hisata, F. Gyoja, E. Shoguchi, N. Satoh and T. Kawashima	Zoological Science
Satoh	T. Kawashima, T. Takeuchi, R. Koyanagi, S. Kinoshita, H. Endo and K. Endo	Zoological Science
Satoh	F. Gyoja and N. Satoh	Zoological Science
Satoh	H. Tsuta, C. Shinzato, N. Satoh and M. Hidaka	Zoological Science
Satoh	T. Matsumoto, T. Masaoka, A. Fujiwara, Y. Nakamura, N. Satoh and M. Awaji	Zoological Science
Satoh	Y. Morino, K. Okada, M. Niikura, M. Honda, N. Satoh and H. Wada	Zoological Science
Economo	B. Guenard, B. Blanchard, C. Liu, D. R. Yang and E. P. Economo	Zootaxa

Unit	Author(s)	Journal

FY 2013 collabarations and events

(Collaborations）

No	program	New/ Continuance	Organizer	Partner	content	remarks
1	Establishing a research hub toward the development of the intellectual cluster	Continuance	Okinawa Science and Technology Promotion Center	UoR, OP BIO Factory, Tokyo University of Agriculture and Technology	Genome analysis of useful microalgaes and labyrinthulomycetes	Prof. Satoh
2	Establishing a research hub toward the development of the intellectual cluster (Separated JRA with a company is executed newly)	Continuance (JRA is New)	Okinawa Science and Technology Promotion Center	UoR, UoR Hospital, Kyoto University Hospital, Advanced Medical Frontier, Somnoquest	Research and development of metabolome analysis for transdermal absoeption	Prof. Yanagida
3	Establishing a research hub toward the development of the intellectual cluster (Separated JRA with companies is executed newly)	Continuance (JRA is New)	Okinawa Science and Technology Promotion Center	UoR, Meiji Seika Pharma, AVSS	Drug discovery using Okinawan natural ressources and networks	Prof. Tanaka
4	Bio industry vitalization grant	Continuance	Okinawa TLO Tropical Techno Center	Okinawa Enviromental Science Center Okinawa Environmental Management Technology Center Create ES	New technology development in waste water processing using microbial fuel cell system	Prof. Goryanin
5	Joint Research Agreement	Continuance		Automobile Maker A	Confidential	Prof. Doya
6	Joint Research Agreement	Continuance		Bio Venture B	Confidential	Prof. Satoh
7	Joint Research Agreement	Continuance		Pharma Consorsium C	Confidential	Prof. Satoh
8	Joint Research Agreement	Continuance		Distiller D	Confidential	Prof. Goryanin
9	Joint Research Agreement	Continuance		Optical Device Maker E	Confidential	Prof. Van Vactor, Prof. Yamamoto
10	Research Project for Subtropical / Islands Energy Infrastructure Technology (Separately another JRA is executed)	New (New)	NIAC	SonyCSL	Development of a dispersed-type DC power feeding and distribution system	Prof. Kitano
11	Joint Research Agreement	New		Pharrma Company F	Confidential	Prof. Skoglund
12	Joint Research Agreement	New		Environmental Company G	Confidential	Prof. Mitarai
13	Joint Research Agreement	New		Optical Device Maker H	Confidential	Prof. Hikami
14	Non-Disclosure Agreements with 6 independet companies	New		Material, Pharmaceutical, Biotechnology, Device Maker	Confidential	Profs. Bandi, Skoglund, Dani, Kitano

(Events）

No	program	date	place	organizer	content	remarks
1	**Innovation Japan 2013**	**2013/8/29-30**	Tokyo Big Site	**JST**	Booth Exhibition	
2	3rd Shionogi Collaboration Seminar	2013/10/4	Shionogi Research Institute	Shionogi, OIST	Dr. Samatey and Dr. Wolf visit Shionogi to present their current research projects.	
3	Bio Japan 2013	2013/10/9-11	Pacifico Yokohama	BioJapan Organizing Committee	Booth Exhibition	
4	Nanotech 2014	2014/1/29-31	Tokyo Big Site	Nanotech Organizing Committee	Booth Exhibition and Presentation by OIST faculty	

(IP Seminar)

No	title	date	speaker
1	U.S. Patent Law- the System and Jurisprudence	2013/5/22	Masao Yoshimura
2	Technology Commercialization, A mode of Knowledge Transfer from Academic Institutions	2014/3/25	Denichiro Otsuga
3	How Researchers Support Regional Economic Development	2014/3/25	Hope Hartman

Evaluation Committee for patenting 5 times

OVERVIEW		
	granted (newly granted in FY2012)	11(2)
	pending (newly filed or transferred in FY2012)	25(13)
	abondoned	14
	Accumulative amount of Application	50

No.	in FY2013	Application (FY)	status	OIST/ID/#	Unit	Application No.	Title
1		2005	granted	0001	Doya	JP2005-237541	State vector estimation method for autonomous type moving robot, involves repeating calculation of ex post facto distribution of state vector, by updating prediction distribution using calculated gauss function component
2		2005	abandoned	0002	Doya	JP2005-250306	Controller for robot, calculates temporal difference error based on detected state amount, obtained reward value, and state value function, to update error approximation device to update policy
3		2007	abandoned	0003	Endo	JP2007-258186	Novel nonhuman animal e.g. rat or mouse useful as animal model of long-term memory disorder or congenital cardiac disease for screening agent for preventing and treating long term memory disorder or myocaridiopathy
4		2007	granted	0005	Doya	JP2008-077671	Controller for control system installed in e.g. atomic plant, estimates policy gradient by estimating partial differential of logarithm of stationary distribution based on state amount in each time step and control signal
5		2008	granted	0007	Doya	JP2008-143586	Controller for, e.g. robot, updates preset policy utilized for controlling to-be-controlled device based on natural policy gradient estimated relative to parameter of to-be-controlled device
6		2008	abandoned	0032	Endo	JP2008-170763	Novel non-human animal useful for screening compound for treating anxiety disorder, sleep disorder, growth disorder and reproduction disorder, obtained by deleting (alpha)2,3-sialyl transferase gene
7		2007	granted	0004-JP	Tonomura	JP2008-064717	Aberration correction apparatus that corrects spherical aberration of charged particle apparatus
8		2008	granted	0004-US		US20090230317 US 12/379,442	
9		2007	granted	0006-JP	Tonomura	JP2008-092691	Aberration corrector for transmission electron microscope
10		2008	pending	0006-US		US20090242786 US12/396,027	
11		2008	pending	0006-EP		EP2107590, EP 09002873.9	
12		2010	granted	0009-JP	Kitano	JP2010-130513	Device, Method and Program for cell sorting
13		2012	pending	0009-US		US13/702,215	
14		2012	pending	0009-EP		EP11792211.2	
15	Newly Granted	2010	granted	0013-JP	Kitano	JP2010-224308	Network Model Integration Program
16		2013	Pending	0013-JP-d1		JP2013-159876	
17		2012	pending	0013-US		US13/876,283	
18		2012	pending	0013-EP		EP11828514.7	
19		2010	abandoned	0029	Skoglund	US12/279,737	Apparatus, method and simulation objects for simulation of the image formation in a transmission electron microscope
20		2010	granted	0030	Skoglund	US12/296,237	Extended electron tomography
21	Newly Granted	2010	granted	0031	Skoglund	US12/513,943	Iterated variational regularization combined with componentwise regularization
22		2010	granted	0028	Skoglund	JP3976208	Apparatus and method for providing high fidelity reconstruction of an observed sample
23		2011	pending	0016	Takahashi	PCT/JP2012/002129	Neurronal Culture Medium and Method for Producing in vivo-like and Enhanced Synaptogenesis neuron Model
24		2012	pending	0017	Kitano	JP2012-134261	— (confidential)
25	Transferred	2013	pending	0017-PCT		PCT/JP2013/066323	— (confidential)
26		2012	abandoned	0019	Kitano	US 61/671,049	— (confidential)
27	Transferred	2013	pending	0019-PCT		PCT/JP2013/004290	— (confidential)
28		2012	pending	0025	Shintake	JP2012-204619	— (confidential)
29		2012	abandoned	0022	Tanaka	US61/713, 198	— (confidential)
30	Transferred	2013	Pending	0022-PCT		PCT/JP2013/078249	— (confidential)
31		2012	abandoned	0021	Goryanin	US61/716, 064	— (confidential)
32		2012	abandoned	0023	Tanaka	US61/717, 935	— (confidential)
33	Transferred	2013	Pending	0023-PCT		PCT/JP2013/077682	— (confidential)
34		2012	pending	0024-JP	Kitano	JP2012-245326	— (confidential)
35	Transferred	2013	Pending	0024-PCT		PCT/JP2013/080146	— (confidential)
36		2012	abandoned	0023-1	Tanaka	US61/725, 756	— (confidential)
37		2012	abandoned	0023-2	Tanaka	US61/782,831	— (confidential)
38		2012	abandoned	0033	Sowwan	US61/778,993	— (confidential)
39		2012	abandoned	0034	Samatey	US61/770,046	— (confidential)
40	Transferred	2013	pending	0034-PCT		PCT/JP2014/001293	— (confidential)
41		2012	abandoned	0038	Sowwan	US61/778,967	— (confidential)
42	Transferred	2013	pending	0038-PCT		PCT/JP2014/056082	— (confidential)
43		2012	abandoned	0039	Samatey	US61/784,691	— (confidential)
44		2012	pending	0040	Skoglund	US61/779,116	— (confidential)
45	Transferred	2013	pending	0040-PCT		PCT/JP2014/001214	— (confidential)
46	New Invention	2013	pending	0042	Shintake	US61/823,507	— (confidential)
47	New Invention	2013	pending	0049	Dani & Wickens	US61/914,750	— (confidential)
48	New Invention	2013	pending	0051	Kuhn	US61/918,193	— (confidential)
49	New Invention	2013	pending	0044	Sowwan	US61/928,321	— (confidential)
50	New Invention	2013	pending	0046	Sowwan	US61/942,274	— (confidential)

○Administrative staff (by job categories and gender)

Category	Permanent employee						Fixed-term employee					Temp. staff				Part-time employee				Total					Remarks
	fixed #	Number	Female	Male	Seconded	non-Japanese	Number	Female	Male	Seconded	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	Seconded	non-Japanese	
Executive Vice President							1		1		1									1	0	1	0	1	
Interim Dean for Faculty Affairs							1		1		1									1	0	1	0	1	
Dean							1		1		1									1	0	1	0	1	
Viting Professor							1		1		1									1	0	1	0	1	
Special Advisor to the President							1		1											1	0	1	0	0	
Executive Assistant							1		1	1										1	0	1	1	0	
Community Liaison Officer							1		1	1										1	0	1	1	0	
Vice President							4	1	3	1	3									4	1	3	1	3	
Associate Vice President (Jun Fukugakucho)							1		1											1	0	1	0	0	
Associate Vice President (Fukugakucho Dairi)							1		1											1	0	1	0	0	
Senior Manager		1		1			4		4	1	1									5	0	5	1	1	
Manager		7	1	6			8	2	6		3									15	3	12	0	3	
Assistant Manager		4	1	3			9	5	4		2									13	6	7	0	2	
Specialist		4	3	1			26	16	10	2	2									30	19	11	2	2	
Research Administrator												1	1							1	1	0	0	0	
Staff		2	1	1			77	63	14		11	11	11		2	20	14	6	2	110	89	21	0	15	
Total	0	18	6	12	0	0	137	87	50	6	26	12	12	0	2	20	14	6	2	187	119	68	6	30	

○Research Support (by job categories and gender)

Category	Permanent employee						Fixed-term employee					Temp. staff				Part-time employee				Total					Remarks
	fixed #	Number	Female	Male	Seconded	non-Japanese	Number	Female	Male	Seconded	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	Seconded	non-Japanese	
Vice Provost for Research				1			1													1	0	1	0	0	
Senior Manager							1		1											1	0	1	0	0	
Manager		1		1			5		5											6	0	6	0	0	
Assistant Manager		1		1																1	0	1	0	0	
Specialist		1	1				14	4	10		2									15	5	10	0	2	
Research Scientist							9	6	3		8									9	6	3	0	8	
Staff		1		1			16	10	6		2	1	1			4	4			22	15	7	0	2	
Total	0	4	1	4	0	0	46	20	25	0	12	1	1	0	0	4	4	0	0	55	26	29	0	12	

○Research unit staff (by job categories and gender)

Category	Permanent employee				Fixed-term employee				Fixed-term student				Temp. staff				Part-time employee				Total				Remarks
	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	
Professor					47	7	40	32													47	7	40	32	
Group Leader					22	3	19	8													22	3	19	8	
Researcher					155	31	124	92					1		1		1		1		157	31	126	92	
Special Research Student, Research Intern, etc.									15	4	11	11									15	4	11	11	
Technician					66	32	34	27					7	4	3	1	5	5		2	78	41	37	30	
Research Assistant																	7	7		1	7	7	0	1	
Research Administrator	1	1			33	33							1	1							35	35	0	0	
Total	1	1	0	0	323	106	217	159	15	4	11	11	9	5	4	1	13	12	1	3	361	128	233	174	

*Dean sesrves concurrently as a professor and vice provost serves also as a professor.

○Student (by gender)

Category	Student				Total				Remarks
	Number	Female	Male	non-Japanese	Number	Female	Male	non-Japanese	
OIST PhD Student	53	15	38	43	53	15	38	43	
Total	53	15	38	43	53	15	38	43	

★Newly added in FY2013 is shown in red.

Number of employees and students by nationalities (excluding offiers and temp. staff)

	Country	Admin. employees	Research U. employees	Students	Total
1	Ireland		6	2	8
2	USA	20	21	4	45
3	Argentina		2		2
4	UK	4	15	1	20
5	Israel		1		1
6	Italy		1		1
7	India	1	21	3	25
8	Indonesia		1		1
9	Egypt		1	2	3
10	Estonia			1	1
11	Australia	2	4		6
12	Austria		1		1
13	Kazakhstan			1	1
14	Canada	1	2		3
15	Cyprus			1	1
16	Greece		3		3
17	Costa Rica		1		1
18	Zambia			1	1
19	Switzerland		2		2
20	Sweden		5		5
21	Spain	1	4		5
22	Sri Lanka	1	1		2
23	Thailand		2		2
24	Czech		1		1
25	Germany	1	7	5	13
26	Turkey				0
27	Nigeria				0
28	New Zealand	1	3	2	6
29	Pakistan			1	1
30	Palestine		1	1	2
31	Hungary	1			1
32	Bangladesh	1	1	2	4
33	Philippines		1	1	2
34	France	1	10	1	12
35	Bulgaria	1	3		4
36	Vietnam		4		4
37	Belarus		1		1
38	Peru		1	1	2
39	Belgium		3		3
40	Poland	1	1		2
41	Malaysia			1	1
42	Mexico	1	5		6
43	Lithuania		1	1	2
44	Romania	1	1		2
45	Russia		10		10
46	Korea		4		4
47	Hong Kong		3		3
48	Taiwan	1	4	4	9
49	China	1	14	7	22
50	Japan	201	188	10	399
51	unregistered	2			
	Total	244	361	53	656

* 346（Researchers, etc.）＋15（Special Research Student, etc.）

Attachment #12-2

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 FY2012

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 FY2012				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)			
"B" Governor (part-time)	K Yen 980	K Yen 980	K Yen	K Yen			
"C" Governor (part-time)	K Yen 580	K Yen 580	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 980	K Yen 980	K Yen	K Yen			
"F" Governor (part-time)	K Yen 500	K Yen 500	K Yen	K Yen			
"G" Governor (part-time)	K Yen 980	K Yen 980	K Yen	K Yen			
"H" Governor (part-time)	K Yen 980	K Yen 980	K Yen	K Yen			
"I" Governor (part-time)	千円 980	千円 980	千円	千円			
"J" Governor (part-time)	K Yen 1,380	K Yen 1,380	K Yen	K Yen			
"K" Governor (part-time)	K Yen 980	K Yen 980	K Yen	K Yen			
"L" Governor (part-time)	K Yen 580	K Yen 580	K Yen	K Yen			
"M" Governor (part-time)	K Yen 1,380	K Yen 1,380	K Yen	K Yen			
"N" Governor (part-time)	K Yen 900	K Yen 900	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 580	K Yen 580	K Yen	K Yen			
"A" Auditor	K Yen 14,218	K Yen 14,111	K Yen	K Yen 107 (Commuting Allowance)			◇
"B" Auditor (Part time)	K Yen 1,704	K Yen 1,704	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 FY2012)

Classification	Payment Amount (Total)	Period of Service		Retired Date	Performance Evaluation Rate	Summary	Former job
	K Yen	Year	Month				
Head of Corporation	13,567	6	2	31-Oct-11	1.0	The rates in the left column were determined by the IAI Evaluation Committee of the Cabinet Office with consideration to each of the Officer's performance during his/her period of service (see Note #2 below).	
	K Yen	Year	Month				
Governor "A"	5,175	4	2	31-Oct-11	1.0		
	K Yen	Year	Month				
Auditor "A"	2,130	2		31-Aug-11	1.0		*

Note 1: In "Summary," state the grounds how the amounts of retirement allowance have been determined, such as the evaluation results by IAIs Evaluation Committee.

Note 2: The IAI Evaluation Committee of the Cabinet Office considered the performance of each of the three officers during their period of service as below.

- President and Governor (Executive Director): Aspects that would be considered as factors for increase (contribution to realizing a project that is unprecedented in Japan that is to establish a world-class Graduate University the requires the recruiting of outstanding researchers) and aspect that would be considered as factors for decrease (inappropriate incident in the operation that occurred during the course of establishing a new institute from scratch while building up the organization) were considered comprehensively.
- Auditor: Consideration was given to the fact that no particular aspect that would be considered as factors for increase or decrease with respect to the auditor's responsibility was acknowledged.

*Please see the material 6 of the 47th meeting of Cabinet Office, IAIs Evaluation Committee (held on Aug 27, 2012) for the details of factors: http://www8.cao.go.jp/hyouka/dokuritsu/iinkai/047/shiryou.html (Japanese only)

Note 3: Select either of the following marks according to the type of the retired 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.

II Salary of Employees

With the introduction of the new personnel evaluation system based on the objectives management and employees' performance in 2012, we abolished the salary schedule system, which laid much weight on seniority hampered effective budget control. Instead, we adopted the annual salary system in addition to the retirement age system, which was integrated with the fixed-term employment system. We displaced the salary schedule, which sets out the base salary (the retirement age system, the seventh class of the salary system and four kinds of fixed-term system of the annual salary system) with a new salary range that covers both systems. Annual salary reviews will be conducted based on the personnel evaluation results, as well as on the current position in the salary range. This resulted in a drop in the Laspyres index from 118.2 to 111.7 as salaries of all the fixed-term employees were now subject to the measurement by the

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 FY2012

Reviewed salary & benefits and restructured the salary system to set the salary of fixed-term and permanent employees within a certain range that is provided in accordance with the employee's position and capabilities.

We have decided 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

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 will be taken.
[For employees]
1) Suspend salary raise for two year from April 2012.
[For officers]
2) Reduce total compensation salary by approx. 10% for two years from April 2012.

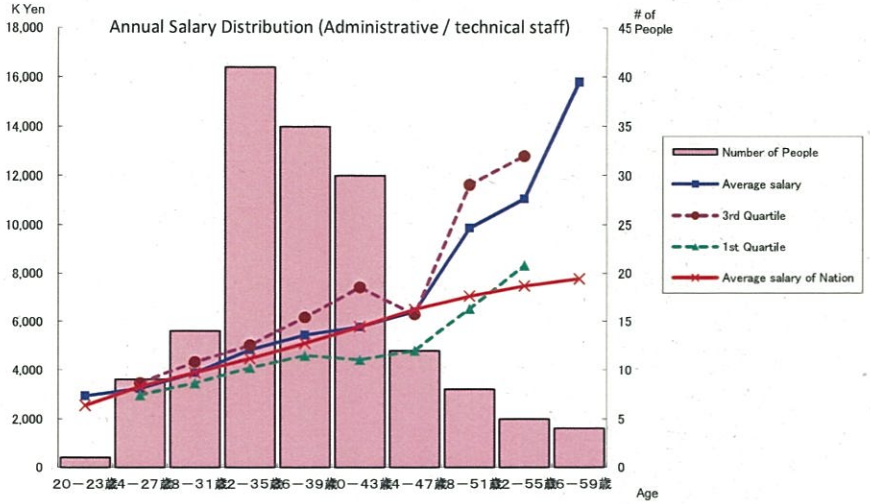
2. Payment Condition of Employee Salary

(1) Payment Condition by Type of Work

Classification	Number	Average Age	FY2012 Annual Salary (Average)			
			Total Amount	Prescribed amount within the total	Commuting allowance	Bonus within the total
Permanent Employee	people 23	Age 41.1	K Yen 7,435	K Yen 7,435	K Yen 114	K Yen 0
Administrative & Technical Staff	people 23	Age 41.1	K Yen 7,435	K Yen 7,435	K Yen 114	K Yen 0
Fixed Term Employee	people 264	Age 39.8	K Yen 6,989	K Yen 6,989	K Yen 97	K Yen 0
Faculty	people 33	Age 50.6	K Yen 13,021	K Yen 13,021	K Yen 70	K Yen 0
Research staff	people 93	Age 38.2	K Yen 6,722	K Yen 6,722	K Yen 76	K Yen 0
Administrative & Research Administrator	people 138	Age 38.3	K Yen 6,232	K Yen 5,726	K Yen 118	K Yen 0

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 falls into this category.
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).
Note 2: The average salary point is not shown for age group "20-23," as it may reveal personal information.
Note 3: The 1st Quartile & 3rd Quartile are not shown for the age group "56-59," as the number of people that fall in this group is 4 or less.

(Administrative / Technical Staff)

Grouping in Presenting Distribution Condition	Number of staff members	Average Age	Quartile	Average	Quartile
			1st quartile		3rd quartile
	Number of people	Age	K Yen	K Yen	K Yen
Equivalent to director	10	51.1	10,665	14,102	18,500
	Number of people	Age	K Yen	K Yen	K Yen
Equivalent to manager	11	48.3	8,712	9,996	11,633
	Number of people	Age	K Yen	K Yen	K Yen
Equivalent to assistant manager	9	41.3	6,068	7,284	7,905
	Number of people	Age	K Yen	K Yen	K Yen
Equivalent to section chief	54	40.1	4,787	5,650	6,279
	Number of people	Age	K Yen	K Yen	K Yen
Staff	77	34.5	3,435	4,165	4,763

(3) Status of Each Job Classification (As of April 1, 2013) (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 (technical staff)	Staff (technical staff)
Number of People (Ratio)	23	people	people 1 4.30%	people 8 34.80%	people 3 13.00%	people 7 30.40%	people 2 8.70%	people 2 8.70%
Age (highest-lowest)		Age	Age	Age 52 ～ 39	Age 51 ～ 33	Age 44 ～ 34	Age -	Age -
Annual Salary excluding bonus (Max-Min)		K Yen	K Yen	K Yen 12,787 ～ 8,318	K Yen 6,521 ～ 5,600	K Yen 8,862 ～ 4,520	K Yen -	K Yen -
Total Annual Salary (Max-Min)		K Yen	K Yen	K Yen 12,787 ～ 8,318	K Yen 6,521 ～ 5,600	K Yen 8,862 ～ 4,520	K Yen -	K Yen -

Note: Information except number of people and ratio is not provided in case they are 2 or less people 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)	138	people 5 3.60%	people 4 2.90%	people 3 2.10%	people 6 4.30%	people 47 34.10%	people 46 33.30%	people 27 19.60%
Age (highest-lowest)		Age 60～54	Age 53 ～ 34	Age 57 ～ 39	Age 49 ～ 36	Age 54 ～ 29	Age 43～31	Age 63～23
Annual Salary excluding bonus (Max-Min)		K Yen 18,778 ～ 13,260	K Yen 12,605 ～ 9,259	K Yen 12,372 ～ 9,649	K Yen 11,078 ～ 5,888	K Yen 8,868 ～ 4,074	K Yen 6,370 ～ 3,182	K Yen 4,800 ～ 2,514
Total Annual Salary (Max-Min)		K Yen 18,778 ～ 13,260	K Yen 12,605 ～ 9,259	K Yen 12,372 ～ 9,649	K Yen 11,078 ～ 5,888	K Yen 8,868 ～ 4,074	K Yen 6,370 ～ 3,182	K Yen 4,800 ～ 2,514

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 (FY2012) (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 was adopted.

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

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

111.7

Note1: 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."

Note 2: Fixed-term employees are included to the employees who are subject to the calculation of Laspeyres index (salary comparative index) in addition to permanent employees since the salary system applicable to permanent and fixed-term employees is unified in FY2012.

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 : 111.7			
		Reference	Region basis	122.5
			Academic Career basis	109.9
			Region / Academic Career basis	122.0
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. [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 to 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.			
Verification of the Appropriateness of Salary Level	[Financial Expenditure from the Nation] Ratio of financial expenditure from the Nation in the total expenditure budget: 98.6% (Amount of financial expenditure from the Nation: 19,432 million yen, Total expenditure budget: 19,702 million yen (FY2012 Budget)) [Verification Result] Thought the salary level is exceeding that of government officials, OIST is making efforts in lowering the salary level while the number of employees are increasing in accordance with the expansion of the operation.			
	[Amount of Accumulated Deficit] Amount of accumulated deficit: 0 yen (FY2011 Account settlement) [Verification Result] N/A			
Measures to be Taken	As part of the efforts to reduce the salary level, we reviewed the salary schedules in fiscal 2010 and 2011 and reduced the level by 1.1%. We have also been suspending the salary raise since April 2012 and will continue for two year. At the same time, we have also hired mid-level and young employees as planned. As measures for the future reduction of salary level, 1) Hire mid-level and younger generation employees in a planned manner, and 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 than in FY2013.			

○Status of employees who are subject to the comparison

・Administrative & Research Administrator

①Total 161 employee: 23 Permanent Employees and 138 Fixed Term Employees in table "Payment Condition by Type of Work"

Average age of 161 employee: 38.7, average annual salary: 5,971 (K Yen)

III Comprehensive Personnel Expenses

Classification	Current FY (FY2012)	Previous FY (FY2011)	Comparison Increase or Decrease	
Total Salary and Compensation Payment Amount (A)	K Yen 2,965,884	K Yen 2,217,499	K Yen 748,385	(%) (33.7)
Retirement Allowance Payment Amount (B)	K Yen 23,098	K Yen 746	K Yen 22,352	(%) (2996.2)
Salary of Part-time Officers (C)	K Yen 50,268	K Yen 42,787	K Yen 7,481	(%) (17.5)
Benefit Package Expenses (D)	K Yen 284,925	K Yen 273,858	K Yen 11,067	(%) (4.0)
Personnel Expense in the most broad sense (A+B+C+D)	K Yen 3,324,175	K Yen 2,534,890	K Yen 789,285	(%) (31.1)

Note: The figures in the columns of "Previous FY (FY2011) are total of OIST PC (April 1, 2011, to Oct. 31, 2011) and OIST SC (Noveber 1, 2011 - Mar. 31, 2012) for year-to-year comparison.

Matters that serve as reference for the Comprehensive Personnel Expenses

With the opening of the OIST Graduate University in September 2012, staff has recruited with a focus on research units and research support division (73 staff at research units and 13 staff at research support division have increased from previous fiscal year) in order to develop necessary infrastructure. Accordingly, comprehensive personnel expenses have increased.

IV Other Items Deemed Necessary by the Institute

a. Based on the"Reduction of Retirement Allowance Levels of National Public Officials" (Cabinet Decision on August 7, 2012), retirement allowance level has been reduced according to the level of national public officers since April 1, 2013.

Employee Training FY2013

【Training Plan】

As of 2014.3.28

Operation Date	Training item	Contents	Eligible	Number of participants	Instructor/Company	Language	Training hour	Remarks
4/4	Business Manner Training for New Grads	Awareness as the member of society and learned basic business manner	New Grads Employees	3	Kiyomi Tamaki (Okinawa)	Japanese	6h	
6/4	【Open Seminar】 Cultural competency, working in a diverse workplace		All Employee	37	Visitor/Ian Mathieson	English	1h	
6/27	【English Workshop】 How to write a scientific paper		Faculty, Researcher, Student	60	Steven Aird （Language Section）	English	1.5h	
7/4～5	Feedback Seminar	Reconfirm Feedback method of the evaluation.	Evaluator	20	Bruce McLin （Talent Development ＆ Support Section）	Japanese English	1h	
8/2	【English Workshop】 Common English Errors for Japanese learner	Look at the typical errors made by Japanese learners, explain why they happen and how to correct them.	English learner	40	Kevin Hunt（Language Section）	English	1h	
8/13	Business Manner for middle age employees	Reconfirm and learn again business manner from the basics.	All Employee	13	PIECE. Communications (Okinawa)	Japanese	3h	
7/24～25 9/11～12	Microsoft Access（Basic Course）	Understand the concept of the database and five basic functions.	The person who wants to learn Access from the basics	30	Apros Computer (Okinawa)	Japanese	5h×2days	
8/27～28	Microsoft Excel（Intermediate to Advanced course）	Learn a new technique and applied technique capable of enhancing the efficiency data.	The person who wants to plan efficiency of the Excel	25		Japanese	5h×2days	
10/2 & 4	Microsoft Access（Advanced course）	To construct a database so as to control data incentively.	The person who wants to learn a database design	8		Japanese	5h×2days	
11/14	Microsoft PowerPoint	Making and editing of an effective presentation document	The person who wants to be improved made with a document	14		Japanese	5h×2days	
12/11～12	Microsoft Word（Intermediate to Advanced course）	Learn the skill that can conjugate by business	The person who wants to manage a Word more	18		Japanese	5h×2days	
11/22	【English Workshop】 How to write a scientific paper		Faculty, Researcher, Student	46	Steven Aird（Language Section）	English	1.5h	
10/29	Business Manner follow up Training	Look back on a basic skill and clear what comes to be made or what is not made.	The person who attended of New Grads Training in April.	5	Kiyomi Tamaki (Okinawa)	Japanese	4h	
11/28	Japanese Business Culture Knowledge	Learn the elements of Japanese communication and core concepts to understanding Japanese business culture	Non-Japanese applicant	9	Kaigai Jinzai Net（Aichi）	English	5h	
12/6	【English Workshop】 Common English Errors for Japanese learner Part II	Look at the typical errors made by Japanese learners, explain why they happen and how to correct them.	English learner	14	Kevin Hunt（Language Section）	English	1h	
12/17	Illustrator (Basic course）		The person who wants to learn Illustrator from the basics	17	Training Mixstyle (Osaka)	Japanese	6h	
12/18	Photoshop（Basic course）		The person who wants to learn Photoshop from the basics	14		Japanese	6h	
1/28	Illustrator (Applied course）		The person who has basic knowledge of Illustrator or who took basic class.	10		Japanese	6h	
1/29	Photoshop（Applied course）		The person who has basic knowledge of Photoshop or who took basic course.	13		Japanese	6h	
1/30	Illustrator&Photoshop (Practical course)		The person who took basic course, and wants to make practical flier.	7		Japanese	6h	
2/13	Stress Management Training	Look at what stress is, how to recognize and cope it divided into the staff and manager.	80 applicant	83	TELL (Tokyo)	Japanese English	2h	
2/17	Driving information for Non-Japanese driver	Learn more about Japanese traffic regulations, driving available OIST auto-related services.	Non-Japanese applicant	10	Okinawa Traffic Safety Association (Okinawa)	Japanese (with interpreter)	1h	
2/18	Japanese Tax Filing Seminar FY2014	Learn the method of tax filing and confirm this year's points.	Applicant	23	Nakachi Certified Public Tax Accountants' Office (Tokyo) Okinawa Congre（Interpriter）	Japanese English	1.5h	
3/21	Intercultural Communication Seminar	Understand own ways of thinking, behavior patterns, and communication styles.	14 applicant	14	Link Global Solution Inc. (Tokyo)	English (Japanese)	5.5h	Pilot Training
July to March（twice a month）	CPR/AED Training	Learning about CPR, how to use AED, and first-aid emergency procedures.	One to three employee depending on the size of unit or section.	74	Nomachi/Someya （Health Center）	Japanese English	7h	
				607				

Training sessions/seminars conducted in FY2013

【Research Safety】

Seminar/Meeting/Course	# of Training	# of participants
General Orientation	Online Program	212
Special Orientation	Online Program	144
Principles and Basic knowledge for the Safe Conduct of Experiments	Online Program	128
Chemical Materials	Online Program	64
Waste	Online Program	127
Biosafety	Online Program	83
Security Export Control	Online Program	100
Laser safety	Online Program	14
Human Subject Research	Online Program	10
Update session on overall research safety	Online Program	139

Seminar/Meeting/Course	Participants	# of participants
Safety seminar	Venders	70
Training for human subject research review	Human subjects research review committee members	11
Statutory training for radiation safety	Radiation workers	34
Laser safety seminar	Concerned employees	59
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	30

【DNA Sequencing 】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
Brief training session for a new DNA shearing instrument	Researchers	10

【Scientific Computing 】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
MATLAB Seminar (By MathWorks)	researchers, admin staff, students	11
LabVIEW Seminar (By National Instruments)	researchers, admin staff, students	11
Introduction to Linux (By Ivan Raikov, De Schutter Unit)	researchers, admin staff, students	13
Intel Xeon Phi Coprocessor Introduction (By Intel)	researchers, admin staff, students	14
Nvidia/CUDA Seminar (By Mathieu Taillefumier, Shannon Unit)	researchers, admin staff, students	7

【Animal Resources】

Seminar/Meeting/Course (# of sessions)	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
Orientation for conducting animal experiment (11)	Researchers and students	31
Orientation for entrance animal facilities (4)	Admin staff	18
Training for animal handling, dosing, blood sampling and perfusion (9)	Researchers and students	8
MRI Operation Training (3)	Researchers	15

【Biology Resources】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
Training: NMR (BRS)	Researchers	7
Training: Cryomicrotome (Leica)	Researchers	3
Training: Upgraded microarray scanner (Agilent)	Researchers	1
Technical Seminar: "omics" -based Analysis (Waters)	Researchers	7
Training: UV laser irradiation system introduction (Olympus)	Researchers	4
Training: X-ray 3D microscope (Zeiss)	Researchers	12
Training: Super resolution microscope (Nikon)	Researchers	6
Training: Confocal microscope (Zeiss)	Researchers	4
Technical seminars and demonstrations (15 meetings)	Researchers	Approx. 240

【Sponsored Research】

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
Explanatory Session on Research Grants from JST	Researchers	21
FY 2013 Briefing Session for JST Strategic Basic Research Programs (CREST, PRESTO)	Researchers	39
KAKENHI Rules and procedures for grant use	Researchers, Admin. staff	57
KAKENHI Introductory Seminar	Researchers	34
KAKENHI Seminar for Applicants	Researchers	43
ERATO Sato Live Bio-Forecasting Project (JST/ATR)	Researchers	10

【Physics Resources】

Seminar/Meeting/Course (Number of sessions)	Participants (e.g. admin staff, researchers, vendors etc.)	# of participants
E-beam lithography system user training (4)	Researchers	4
Atomic Layer Deposition system user training (2)	Researchers	2
Vacuum drying Oven user training (2)	Researchers	2
Wire Bonder user training (3)	Researchers	3
E-beam Evaporator user training (9)	Researchers	9
Maskless UV lithography system user training (5)	Researchers	5
Dicer user training (4)	Researchers	14
Plasma cleaner user training (2)	Researchers	2
4-point-probe system user training (2)	Researchers	2
Surface Profiler user training (3)	Researchers	3
3D printer user training (7)	Researchers	11
Raman spectrometer user training (2)	Researchers	2
Sputter deposition system user training (4)	Researchers	4
Inductively coupled plasma etch user training (2)	Researchers	9
Probe station user training (1)	Researchers	11
Scanning electron microscope user training (9)	Researchers	48
EDAX user training (1)	Researchers	14
X-ray diffractometer user training (2)	Researchers	12
X-ray photoelectron spectroscopy user training (5)	Researchers	16

E-shop soldering station user training (2)	Researchers	2
Spot welder user training (1)	Researchers	1
Accelerometer user training (1)	Researchers	1
Machine shop user training (8)	Researchers	30
Technical seminars and demonstrations (2 meetings)	Researchers	32

Attachment #15-1

Report on FY2013 Competitive funds applications / H25競争的資金申請件数

	Number of applications submitted in FY2013 申請件数（平成25年度）	Number of applications submitted by foreign researchers 外国人研究者の申請件数	Number of awards 採択件数	Success rate (Excluding the pending results) 採択率	Number of awards by foreign researchers 外国人研究者の採択件数	Notes 備考
KAKENHI 科研費	84	25	22	27.1%	5	3 pending
MEXT 文部科学省	1	0	1	100.0%	0	COI collaborator
JST 科学技術振興機構	9	3	0	0.0%	0	1 pending
JSPS 日本学術振興会	17	16	1	7.1%	1	3 pending
OPG Programs						
Private Foundation 私立財団	10	2	5	100.0%	1	5 pending
Overseas 海外	2	1	0	-	0	2 pending
Total 合計	123	47	29	26.6%	7	14 pending in total

*As of April 1, 2014. Some results are not yet announced.
平成26年4月1日現在のデータ（まだ結果が出ていない申請あり）。
**The number of applications includes proposals as Co-PIs.
上記の申請件数には、複数の教員による共同でのproposalが含まれる。
***The report covers the applications submitted by/via Sponsored Research Section and does not include ones submitted by/via Business Development Section.
本報告は、外部資金セクションによる/経由の申請を含み、事業開発セクションによる/経由の申請は含まない。

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)
科研費/Kakenhi	3,800,000	10,293,000	17,225,000	58,923,142	68,281,464	160,041,305	185,570,000	168,017,777
受託研究/Sponsored Research	0	0	0	16,200,000	42,751,000	110,261,800	151,397,660	133,566,955
その他補助金/Other Subsidy	0	0	0	0	0	0	19,120,000	39,161,300
共同研究/Joint Research	0	28,500,000	8,268,750	8,357,625	8,000,000	6,500,000	9,781,000	8,190,000
民間・財団等/Private or Foundations etc.	0	0	0	162,000	0	23,969,000	19,720,574	35,811,969
寄附金/Donation	0	0	0	0	0	10,822,000	14,793,155	8,353,825
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