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Fiscal Year 2012 Business Report

From: April 1, 2012
To: March 31, 2013

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
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, 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, 2013)

Faculty members: 46
Employees (incl. researchers): 495

(4) History

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

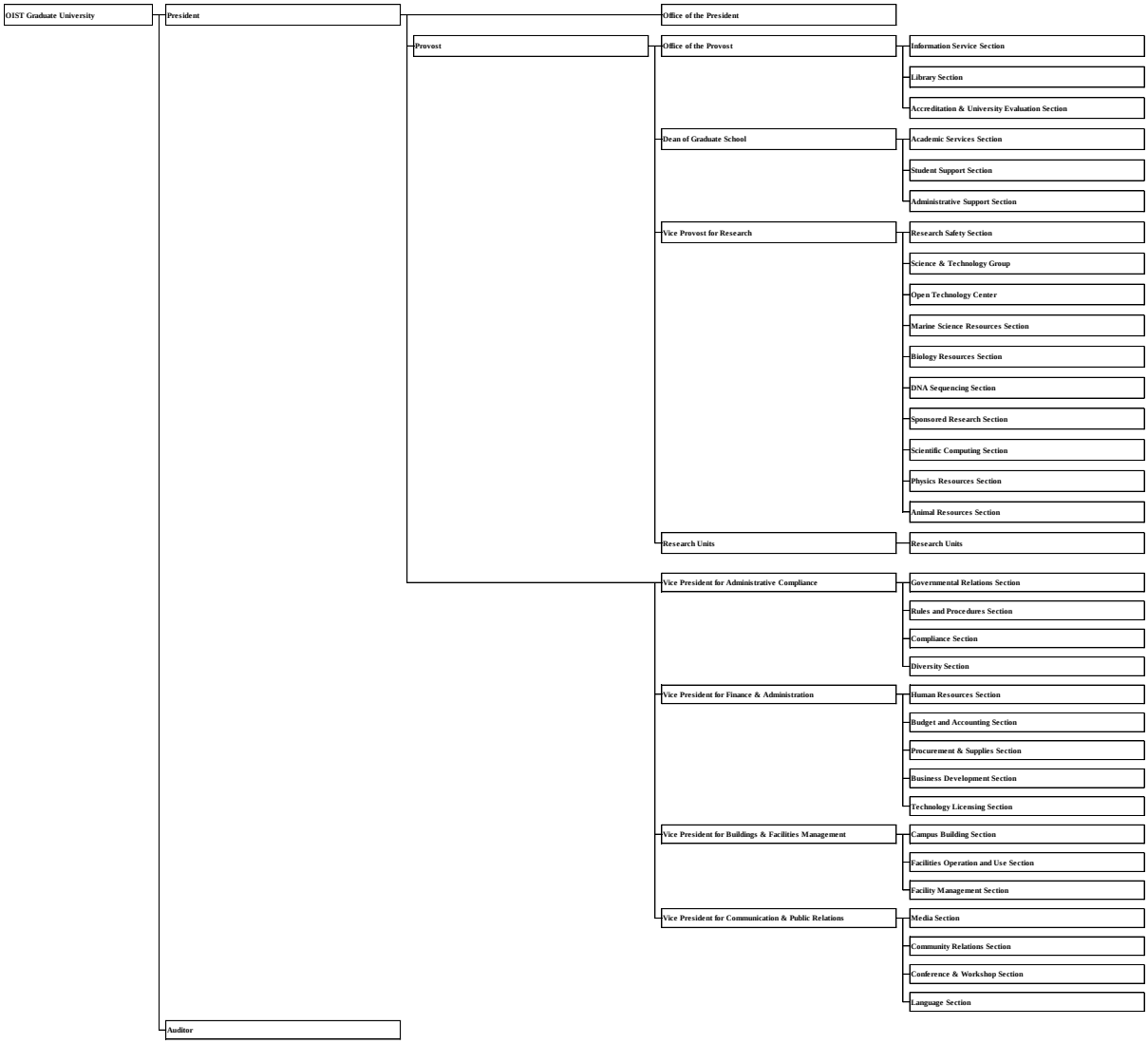
(5) Basis law for the establishment

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, 2013)



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, 2013)

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 2015	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	Osamu Kubota	From Nov. 1 2011 To Oct. 31 2014	1984	Entered the Prime Minister's Office
			2007	Director for General Affairs Div., Okinawa General Bureau, Cabinet Office
			2008	Director for Gender Equality Bureau, Cabinet Office
			2009	Director for Public Relations Office, Cabinet Office
			2010	Director for Northern Territories Affairs Administration, Cabinet Office
			2011 Sept.	Auditor, OIST PC
			2011 Nov.	Auditor, OIST SC
Auditor	Koji Matsuda	From Nov. 1 2011 To Oct. 31 2014	1997	Director, The Okinawa Development Finance Corporation (ODFC)
			2001	Deputy Governor, ODFC
			2005	Governor, ODFC
			2009	Resigned Governor, ODFC
			2011 Sept.	Auditor, OIST PC
			2011 Nov.	Auditor, OIST SC

(2) Members of Governors (as of 31 March, 2013)

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

		2009	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 Oct. 31 2016	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 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	1976	Ph.D. (Experimental Particle Physics), University of California, Irvine
		1989	Professor, Stanford Linear Accelerator Center, Stanford University

	Oct 31 2016	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	1967	M.D., Medical School, University of Tokyo
		1990	Professor, Department of Neurology, University of Tsukuba
		1996	Science Advisor, MEXT

	2014	1997	Director, University of Tokyo Hospital
		2003	President, National Center of Neurology and Psychiatry, Japan
		2006	President, Science Council of Japan
		2007	Member, Board of Governors, OIST PC
			President emeritus, National Center of Neurology and Psychiatry
			Vice President and Professor, International University of Health and Welfare Graduate School, Japan
		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
		2006	Member of Education Reform Panel
		2007	President of National University Association
		2009	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 Nov.	Member, Board of Governors, OIST SC
		2012	Distinguished Professor, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
		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

Yuan Tseh Lee	From Nov. 1 2011 To Oct. 31 2014	1965	Ph.D. Department of Chemistry, University of California, Berkeley
		1973	Professor of Chemistry, The James Franck Institute and Department of Chemistry, University of Chicago
		1974	Professor of Chemistry, Department of Chemistry, University of California, Berkeley Principal Investigator, Chemical Sciences Division, Lawrence Berkeley National Laboratory
		1986	Nobel Prize in Chemistry
		1991	Member, President's Advisory Board, Hong Kong University of Science and Technology, Hong Kong University Professor, University of California, California
		1993	Chairman, Visiting Committee, Department of Chemistry, Harvard University, USA
		1994	President, Academia Sinica, Taipei, Taiwan Chairman, Educational Reform Council, Executive Yuan, Taipei, Taiwan
		2005	Member, International Advisory Board of Nagoya University
		2006	Member, Advisory Committee of Development Plan for World Class Universities and Research Centers of Excellence, Ministry of Education, Taipei, Taiwan
		2007	Member, Board of Governors, OIST PC
		2009	Establishing Member of OIST SC
		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)
		2011 Nov.	Member, Board of Governors, OIST SC
Martin Rees	From Nov. 1 2011 To Oct. 31 2014	1967	Ph.D., Cambridge
		1972	Professor, Sussex University
		1973	Plumian Professor of Astronomy and Experimental Philosophy, Cambridge University
		1977	Director, Institute of Astronomy
		1998	Visiting Professor, Institute for Advanced Study, Princeton
		2004	Master of Trinity College, Cambridge
		2005	President, Royal Society
		2008	Member, Board of Governors, OIST PC
		2011 Nov.	Member, Board of Governors, OIST SC
Hiroko Sho	From Nov. 1 2011 To Oct. 31 2014	1982	Doctor of Agriculture, Kyushu University
		1972	Professor at the Faculty of Education, the University of the Ryukyus
		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 Nov.	Member, Board of Governors, OIST SC
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	Establishing Member of OIST SC
		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

		2011 Nov.	Institute of Fisheries Science, Fisheries Research Agency Member, Board of Governors, OIST SC

(3) Members of Councilors (as of 31 March, 2013)

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
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	Vice 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	Director, RIKEN Research Cluster for Innovation
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 The director of the Broad Institute's Stanley Center for Psychiatric Research
Tisato Kajiyama	From Nov. 1 2011 To Oct. 31 2014	Board Chairman and President, Fukuoka Women's University Former president, Kyushu University

Koichi Kitazawa	From Nov. 1 2011 To Oct. 31 2014	Councilor to the president , Japan Science and Technology Agency
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 Specially appointed professor, Meiji University
Ann Miura-Ko	From Nov. 1 2011 To Oct. 31 2014	Co-founding partner, Floodgate
Kazuo Nakasuji	From May 24 2012 To Oct. 31 2014	Principal, Okinawa AMICUS International Chairman, Okinawa Committee for UNESCO
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 Chair, Okinawa Promotion and Development Council
* Hiroko Sho	From Nov. 1 2011 To Oct. 31 2014	Director, Okinawa Science and Technology Promotion Center Director, Okinawa International University
Shigemitsu Shokita	From Nov. 1 2011 To Oct. 31 2014	Board of Councilor of the 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	Publishing Director, Publishing Group, Nature CEO, Nature Asia Pacific (located in Tokyo)
Keisuke Taira	From Nov. 1 2011 To Oct. 31 2014	Advisor, the University of Ryukyus (Former Vice President)
Kurayoshi Takara	From Nov. 1 2011 To Oct. 31 2014	Professor of the University of 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	Co-chair of the Okinawa Association of Corporate Executives Chairman, the Okinawa Electric Power Company
Yoshiyuki Uehara	From Nov. 1 2011 To Oct. 31 2014	Vice Governor of Okinawa Prefecture
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 Academic Advisor, 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

*Who are also Governors.

II. Status of business implementation

See the attachment “FY2012 Performance Report.”

FY2012 Performance Report of OIST School Corporation

2013.05.15

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
	Chapter 1 Education & Research **1.1 Ph.D. Program**			
1	OIST Graduate University will launch its 5-year integrated Ph.D. program from September 2012. We will take all possible measures to ensure that the first 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, taking the matters pointed out in the accreditation assessment into account, and submit an application of additional faculty to MEXT in June 2012. ・Prepare the programs for Professional Development for students including training that focuses on group activities and presentation skills. ・Launch 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 first semester will be published on the OIST website by the end of April. ・Organize the committees for the curriculum and progression to thesis research. ・Provide the opportunities of taking programs to learn English and Japanese communication in laboratories and/or other practical skills to the incoming students.	・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.	・We have continued to develop the curriculum to include courses taught by newly recruited faculty. Total seven new or revised courses submitted and all changes approved. o A306 Neuroethology, Prof Yasaki-Sugiyama o A307 Molecular Oncology and Cell Signaling, Prof Yamamoto o B14 Theoretical and Applied Solid Mechanics, Prof Gioia o B13 Theoretical and Applied Fluid Mechanics, Prof Chakraboty o A208 Bioorganic Chemistry, Prof Tanaka o B12 Statistical Physics, Prof Shannon o PD1 Professional Development, Prof Wickens ・We have provided 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. ・We have launched the customized Ph.D. program, including pre-thesis research training and laboratory rotations and assignment of an Academic Mentor for each student. Each student has been appointed an Academic mentor. Mentors have advised students on course selection and rotations. All students have been assigned to three rotations and planned their program of studies in a flexible manner. ・To facilitate course planning and changes by students, the list of courses and syllabus of each course is published on the OIST website. ・The committees for the curriculum and progression to thesis research are being established. Work on the curriculum has been guided by a Working Group for the Academic Program, including the introduction of courses by new faculty in Physics, Chemistry and Life Sciences. The terms of reference for the Curriculum and Examinations committee are currently being discussed by the faculty. ・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. Two Japanese students enrolled in 2-month UCSD English language course together with Lab placement at UCSD to raise English skill level, and three other students enrolled in Lab placement at OIST in the early enrollment period. Continuing English and Japanese language classes offered at OIST were well attended by OIST PhD students through the Academic year.
		(Educational Environment) ・Enhance collaborative relationships with other universities by developing exchange agreements concerning interns, course credits, TA opportunities, and other exchange opportunities. ・Develop student record systems for monitoring of student progress, grades and completions. ・Establish teaching support systems to manage laboratory preparations, teaching materials, lecture and tutorial rooms, AV support, computer labs, and liaison between teaching faculty and academic services section.		・Exchange agreements with other universities developed over FY2012 include agreements renewed or newly signed with universities in Japan in general and Okinawa in particular, and with overseas universities where a special relationship is necessary. An emphasis has been placed on appropriate and meaningful connections that benefit OIST, rather than on the absolute number of agreements. ・A student record system for monitoring student progress has been developed with secure storage and backup. Interfaces to the database are being refined to meet the needs of different categories of users. Feedback on student progress, grades and completion has been reported to faculty, mentors, and students. ・Teaching support activities conducted by the Academic Services Section to support teaching, included the successful installation and use of the Sakai learning management system, adopted for all course delivery. Computing support for students includes the provision of personal laptop computer for each student, with necessary software for science productivity and for research activities. Lecture and tutorial rooms have been developed and enhanced with appropriate whiteboards and blackboards, furniture, and AV equipment. Complete teaching laboratory with facilities for teaching in a range of disciplines for up to 30 students has been constructed and outfitted and is now in use.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
		(Student Support) ・Set up and implement the orientation programs for the incoming students. ・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 includes tuition fees and Research Assistantship etc. Proper work flows should be established through cooperation among the related administrative sections such as Student Support, HR, and Budget and Accounting. ・Continue to collect and provide information of external scholarship opportunities to the students. ・Consider measures to support career development of students and implement the plan in steps: the support will include 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. ・Establish student support services (counseling and welfare) to provide medical, physical and psychological support to students and general welfare activities to promote a positive social and psychological environment for students.		・We have set up and implemented an 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 prepared and obtained the necessary approvals for a support package that includes tuition fees, a Research Assistantship providing support for living costs, excellent on-campus accommodation in single or shared apartments. To coordinate work flows and increase cooperation among related administrative sections such as Student Support, HR, Budget and Accounting, Facilities and Housing and Compliance, we established the Administrative Support to Student Task Force, which produced a work flow manual for this new process. The Graduate School Handbook was incorporated into the Policies, Rules and Procedures for the Graduate University. ・34 students in total moved to OIST successfully and enrolled. Almost all students staying at OIST campus housing (one exception has a mobility impaired spouse and will move to OIST once suitable accommodation is built, currently under construction). ・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. However, the first class of students is still on rotations. Therefore, it is necessary to wait until students have commenced their thesis projects in order to have strong applications. To test this further four scholarship applications were submitted by students with advanced ideas concerning thesis projects (2 x JSPS DC1, 2 x Honjo Scholarship). None were successful. Name of foundation / Applications / Awardees / Amount / Duration JSPS DC1 fellowship/ 2 (non-Japanese) / 0 / 200,000 yen/month / 3 years Honjo International Scholarship Foundation / 2 (Japanese) / 0 / 150,000 ~ 200,000 yen/month / 1 ~5 years ・Activities towards creating Career Center are taken, including obtaining approval to recruit a Career Adviser/ Professional Development Counsellor to promote networking with leaders of universities and research institutions in Japan and around the world, provide information concerning post-doctoral and other job opportunities, and support entrepreneurial activities including internships in companies where appropriate. ・TA opportunities for OIST students at other universities in Okinawa were explored and will be developed further as the OIST students' progress further into their research career. ・A committee has been created to establish a clinic and student support services providing mental health and medical support. The project has been considered from OIST employee and students perspective. The proposal incorporating cost estimation of creating the clinic and support system has been submitted to the President. Recruiting and hiring a counselor to open the clinic is in progress.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
2	We will 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 year appropriately. Reflect the results of the analysis in the updated procedures and implement them effectively in a planned manner. ・ Conduct the student recruitment activities globally to attract the highest caliber graduate students for the second intake of students arriving in September 2013 as follows: - The number recruited: 20 students - Admission period: June – August 2012 - Major recruitment activities: Contact candidates by website, email, domestic and international university visits, hosting booths at academic meetings, etc.		・We reviewed student recruitment and admission activities. We wish to recruit greater numbers of Japanese students, increase the proportion of female students, and recruit from geographical regions that are under-represented such as Eastern Europe. ・We have appointed a bilingual staff member dedicated full-time to student recruitment activity and collaborated with the OIST Communications division to develop a recruiting strategy. ・We identified a need for more awareness among Japanese students, and have increased activities in that area, with more frequent information sessions across Japan, a successful Undergraduate Poster Competition held in March 18 and 19, targeting Japanese students close to finishing, and now a series of Science Café information sessions in conjunction with the careers advice company, Leave a Nest. (Osaka April 20, Tokyo April 28). ・We have increased advertising with targeted video and still advertising in Tokyo on the JR Yamanote and metro lines, and continued print advertising in Japanese language science magazines such as Nikkei, Nature, and Scientific American (Japan). ・Our international and domestic awareness and information sessions continued in 2012 for the 2013 intake. The most productive (in terms of actual applicants citing the way they noticed OIST) was from supervisors or advisors seeing us at conferences, students themselves seeing us at conferences with student poster presentations, or visits and information session to universities of interest (identifying the top universities in an area and then visiting them: tours to Boston area in early 2013, and to California region in November 2012). ・A total of 34 students were admitted as the first class of students in September 2012. (5 Japanese). ・The total number of applications considered for entry to 2013 at the time of writing (April 12, 2013) is 257. Applications for admission are still open. Of applications received to date 42 shortlisted students have been interviewed and 32 students have been offered admission. ・Currently there are more applicants this year than last year. We are still accepting applications for 2013 intake so that we do not yet know the total number. The quality of the students again meets the criteria that we need to meet the goals of OIST. There are outstanding Japanese applicants in the pool. We are seen as an attractive option in the international pool of universities competing for these outstanding students. We will have another workshop in June that as in last year will cover both additional candidates for 2013 and new candidates for 2014. We believe that we should be able to recruit a group of the size and quality that we need for the second year.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
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.	(Promotion of cross-disciplinary research) ・Promote cutting-edge research in cross-disciplinary fields such as next-generation energy, marine science, imaging, and health, with the FY2012 budget to be funded through the special framework (Okinawa Promotion Education and Research Project). (See Attachment #1-1 for the list of research units as of February 2012 and Attachment #1-2 for the major scientific areas of research.) ・Continue to promote interactions and collaborations between researchers in different fields through internal seminars, researchers' retreat, and other occasions. (Research Support) ・Recruit experienced technical staff, especially in physical science, to provide high quality research support, including support for use of the compact light source to be purchased with the previous fiscal year's special framework budget. ・In April 2012, establish the Marine Sciences Resource Section in charge of management of the Okinawa Coastal Ocean Observing System, which is also funded by the previous fiscal year's special framework budget, and coordination within the University and with other institutions interested in the equipment, with an aim of promoting international partnerships concerning marine research. ・Create common resource spaces in Laboratory 2, as those of Laboratory 1, to promote exchange and collaboration among researchers and achieve optimized use of research resources. ・OIST Open Technology Center will introduce unified equipment/service scheduling, booking, and cost charging system for fair and efficient use of common research resources. In addition, it will facilitate the use of OIST's research facilities by external researchers including those of industry based on appropriate policies. ・Relocate the genome sequencing center to the main campus from the rental facility in Uruma in around August 2012 and start its operation on the campus: this will benefit OIST by increasing efficiency in research activities and enhancing the interaction with other research functions.	・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	・Ten new faculty were brought into the OIST research program, settled in laboratory space, outfitted with necessary facilities, assisted with hiring research staff, and settled in the Okinawa community. ・Laboratory 2 was brought into operation with new shared physics and life sciences facilities. ・The opening of the Graduate School academic program, the arrival of the first class of students, and the introduction of student laboratory rotations have greatly expanded the breadth and expertise of the OIST scientific research program and offers new opportunities for interactions among the units. Number of researchers (# of people) (Remarks) The above number does not include the number of assistants, etc. of each research unit. The number shown in the parentheses is of non-Japanese researchers. ・Cross-disciplinary programs in marine science, new sources of energy, imaging and health were implemented both with the funding from the special framework (Okinawa Promotion Education and Research Project) and OIST subsidy funding. These included new ocean observation systems in coral, open ocean, and thermal vent communities; solar cells that are more efficient and cheaper; new ocean-current-turbine generators; new cryogenic electron microscopic analysis; genomic and expression analysis of Okinawa coral species; and systems biology. ・Research unit presentations, faculty seminars, research and instrumentation training sessions, a weekly afternoon tea, informal meals and receptions with visiting speakers proved a rich environment for meeting and interacting with faculty and researchers in other units. • New section leaders with wide experiences were recruited for Physics Resrouces and Sponsored Research Sections. Technical staff with specialized experiences were also recruited for Physics, Biology, and Animal Resources sections. ・The Marine Sciences Resource Section was established to assist in management of the Okinawa Coastal Ocean Observing System. OIST is taking delivery from Woods Hole Oceanographic Institution of the remaining components of the system, which will be installed in collaboration with the Churaumi Aquarium. • A common clean room and a physics equipment room were created in Lab 2 level A, such that users meet regularly for their use, sharing of expertises, and discussions of the management. Common spaces are also created in Level C for biology and chemistry common resources. • Open Technology Center prepared the rules and workflows for traning, booking, and cost charging. The princple of cost charging for internal, external academic, and external industry users were considered at Common Resource Advisory Commitee and among the executve members. * Open Technology Center organized a symposium with local industry leaders to grasp the needs for advanced equipment use by food, agriculture, fishery, and other industries.There were two cases of analyses for trial uses, and several requests are expected in FY2013 under appropriate cost-charging mechanism. • The Research Equipment Database (RED) was created by the initiative of Biology Resources Section and it was liked to a new web-based booking system in cooperation of Information Services Section. • DNA Sequencing Section is fully up and running in the main campus with additional equipment to improve the efficiency of the workflow including sample preparation.Communication between the users and section staff were improved and the user units increased from 8 to 12. A new sequencer (MiSeq) was introduced in Lab 2, which is maintained by the section staff but operated by users themselfves for timely use.

	Mar. 31, 2012 (FY2011)	Mar. 31, 2013 (FY2012)	Number of Increased / Decreased
Faculty	45（29）	46 (31)	1 (2)
Group Leader	12 (2)	17 (5)	5 (3)
Researcher	89 (45)	137 (84)	48 (39)
Graduate Student Research Assistant	8 (5)	16 (13)	8 (8)
Technician	45 (15)	58 (23)	13 (8)
Total	199 (96)	274 (156)	75 (60)

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
		(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 the research evaluation system described below. ・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.		・In cooperation with the Communications and Public Relations Division, new publications in leading journals and conference proceedings were featured on the OIST internet home page and on several occasions were shared with professional news outlets via press releases and press conferences. ・Major press conferences were held 2 in Tokyo and one in Okinawa for the editorial writers of the leading Japanese newspapers.11 press releases dealing with research at OIST were sent out.39 web articles were published. Press announcements were made 36 times. OIST has an outstanding Web site. It is the only fully bilingual university website in Japan. ・Number of unique visitors (a very significant increase): FY2011: 272,173 FY2012: 754,630 ・There was a great increase in visitors accessing the website from Japan, Taiwan, and China. Approximately 81% of our Unique Visitors are accessing from Japan.
		(Research Evaluation) ・Review research projects 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 FY2012, evaluation of 7 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.		・Panels of outstanding external reviewers will complete evaluation of 7 units for promotion and/or renewal. ・Standards for the publication of the review results that respect the need for confidentiality of the process are being developed and will be used to provide public reports of the reviews.
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. We will make necessary preparations for the next round of faculty search to widen the foundation for cross-disciplinary research. At least half of the faculty should be non-Japanese.	・Develop strategies for enhancing education and research programs of the university and present it to the Board of Governors for its discussion: The efforts to create a faculty development plan will be continued in order to identify the scientific areas that will provide the maximum strategic opportunities to OIST Graduate University and determine the feasible number of positions and timing for future recruitment, taking the status of campus development into account. The plan will be developed by the President and Provost in consultation with the current faculty, taking the matters pointed out at the accreditation assessment into account.	-	・After consultation with the BOG and Faculty Assembly, a plan for new faculty searches for two positions in chemistry, two positions in marine science, and one position in mathematics/statics have been developed and implemented. ・Search committees in each area will advertise for, interview, and, if appropriate candidates exist, recommend them for consideration. A standard application format will be used with review and on site interviews. The same standards as before will be used for excellence in the international and Japanese research communities.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
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 (about 8 international courses/workshops are to be held in FY2012.) In addition, actively support workshops/conferences by external institutes held at OIST. ・Design and host new summer and winter residential courses for undergraduate students in appropriate subjects such as physics, cell biology, and neuroscience. ・Continue to implement the long-term and short-term student programs developed by OIST PC, 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	・Currently there is growing interest in internships at OIST with a total of 113 applications received in FY 2012, and 31 interns accepted and hosted in laboratories at OIST. This includes a summer program taking 12 research interns from Harvard and Oxford University to OIST for a period of 10 to 12 weeks in June to August. This raised the profile of OIST at top universities internationally, and exposed talented undergraduates and potential PhD applicants to the environment and facilities at OIST. • Research Safety Section took an initiative in applying and running the CITI-Japan project, funded by MEXT, to create on-line training materials on research safety and ethics at the global standard. ・Students from various domestic and foreign universities has been accepted based on two programs: Special Research Student (from universities with which OIST concluded cooperation agreements) and Research Intern (Internship program, less than 6 months) ・Special Research Student: 23 (incl. 10 students continuing their research from previous year) Research Intern: 31 students has been accepted of 113 applications ・Total Attendee of the OIST funded workshops in FY2012: 428 Total Foreign Attendeeof the OIST funded workshops in FY2012: 321

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
6	**1.5 Collaboration with Industry** OIST Graduate University will endeavor to advance research results to the market and thus to enrich the society. In 2011, OIST established its first collaborative agreement with industry. 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. ・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 to be held in March 2012. Communicate with industry on OIST's research profiles to match industry needs with OIST research results through various opportunities, including industrial events/conferences such as BioJapan 2012 in October. ・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) ・Consider an internship program with high potential researchers in industry. ・Continue the existing three collaborative research projects with venture firms and academic institutions in Okinawa under the "Collaborative Research Project toward Developing Intellectual Cluster" funded by OPG, including research on biological resources of Okinawa. In addition, contribute to academic meetings and symposiums under the project. (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. (R&D Cluster Development) ・Monitor 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.	・Number of collaborative projects with companies (collaboration agreements, joint research projects, commercialization of intellectual property, etc.)	• Collaboration agreements and joint research contracts with 16 companies (of which local companies are 7 (new 6, on-going 1) and research funding from two private foundations were realized. Agreement with Shionogi was executed and results have been judged very positively by the Company researchers. The second agreement is under preparation. ・OIST participated in BioJapan for the second time and coorganised 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. These contacts are followed by exploration of research collaborations. • Open Technology Center supported the application to the International Intellectual Cluster program by OPG by bringing together OIST researchers and other academic and industrial parties regarding the R&D of slow-digestive rice. ・A new patent application scheme has been designed that has allowed faster international protection in order to not impede researchers ability to communicate as soon as possible after their invention disclosure. Three very reliable external patent offices (Cambridge KT Ltd. in UK, Chen Yoshimura LLP in USA, Tsukuni & Associates in Japan) were identified to execute the evaluation and patent application. Two IP Seminars by Prof. Kouzou Kubo from NAIST in June 2012 and by Dr. Akiko Kobayashi from Lambent IP in USA in March 2013 were organized where all OIST Researchers were invited. Dr. David Secher from Cambridge KT Ltd, an international expert in technology transfer closely affiliated with University of Cambridge TLO was invited to discuss on OIST IP policy with OIST executives and Professors. ・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. This Committee includes external experts that are bound by a Non Disclosure Agreement and help making a decision on the opportunity to patent or not. The evaluation committee was held 14 times on 16 inventions and 2 business plans. ・The section "Business Development and Technology Licensing" focuses on identifying new business or IP opportunities from OIST research. IT has introduced three new ventures projects in a competition for funding support in a new program from MEXT (START). Two projects were awarded and one is still under consideration. ・For the development of R&D cluster, the dialog has been intensified with the relevant sections of OPG including the new business development section. OIST is member of a steering committee including other stakeholders from Okinawa for a study sponsored by OPG aiming at providing further guidelines and recommendation for the development of the R&D Cluster, largely based upon the conclusion of the second R&D Cluster Workshop held in OIST in March 2012. The report will be released on early FY2013.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
	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 FY2011 will be reported and evaluated. In addition, medium-term strategies for future development will be discussed in the meeting (See 1.3). ・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 and BOC meetings were held in May, October and February. In the BOG meeting in May, the performance and achievements of FY2011 were reported and evaluated. Key issues were discussed in detail by both the BOG and BOC. Examples include: New Faculty hiring (May meeting), and technology development and transfer (October meeting) that were discussed in detail in combined sessions that included all the relevant sub-committees of both the BOG and BOC. ・A web or telephone conference system continued to be utilized for the BOG and BOC meetings to enhance efficiency as well as promote active participation of governors and councilors who were in distant locations. ・The CEO/President continued to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the business plan. ・Auditors conducted a total of 3 periodical audit, in Sep 2012, Jan 2013 and April 2013, on all aspects of business operations. A report was prepared after each audit on the result and explained to the President. At the same time, it was informed to all the concerning VPs and recommended improvements of business operations. ・Auditors' Audit Report for FY2012 will be submitted to BOG and BOC in May. ・Aside from the periodical audit activities, while participating in VPAC's weekly meetings, the Auditors gathered information on the business operation from the President, Provost, and other VPs when necessary to gain better understanding of the management condition of this University.
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.	・Continue to strengthen the functions necessary for accepting students and expanding research activities, such as academic service and research support functions, and build appropriate organizational structures to cope with the increasing use of information technology while ensuring information security. On an organizational change or establishing a new position in the organization, clarify the roles and responsibilities of the new organization or positions. (See Attachment #2 for the organization chart as of February 2012.) ・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 started in January 2012.	-	・Support for efficient and effective review of student applications, implementation of a system for managing academic courses, and monitoring student performance were implemented. This included an online evaluation system for accepting and reviewing applications, a full academic management system ("Sakai"). Major restructuring of university IT was implemented. A Chief Information Officer position was established, an Information Services Support Section for general research and administrative IT was established, and the Scientific Computing Section in the Research Support Division was strengthened with new staff with additional high speed networking and programing experience. The Scientific Computing Committee membership was renewed and The Information Services Section was strengthened with new hires in networking, helpdesk, and server maintenance. An IT Service and Support Committee was established with broad representation of organizational elements. The networking, email, data storage, internet access all underwent major upgrades to provide greater functionality, reliability and security. These developments are reflected in the updated organization chart. ・OIST continued to hold regular 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. ・Maintained close communication with CAO by submitting the monthly budget execution report, by preparing and implementing the Quarterly Meetings and by participating in the Expert Panel meeting. (Quarterly Meeting: in April, Aug, Nov and Jan; Expert Panel : in July and December)

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
	2.2 Budget allocation and execution			
9	On executing the budget including government subsidies, OIST Graduate University will establish a system 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 using the ERP core-system will be stabilized. Each budget supervisor will have access to a monthly statement. 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.	-	・Budgetary units consistent with the organizational structure of the university are established and the necessary budget allocation to implement the Business Plan to each budgetary unit were made on that basis. ・The organizational system (ERP core system) is established to enable the division heads and section heads to monitor their budget execution status. The status of budget execution are 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. The budget execution status report to the CAO were done on monthly basis. In addition, a specific budget execution report has been introduced to monitor external funding. ・Conducted two budget re-allocations during the fiscal year to review the predetermined threshold and properly and effectively use the available funds. • Sponsored Research Section held a seminar on the appropriate use and report of Kakenhi and other competitive grants. The section also regularly monitored the compliance of the usage with different rules for different funding schemes, and supported the recepients to submit appropriate reports to the funding agencies. ・The Vice President in charge of compliance reviewed the appropriateness of the negotiated contracts when those expenditures exceeded a predetermined threshold (Building construction 2.5M, Goods 1.6M, Services 1.0M, Lease 0.8M). ・Due to the revision of threshold for negotiated contracts (contract amount 1.6 JPY --> 5.0 JPY), further reductions of contract amounts and streamling of contracting procedures were promoted. ・Conducted internal audit under the Vice President in charge of compliance, as well as developed human resources through sending our staff to accounting training courses provided by MOF Accounting Center and national school in Kyusyu to ensure proper contract, procurement and accounting procedures. ・A committee consisting of external experts was held twice and the committee reviewed contracts concluded by the University to ensure proper implementation of tendering. In addition, exerted 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

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
	2.3 Efficiency of business operations			
10	OIST Graduate University will continue its efforts to improve efficiency in its business operations.	・Continue the efforts made by OIST PC to efficiently 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. ・Constitute an internal project team for systematic review 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 (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 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).	・Processes and data sharing for Procurement of research equipment have been reorganised to improve planification and reliability of information across different sections. Specific databases and weekly reports have allowed to keep the very tight procurement schedule on track. Succeeded in getting total discounts of 82 million yen with research equipment procurement. Promoted lease contracts of large equipment (15 contracts) for more flexible budget execution. Standardized procurement process that involves negotiations with foreign manufacturers by conducting tenders and contracts with direct participation of foreign companies. ・Reduced expenses by continuing unit-price contracts and annual contracts based on procurement plans of sequencing reagents, international flights, copy machine usage, and translation charges. Succeeded in maintaining 30 percent discount for sequencing reagents despite decrease of manufacturers' catalog price, and promoted unit-price contracts for facilitate-related items such as specialty gas and cooling media. Started a new contract for copy machine usage to select a specific manufacturer, expecting volume discounts. ・The use of supply store is carefully monitored and we see a steady increase of its volume of activity, which results in improved cost efficiency through bulk purchase. • Common Resource Advisory Committee was held every month to consider requests for new research equipment, software, and spaces. Any duplication with existing resources and possibility of common/shared use were checked by the committee. ・To ensure proper and efficient implementation of tendering and contracts, we established a similar committee to the Contract Review Committee in OIST PC consisting of external experts, which would start review of contracts concluded by the University. Following the first meeting of the University's contract review committee held in FY2011, the second (Aug 24, 2012) and the third (Jan 28, 2013) meetings were held in FY2012. ・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). ・Succeeded in getting discounts of 55 million by utilizing the international price benchmark results for negotiation. In consideration of researchers' needs, expanded international procurement from multiple countries (U.S., Germany, U.K., Spain, Singapore, etc.) by dealing with inexpensive equipment as well. ・Greatly improved efficiency in international negotiation by completing a standardized format for import contract. ・A general review of operational risks with an insurance specialist has allowed to identify gaps and to improve the competitiveness of our tenders for renewal of insurances contracts, though better description of specifications and more open competition.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
11	OIST Graduate University will make the most use of its facilities and equipment.	・Establish the rules (eligibility, rent, etc.) and prepare the services for residents (shop, transportation, etc.) for the opening of Village Zone facilities scheduled from around June. ・Develop the policies for the efficient and proper management of the Auditorium and other facilities and promote external use of those facilities. ・Maintain minimum research facilities in Uruma, taking the progress of campus development into account: Two facilities other than the Okinawa Technology Research Exchange Center in Uruma will be returned to the owner as soon as completing the relocation and restoring them to the original state.	-	・Rules established and put into operation for both long-term and short-term use of all OIST accommodation facilities. Vehicles (bus, small cars) acquired and rules for use by residents established. Shuttle bus and after-school child pick-up services implemented. Several facilities (shop, coin laundry, gym, residents' lounge, meeting room, community kitchen) set up in Village Center. ・Cafeteria kitchen enlarged and new operator engaged, with improved food services. ・An efficient booking system for the Auditorium has been set up through the Community Relations section. A brochure has been written and published explaining to prospective users the costs and procedures for using the auditorium. The auditorium has been used for several lectures, university meetings concerts and film shows. ・All research facilities at Uruma restored and returned to owner, as no longer needed following completion of Lab 2.
12	**2.4 Personnel management** 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 efforts to contain overall personnel costs and keep the employee's salary at a reasonable level consistent with expectations of tax-payers, as well as ensuring accountability in such aspects.	(Recruitment) ・Continue to endeavor to recruit and hire qualified persons for the important positions to administer an international university – i.e. Legal Counsel, Chief Information Officer, and Fund Raising Officer. ・Continue to recruit qualified staff necessary to cope with new or expanded functions, such as student affairs and research support. In doing so, properly manage the headcounts and prevent the organization from expanding excessively, taking 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. ・Strengthen the relocation function; establishing a documented procedure and list of services that can be shared with new comers from the time of their enrolment, and networking with schools to increase the opportunities for children education and with 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	・The legal Counsel is currently fulfilled by an experienced Professor of Law from Keio University who is very familiar with Japan academic system and intercultural academic environment. The CIO responsibility is fulfilled by the Scientific Senior Manager who reports directly to the President for this responsibility, and the Fund Raising Officer's responsibility and profile is being incorporated into a fund raising strategic plan. - Ratio of staff in administrative div. to the total headcounts: 175/459 (38%). (Administrative staff includes research support, IT, Academic affairs, student support, campus construction and facility management, President and Provost office, procurement, HR, Administrative compliance, Business development, budget and accounting.) - Ratio of labor costs to the total operational budget: 34% ・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. ・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, and Chapter 31 Recruitment & Hiring: 31.1 Policy. ・Under the leadership of the President, the Committee for Gender Equality has established in March 2013 initially to focus on gender equality in all aspects of university management as part of measures to promote diversity, especially in playing a central role in the establishment of a support system for female researchers and female administrators. Diversity Officers have been assigned from among the three Search Committee to ensure the diversity standards for the search are met. Launched "Business Travel Support Program", which exceptionally allows to cover transportation expenses by the University, to promote active participation of the child-rearing employees and the invited guests to conferences, symposiums and other events as a part of diversity policies of the University. ・Opening of CDC ・Negotiations with Okinawa HelloWork to have English speaking staff in each center to allow direct communication with non-English speaking partners of OIST members looking for an occupation.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
		(Compensation) ・Continue to consider and introduce an appropriate compensation package that includes the new salary system to be implemented from April 2012. Under the new system, an appropriate salary range will be set for each job category reflecting 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 etc. within the respective range. The new system will properly incorporate the 5 year plan to reduce the salary level, which OIST PC had been implementing. In addition, continue to examine appropriate retirement benefits in view of international standards, financial feasibility, and obtaining public understanding, to introduce a new program as necessary. ・Continue to study appropriate level of the Housing Allowance along with the preparation of use of the houses in the Village Zone on the campus. (Training and evaluation) ・Following training needs analysis made in FY2011, design and implement a new corporate training program in complement to the job specific competency/expertise training plan. ・Initiate a career development plan for administrative staff, including provision of training opportunities and position rotations. ・Implement a performance evaluation system appropriate to the characters of each job category (faculty and administrative staff) while ensuring fairness and transparency. Also, reflect the evaluation results in employee salaries.		・The salary compensation have been analyzed and restructured into several annual base salary ranges based upon job and qualification categories for all regular employees including Professors, both perment and fixed-term. ・Personnel expenses has been restrained through taking measures such as reducing compensation of officer, suppressing the salary increase of employees, etc. ・In accordance with the reduction of retirement allowance levels of national public officials, revision of the retirement allowance is under study. ・ Housing allowance levels for each category of resident were established and implemented. ・The FY2012 training plans and programs have been implemented, including compulsory training in compliance organised by VPAC and harassment prevention with support of an external company specialised in multicultural working environments. Staff training was a key measurement in the technology section because of following three reasons: we developed a new patent application scheme, US patent law has changed, young former scientist was employed. The young staff attended 5 trainings for 10 days and senior stuff attended 4 trainings in FY2012. ・Had staff in charge of procurement to participate in internal and external trainings and learn about systems and rules at other institutions to improve their knowledge and skills and compliance sensitivity. Developed the system to ensure internal control and compliance by further enhancing the inspection procedure for delivered goods. ・Research Safety Section prepared web-based training materials for basic research safety and other specific training needs, such as bio-safety, animal experiments, human subject study, and export control. ・The performance evaluation process is now institutionalized and has been followed by all OIST organization according to a steady and coordinated planning. The bilingual web application supporting this process is working well. The results of these evaluations are used as a basis for career evolution and adjustment of compensation.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
13	**2.5 Compliance** OIST Graduate University will establish a system to 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.	-	・OIST established the BFM Budget Review Committee and the PRP Review Committee in addition to the Contract Review Committee, and VPAC reviewed 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. ・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 and University policy and rules that were developed accordingly. Prepared a specification in order to establish Computerized Document Management System and initiated a vendor selection. ・(Re-posted) Conducted internal audit base 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 interna web-site. (Re-posted) Designed and implemented Compliance training program as mandatory. • Sponsored Research Section held a seminar on the appropriate use and report of Kakenhi and other competitive grants. The section also regularly monitored the compliance of the usage with different rules for different funding schemes, and supported the recepients to submit appropriate reports to the funding agencies. (2.2) ・We congtinued to ensure that our research activities are compliant with pertinent laws and regulations by implementing relevant PRPs under the Vice Provost for Research. See compulsory training on compliance in 2.4
14	**2.6 Information Disclosure and Public Relations** OIST Graduate University will ensure transparency of academic and administrative operations and will be fully accountable to the general public. In addition, 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.	・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). ・Communicate actively with domestic and international communities through effective means such as the new OIST web site, publications, press releases and press conferences. ・Introduce the database of multimedia resources to allow more flexible searches on the website and efficient management of the resources. ・Publish OIST financial statement after reformatting under the international standards to improve communication with potential donors and other financial institution. ・Publish the library of OIST Policies, Rules and Procedures on the website.	-	・All information was disclosed appropriately on the OIST web site etc. to comply with the School Education Act and the Act on Access to Information held by IAIs. ・News Center was set up on the OIST website. This new section of the website makes the university's articles, photos, videos, and other content more visible, accessible, and searchable. ・OIST is proud of its Website's design, content and functionality. It is a truly bilingual Website; one of the kind in Japan. ・Number of unique visitors FY2011 - 272,173 FY2012 - 754,630 A very significant increase. ・There was a great increase in visitors accessing the website from Japan, Taiwan, and China. Approximately 81% of our Unique Visitors are accessing from Japan. ・A detailed analysis of production of financial statements under international standards such as IFRS has been carried out with OIST Accounting firm. It was decided to not pursue this option for the moment because of the additional cost and workload on Accounting staff. ・OIST has set a very effective bilingual website for the PRP.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
	Chapter 3 Finance			
15	In OIST PC's FY2011 (7 months from April to October 2012), the amount of external revenue reached 280 million yen, which is more than double of FY2010 (increased by 135 percent). 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 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 based on the principle that to self-financed funds will be a major financial source for such expenses.	(Grants) ・Encourage application for research grants by actively collecting and providing information of research grants in Japan and abroad to researchers. ・Hold seminars on writing competitive grant proposals and introduce internal review and/or consultation of proposals to increase the amount of research funding from competitive grants. Considering the international nature of the university, enhance the support function for non-Japanese researchers in applying for domestic grants, such as by providing information in English. ・Conduct institutional studies to apply for competitive grants to support institutions (for research and/or education) actively. (Donations) ・Apply for 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 to develop medium and long term strategies of fund raising based on the information concerning consultants collected in FY2011. Take measures to utilize a foundation established to receive donation in the United States. (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)	・Sponsored Research Section (SRS) was strengthened from only one staff to four staffs, including a new section leader. ・SRS established its internal web site to provide both basic and timely information about research grant opportunities. Announcements of new grant application calls were made through the new TIDA web site. Information about center grants, such as WPI, Leading Graduate School Program, were announced at the faculty assembly and strategic meetings were held by relevant faculty members. ・SRS held seminars on basic information about kakenhi grant opportunities and also practical skills in writing competitive grant proposals. SRS also held a writing workshop and draft polishing services for applicants who desired them. ・SRS translated application documents that were provided only in Japanese into English for non-Japanese researchers. ・Applications for institutional grants, such as WPI and Leading Graduate School Program, were submitted, though not accepted. ・The status of Specified Public Service Corporation for tax-deductible contributions has been received from MEXT in May. This status has made possible first donations in FY2012 for a total amount of 8,473,000 JPY. In addition, preparation of accepting donations through designated donation program operated by the Promotion and Mutual Aid Corporation for Private Schools of Japanth was completed in August. These information are displayed on OIST website, with an encouragement for donations. ・The B&A section has established a procedure for communication with donors and will transfer this procedure to the fund raising office when established. -
	Chapter 4 Contribution to Self-sustainable Development of Okinawa			
16	The new Okinawa development policy will be 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 and develop the campus as a center for cultural and community activities.	(Repeated items concerning promotion of research and development of R&D cluster) ・Promote cross-disciplinary research through the special framework (Okinawa Promotion Education and Research Project) (See 1.2) ・Promote collaborative project with local companies. (See 1.5) ・Monitor 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)	・6 new non-disclosure agreements were created with private companies. Among them one is an Okinawa based high tech manufacturing company, affiliated with a multinational corporation. ・4 new R&D type (co-development with industries) projects were granted by OPG and MEXT. One of the OPG grants was funded from the commerce and labor division for the first time in OIST. The MEXT grant is to establish a venture company based on a technology developed in OIST. ・Following recommendations created by the 2d International R&D Workshop four "Start-up" promoting events were hosted in OIST (Samurai Venture Summit in October 2012, Start-up Weekend OKINAWA in Dec. 2012 and March 2013, SCORE in March 2013) 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 created inside business development section in order to create tight relationship with entities that will become important stakeholders in the R&D cluster around OIST. • Open Technology Center supported the application to the International Intellectual Cluster program by OPG by bringing together OIST researchers and other academic and industrial parties regarding the R&D of slow-digestive rice. (1.5) • For installation of the Coastal Obeservation System, Marine Science Resources Section established partnerships and agreements with the OPG, Natinal Coast Guard, Port Agencies, Chura-Shima Foundation, and Fishermen's Coops, with support from Sponsored Research Section.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
		(Networking with local institutions and communities) ・Make institutional efforts in promoting scientific collaboration with academic institutions in Okinawa through joint seminars, sharing seminar information, joint research projects, and co-use of research facilities. ・Encourage group or individual visits from the local community (including companies and associations etc.) to the OIST campus. ・Hold the 3rd Open Campus Day at the OIST Campus. ・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. ・Continue to arrange lectures by OIST faculty for all junior high-school students in Onna-son and talks by BOG members including Nobel Prize laureates for senior high-school students in Okinawa. ・Continue to organize the science school for local elementary school students in collaboration with Onna-son. ・Organize cultural events, including those to be held in the Auditorium, which will be completed in March 2012, to make the campus open to the local community as well as inspire the creativity of scientists.		・Cooperative agreements and memoranda of understanding were signed or renewed with several other Okinawan institutions and organizations, including the University of the Ryukyus, Okinawa National College of Technology (Kosen), Churaumi Aquarium, Japan Coast Guard, Okinawa Prefecture. Visits of faculty and students were arranged for OIST at Kosen, for University of Ryukyus at OIST. By disclosing the information through OIST web, OPG, and other events, we had significantly increased the number of the visitors. Total number of the visitors (excluding visitors for Open Campus) is 17,400. (7,553 in FY 2011) Held Open Campus Day at the OIST Campus Enriched the content by increasing the number of the demonstrations. We invited a scientist from JAXA for a special talk in the auditorium. Also we improved the service by increasing the number of helpers, and the number of food vendors. (4,075 persons came to Open Campus Day FY2012. 3,012 in FY2011.) OIST worked with school principals, teachers and the Prefectural Education Board to establish an OIST visit program for all high school students in Okinawa. This project started successfully with 3,461 students from 26 schools visiting in FY2012. We held the talks by Dr. Jerome Freedman in May, 2012 at Kaiho Senior High School “The Road to Quarks and Beyond” 700 students joined the program. The Summer school for Onna son children was held in 2012. We Introduced the physics class for 4-6 grade students, and had 74 students in 4 classes in total. We invited the students and families to the closing ceremony, and campus tour, and tea at OIST campus. Teachers from the Onna schools joined the program for the first time. Starting with the inaugural lecture in May, we had various programs at Auditorium, OIST internal meetings, workshops, meetings for recruiting new graduates, the external lectures/meetings, high school visit program, movie nights by OIST staff, and music concerts.
		(Others matters concerning Okinawa development) ・Employ talented people from Okinawa wherever possible. ・Endeavor to make clear and understandable explanation about the contribution made by the OIST Graduate University to Okinawa at various occasions.		The number of visits from the business organizations and the public to the campus was largely increased through effective communication, including OIST Website and a range of events. A total of 4,216 students from 32 local schools visited OIST as a result of promoting the campus visit to local elementary, junior and senior high schools, with hlep from Okinawa Prefectural Board of Education. The total visits of the fiscal year reached 17,400, including children and students. OIST had 4,075 people for its open campus, and held other events, including "Children of School Science"intended for children of Onna Village, lectures by OIST faculty and BOG members, and science demonstrations, etc. throughout the prefecture.

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
	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.	・Start the use of Laboratory 2 and Auditorium. Carry out the detailed design work for Laboratory 3. ・Continue to construct the houses for faculty, students etc. and other facilities in Village Zone, in a planned manner, under a partnership with a private developer. (Scheduled to construct approx. 130 units by spring 2013 in the first construction phase.) ・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.	-	・Lab 1 operating at full capacity, Lab 2 progressively occupied from completion in June 2012, with 90% of space now allocated. Auditorium used regularly for both internal and external events. Lab 3 detailed design completed and construction bidding carried out. ・First phase of Campus Village housing completed in Sep. 2012, occupancy now above 90%. Second phase of Campus Village will be completed in June 2013. Leasing and/or fitout of facilities in Collaboration Center completed. Temporary CDC completed and put into operation from Jan. 2013, enrolment applications already exceed capacity. ・Pre- and post-contract information disclosed in accordance with legal requirements.
	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, 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) ・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. ・Consider an interim plan for the child development facility on campus to start the service as soon as possible. At the responsible section/office for welfare programs, collect data and analyze various needs of OIST faculty, staff, and students to strengthen the service further. (Student Support) ・Establish student support services and general welfare activities to promote a positive social and psychological environment for students. (Repeated. See 1.1)	-	・Welcome club complemented OIST relocation section's activity towards OIST employees families, in connection with local communities, with particular care to help crossing the language and cultural barrier. The club organized events (outdoor outings (kayak, diving, BBQ etc.), events co-organized with the Committee for the promotion of Onna Village (cooking class, Halloween, flea market). These event gathered 50 to 100 participants. • Established a network to help job search for OIST members spouses with support of OPG. • Set up FaceBook and Web Site (http://www.oistwelcomeclub.com/wordpress/) to share useful information on life in Okinawa in complement with OIST Tida site (CDC, Japanese driving license, job hunting, shopping, etc). ・As a result of coordination with OPG, Pref. Board of Education, and Onna-village Board of Education, “International Classroom” has been established at Onna elementary and junior high school and has begun to provide instruction of core subjects in English by a bilingual teacher. In addition, with support from OPG, after-school English courses (Beginners’ and Advanced) were provided for OIST and local children at Onna school. ・Based on the results of demand surveys and analysis of the childcare requirement for OIST faculty, staff and students, A Child Development Center Establishing Board created and adopted plan of building tentative childcare facility at the premises of OIST campus. OIST CDC named Tedako was open on January 7th 2013. The OIST CDC offers the following services for the children of OIST employees and students: 1. Tedako Pre-School: Full-time care for children 2 months 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: OIST will provide transportation for children from local schools and kindergartens to the CDC where possible. See 1.1

	Goal	Actions	Metrics	Achievements (2012.4.1 - 2013.3.31)
	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.	・Develop a risk management plan to help to deal with the variety of risks concerning university operations. ・Identify necessary safety trainings for employees and students and implement them. ・Enhance the sustainability of the campus under natural disasters in collaboration with Onna-son, and continue to study a possibility to offer the campus to local residents for evacuation under disasters.	-	・An appropriate structure for safety management on campus was developed and put into effect. A consultant was engaged to carry out a comprehensive risk analysis study. ・Facility Management staff underwent disaster prevention training and obtained the necessary qualifications for safety management on the campus. Drills and training for all staff were held in evacuation, fire-fighting and earthquake and other emergency response procedures. • Safety and Health Committee was held every month and discussed any risks in the safety and health. The committee performed monthly workplace review to check for any potential dangers in the facility and its operation. Research Safety Section organized "Hiyari-Hatto" (nearly accident) reporting project to share experiences of dangers among OIST staff and students. ・Discussions with Onna-son were held concerning use of the campus as a refuge center.
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 plan to prevent red soil run off. ・Manage campus facilities and landscaping to preserve natural balance and protect indigenous species.	-	・An OIST developped technology was selected by OPG (commerce and labor division) for field trial. This technology (Microbial FUel Cell) combines selection of microbial population with elaborated design of electrolytic cells to develop new approach to sewage treatment by which water purification generates electricity and improves the energy balance of the process. The pilot system is installed in a local Awamori brewery to clean the waste water from the Awamori Plant. It is planned for expansion to other plants producing high level of biological wastes (in particular food processing plants which are of particular importance for Okinawa economy). ・All categories of garbage and lab wastes were strictly separated and each type of waste material treated, sent offsite for recycling or disposed of in accordance with statutory requirements. ・Energy use was monitored and continuing efforts made to optimize operations in order to minimize consumption. The total floor area of buildings in operation increased during the year from 30,000sqm to 59,000sqm (95%), but primary energy consumption only increased by 27% over the previous year. ・All water used in the buildings was treated on site and recycled, with the treated grey water used in lavatories and for irrigation. Continual monitoring of the water quality was carried out to ensure there was no detrimental impact on the environment. ・Construction operations were strictly monitored and necessary countermeasures, including use of catchment ponds and turbid water treatment plants to prevent red-soil run-off. ・An extensive program of planting was carried out around the buildings, maximizing the use of indigenous species to preserve the natural balance and ensure maximum resistance against typhoons.