

Okinawa Institute of Science and Technology School Corporation

Fiscal Year 2013 Business Plan

Okinawa Institute of Science and Technology School Corporation FY2013 Business Plan

Introduction

In November 1, 2011, the Okinawa Institute of Science and Technology School Corporation Act (OIST SC Act) came into effect, with the objectives of contributing to the promotion and self-sustainable development of Okinawa as well as contributing to the advancement of science and technology in Japan and throughout the world. In connection with the enforcement of this Act, and with the prior authorization by the Minister of Education, Culture, Sports, Science and Technology, the Okinawa Institute of Science and Technology School Corporation (OIST SC) was established as a school corporation to operate the Okinawa Institute of Science and Technology Graduate University (OIST Graduate University) which conducts world-class education and research in science and technology. This Business Plan has been developed, with an approval of the OIST SC Board of Governors, to guide the operations of OIST SC by setting goals and providing action items for the fiscal year (FY) 2013 – from April 2013 to March 2014 – based on the Article 9 of the OIST SC Act.

Visions of OIST Graduate University

Excellence in research

Broadening the boundaries of human knowledge is a key role of the academic community. With the successful operations of the OIST Promotion Corporation (OIST PC) since its establishment in September 2005, a highly international and cross-disciplinary research environment has been created in the modern and well-equipped facilities on the OIST campus located in Onna, Okinawa. Currently, world-class research is being conducted by 46 research units led by outstanding faculty members.

We will make every effort to develop the research foundation further to become a leader in scientific research. The best mix of talented scientists in a range of scientific fields including the life sciences, the physical sciences and mathematics, the absence of departmental barriers, and the strong emphasis on creativity and collaboration will promote truly cross-disciplinary research to achieve new scientific discoveries.

Best opportunities for students

Educating outstanding scientists and researchers is another critical function which we are expected to perform as a fully functioning educational institute. OIST Graduate University opened its 5-year integrated Ph.D. program in Science and Technology in September 2012, and will admit the second year of students to the program in September 2013.

We will provide the best graduate students recruited from around the world with the opportunities of working side-by-side with world-class faculty for their Ph.D. degrees. The education and research are conducted entirely in English. The program is customized to each student through its flexible curricula that include Laboratory Rotations. The Rotations provide a variety of experience in different laboratories that will broaden the students' understanding of different disciplines, techniques, and ways of thinking. Through this internationally unique Ph.D. program, OIST Graduate University will provide the next generation of scientists and researchers with the ability to think creatively, reason scientifically, and collaborate effectively across traditional academic boundaries.

Our graduates will play a leading role in the best research institutes throughout the world or at the forefront of emerging industries and contribute to the welfare and prosperity of citizens of the world. In addition, contributing to the advancement of science and technology in the world, educating world-class scientists and sending them to the world from Okinawa, aligns with the direction of Okinawa development policy. By fostering the basis of future human networks, OIST Graduate University will contribute in achieving one of Okinawa's goals; realizing "Bankoku Shinryo" (a phrase, meaning a bridge among nations, carved on the bell at the Ryukyu Kingdom's castle in Shuri) in the 21st Century.

Contribution to enhancing the competitiveness of Okinawa and Japan

Being at the crossroad of Asia and Pacific regions, Okinawa has great geographic potential as well as the historical and cultural background to develop into an international hub where diverse people and ideas interact with each other in the fields of science and technology. Okinawa has the potential to become a gateway for Japan, open toward the international community. To realize this, OIST Graduate University will work closely with academic and research institutions in Okinawa, including the University of the Ryukyus, as well as the governmental sector such as Okinawa Prefecture Government (OPG) and Onna Village (Onna-son).

Innovation and entrepreneurship are key factors today for regions that aim to be globally competitive. We will share the goal of creating an international R&D cluster in Okinawa, which will contribute to enhancing Japan's competitiveness, with relevant parties. To achieve this, a strong academia-industry-government partnership must be established. We will participate in the collective efforts by creating intellectual capital collaborating with the industry both on and outside of the island, and bringing our research results to the market. In addition, we recognize that we can make important contributions to the elementary and secondary education in Okinawa by collaborating with local schools to inspire young people with scientific activities.

Our success relies on the understanding and continuous support by the tax-payers in Japan, especially the people in Okinawa. We will make every effort to meet the expectations of the Okinawan people and to become an institution they will be proud of.

High flexibility, efficiency and transparency

Successful operations of an international graduate university in science and technology require flexible, efficient, and effective administrative management, which will enable us to adjust to the rapid changes in academic and business environment as well as global competitions. Administrative procedures should not be obstacles to creativity and innovation, but should provide appropriate support for them. Ensuring a high level of transparency is one of the statutory requirements for the OIST SC. We are committed to comply with the pertinent laws and regulations and demonstrate accountability to the general public. In addition, we will globally and locally communicate strategically with our various stakeholders.

Financially, while OIST Graduate University will have to depend largely on the subsidy from the Japanese Government during the initial period, it will steadily broaden and diversify its financial basis. In the long-term perspective, we will endeavor to achieve sufficient financial independence at the earliest possible time in the future. Systematic efforts will be made to encourage and support our researchers to apply for research grants. We will also seek other funding opportunities worldwide.

OIST Graduate University aims to provide a new model for universities in Japan not only in science and education, but also in approaches to the administration and financing of an international university.

What FY2013 means for OIST Graduate University

For the OIST Graduate University, the FY2013 is a period to enhance the foundation of the university and accelerate further development. The University has to ensure the completion of the on-going projects from the previous fiscal years. At the same time, we will step to the next phase of development for the University, while properly reviewing the past efforts. More specifically, the FY2013 is important from the following three perspectives:

1) Making Major Steps towards Completing the Master Plan:

In FY2013, OIST will construct Laboratory 3 and the permanent Child Development Center. Phase 2 of the Village Zone will be completed. Laboratory 3 will relieve the current overcrowding in Laboratories 1 and 2, will provide critically needed space for technology transfer functions and will add much needed educational space. In addition, Laboratory 3 will have host “Marine Research Center”, which will accelerate OIST and Okinawan sea to be a global and excellent hub of marine research. The permanent CDC will strengthen the recruitment and retention capabilities of the University by adding critically needed space for pre-school and after-school child care. Based on the faculty recruitment plan discussed in 2012, OIST will recruit for new faculty members in areas of high focus.

2) Enhance OIST Graduate University:

OIST opened its PhD program in 2012. The Second round of students will join OIST in September 2013, and the first group of students will step to the year 2 in which students will continue to take classes, work in research laboratories and make thesis proposals. The OIST Graduate School will extend its curriculum with new courses and additional faculty teachers. OIST will review the first and the second years’ student recruitment and admission activities appropriately and implement the third year’s plan in a strategic manner. In addition, OIST will continue to strengthen its research support system and enrich welfare support for the OIST community.

3) Accelerate Activities Regarding Academia–Industry–Government Collaboration:

OIST will take various actions to expand its activities in the area of Academia-Industry-Government cooperation, with the goal of creating new sustainable development in Okinawa. Such actions will include promoting the formation of an R&D cluster in Okinawa. In addition, following the formulated plan for Okinawa’s development in FY 2012, OIST will further enhance the collaborative relationships with OPG, industry, and other local educational, public and private entities. OIST will continue its aggressive efforts to acquire external funding and will produce a concrete mid-term strategy.

Planning framework and evaluation approach

This Business Plan is to clarify the goals of FY2013 and to identify a list of action items to achieve the vision described above. The plan has the following 5 chapters in accordance with the Cabinet Office Ordinance (Ordinance for enforcement of the OIST School Corporation Act (Cabinet Office Ordinance No. 59 of 2011)); 1) Education and research, 2)

Governance and administrative transparency and efficiency, 3) Finance, 4) Contribution to self-sustainable development of Okinawa, and 5) University campus and community development; safety and environment protection. Each chapter has subchapters consisting of Goals and Actions.

Every fiscal year, the CEO/President works together with the Vice CEO/Provost and the other executive officers of the university to compile and propose the annual Business Plan. Based on the Bylaws of the OIST SC, the draft Business Plan will be submitted to the Board of Councilors (BOC) for their review and to the Board of Governors (BOG) for their final approval. The plan will be submitted to the Prime Minister for its approval based on the OIST SC Act. The government will provide financial support to the OIST SC based on the assumption that the OIST SC will implement the approved Business Plan appropriately.

As a corporation established on the basis of special legislation and largely funded by the government, we recognize that it is our responsibility to implement the Business Plan steadily and to demonstrate accountability for our activities, including status of implementation of the Business Plan, to the general public. A key to achieve these is the relationship between the BOG as an overseeing body and the CEO/President executing daily operations. The BOG is responsible for overseeing the CEO/President's implementation of the Business Plan, and the CEO/President is responsible for reporting the status of implementation of the Business Plan to the BOG. In addition, the Auditors of OIST SC will supplement this relation by conducting independent and rigorous auditing on all aspects of operations including the status of implementation of the Business Plan.

Results will be appropriately utilized in operation in future years. After the end of each fiscal year, the organizational performance will be reported to and evaluated by the BOG and the BOC. The evaluation results will be utilized appropriately in planning and executing business in a constructive way as a basis for the next step to achieve our objective of being one of the best educational institutions in the world. In addition, the annual report together with the evaluation results will be posted on the OIST web site to ensure transparency by the end of June of the following fiscal year.

For effective and transparent monitoring of progress against the plan, metrics will be provided for sub-sections of the Business Plan whenever appropriate. These metrics will also help conduct time series analyses of the growth of OIST Graduate University and international comparison with bench-marked institutions. Most of the metrics should be evaluated in the long run in the spirit of achieving the goals described above. We are aware of the importance of quality of our outputs, and these metrics themselves should not be the objectives.

Chapter 1 Education & Research

1.1 Ph.D. Program

Goal:

Using feedback from 2012, refine and improve measures to ensure that the second class of students join the university smoothly and start their research training as planned.

Actions:

(Courses)

- Continue to develop the curricula including courses taught by newly recruited faculty,

and submit an application of additional faculty teaching to MEXT in June 2013.

- Continue to provide the programs for Professional Development for students including training that focuses on group activities and presentation skills.
- Continue to provide the customized Ph.D. program, including pre-thesis research training and laboratory rotations and assignment of an Academic Mentor for each student. The list of courses and syllabus of each course of the new semester will be published on the OIST website by the end of April.
- Further develop the committees for the curriculum and progression to thesis research.
- Further develop the Gap period training in language and research experience for incoming students, especially those who graduate from Japanese universities in March.

(Educational Environment)

- Continue to enhance collaborative relationships with other universities by developing exchange agreements concerning interns, course credits, TA opportunities, and other exchange opportunities.
- Maintain and enhance student record systems for monitoring of student progress, grades and completions.
- Enhance teaching support systems to manage laboratory classes, teaching materials, lecture and tutorial rooms, AV support, computer laboratories, and liaison between teaching faculty and academic services section.

(Student Support)

- Refine and improve the orientation programs for the incoming students.
- Continue to provide an environment for the students entering our Ph.D. program in which they will be able to concentrate in their research activities under the living standard comparable to that of the students of the best universities in the world that we are competing with: OIST will offer the support package that will include Research Assistantship to be designed with the consideration of the cost of tuition fees. Proper work flows should be established through cooperation among the related administrative sections such as Student Support, HR, and Budget and Accounting. A task force “administrative support to students” established in summer 2012 to list all tasks necessary to the proper management of students will remain active until completion of the second round of student recruitment.
- Continue to collect and provide information of external scholarship opportunities to the students.
- Implement measures to support career development of students by arranging of TA opportunities at other universities and colleges, promotion of networking with leaders of universities and research institutions in Japan and around the world, active provision of the information concerning post-doctoral and other job opportunities, and support to entrepreneurial activities including interning at venture firms in Okinawa.
- Provide student support services (counseling and welfare) to students by enhancing its physical and mental on-site health services and general welfare activities by Student Support and HR sections to promote a positive social and psychological environment for students.
- Improve the environment by increasing opportunities for sport and recreation.

Goal:

We will continue to attract and select the graduate students for our Ph.D. program from amongst the best available worldwide in science and technology. At least half of the students will be non-Japanese.

Actions:

- Review student recruitment and admission activities in the first and second year appropriately. Reflect the results of the analysis in the updated procedures and implement them effectively in a planned manner.
- Carry out student recruitment activities globally to attract the highest caliber graduate students candidates for the third intake of students arriving in September 2014 as follows:
 - The number recruited: About 20 students
 - Admission period: June – August 2013 and January-March 2014
 - Major recruitment activities: Continue to develop Graduate school website as a recruiting tool. Build international recognition of the Graduate University by active media strategies. Contact candidates by email, domestic and international university visits, hosting booths at academic meetings, etc.

*Particular attention and effort will be made to advertise OIST’s unique educational opportunities to Japanese undergraduates. Increase participation by Japanese students through a range of targeted approaches, via holding briefing sessions in some universities and events such as a poster contest in FY2012, etc..

Metrics:

- 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.

1.2 Scientific Research

Goal:

OIST Graduate University will continue to conduct world-class research in cross-disciplinary fields of science. OIST Graduate University will encourage, motivate and support its talented faculty by promoting a collaborative research environment, leveraging cutting-edge facilities and equipment, and through systematic and rigorous research review.

A special advantage of OIST’s location is its proximity to diverse marine environments, including hydrothermal vents, the Ryukyus Trench, the Kuroshio current supporting diverse coral species at the northern extremity of the coral triangle; and its excellent position to detect the effects of environmental stresses such as climate change. OIST will accelerate research and networking in marine science, so that OIST and Okinawan sea will be an excellent global hub for marine research and education. Marine Science Center, which will be in Laboratory 3 after its construction, will be a core piece for those activities.

Actions:

(Promotion of cross-disciplinary research)

- Continue to promote interactions and collaborations between researchers in different fields through accessed to shared instrumentation and trained technical staff. Expand the operation of the Physics Resources Section and the Marine Sciences Section in order to facilitate cross-disciplinary research in these growing programs at OIST. Recruit experienced technical staff for the research support operations in new areas including physics and marine sciences. Enhance the collection of new data through the

installation of additional imaging technology in a range of techniques that provide multi-faceted views of biological structure, physical materials, and nanomaterials. (See Attachment #1-1 for the list of research units as of February 2013 and Attachment #1-2 for the major scientific areas of research.)

- Continue to promote marine research activities in areas such as coastal and benthic ocean circulation, hydrodynamics of ocean currents, genomics of marine species, marine biology, biodiversity, biological imaging, informatics and computational biology, via networking and collaborating with the Woods Hole Oceanographic Institution, Marine Biological Laboratory, University of the Ryukyus, Japan Coastal Guard, Churaumi Aquarium, etc., and while following new “Basic Plan on Ocean Policy”, decided in 2013 by Japanese Central Government.
- Continue to expand the formal and informal opportunities for researchers to interact and develop collaborations through research and social activities.

(Research Support)

- Continue the recruitment and training of expert technical staff to provide support for the shared and common resources in all areas in the Research Support Division.
- Install, test, and turnover to researchers the Okinawa Coastal Ocean Observing System (OCOOS). Train researchers to use the system, establish a prioritized and equitable management and scheduling plan for the OCOOS for OIST and other researchers.
- Continue the implementation of clean room, materials assessment and testing, and imaging facilities in the shared and common resources in physics, predominantly in Laboratory 2.
- Set up operation and scheduling of environmental transmission electron microscopy (ETEM). Train and assist researchers in use of the ETEM resource.
- Continue development of the OIST Open Technology Center for providing access to OIST facilities under well managed conditions.
- Review use and operation of the genomic sequencing center and evaluate strengthening of sequencing bioinformatics.
- Implement an in vivo rodent imaging facility with fMRI inside the SPF facility to allow long-term in vivo studies of function, development, and pathology with advanced genetic manipulation of gene expression.
- Enhance the high-performance-computing resources to facilitate studies in both biology and physics; increase capacity, speed, storage, access to offsite HPC centers, and data security.

(Publication and communication)

- Continue to promote publication of research results in international science journals with high impact factors and participation in international conferences by encouraging researchers through publicity of research results and rigorous research evaluation.
- Continue to provide accessible information about our research and its results to the general public in Japan and around the world through the OIST web site, press releases, and press conferences via:
 - Optimizing the OIST web site and maintain the high percentage bilingual content.
 - Operating a proactive media strategy by organize press visits and briefings both in Okinawa and the mainland.
 - Using the communication opportunities offered by the ever increasing reach of social media.

(Research Evaluation)

- Continue the evaluation of research units by external committees consisting of world-class prominent scholars at the internationally highest standard – the committees will rigorously evaluate the achievements, uniqueness, future possibilities,

and other elements of the research unit with fair and transparent standards, as was implemented under the operations of OIST PC. The evaluation results will be utilized in judgments of promotion of faculty members and continuation of the research units. (In FY2013, evaluation of 8 units is planned.)

- Publish the summary of research evaluation expeditiously after the utilization of the results in order to fulfill the accountability to the public in using public expenses for the research projects.

Metrics:

- 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

1.3 Faculty Recruitment

Goal:

The results of our recent recruitment demonstrate that OIST Graduate University can compete successfully against the best worldwide institutions for the highest caliber faculty. The next stage of recruiting will target outstanding international and Japanese scientists, including senior scientists that have established a track record of interdisciplinary research and junior scientists that show promise of strength in interdisciplinary research. A balance of international and Japanese faculty will be sought.

Actions:

- Recruit for new faculty with the goal of appointing two new faculty in chemistry, two in marine sciences, and one in mathematics/statistics. Provide suitable space in Laboratory 3 or elsewhere that accommodates their research programs. Begin the next series of recruitments that will be completed as the construction of Laboratory 3 proceeds. The current plan prepared with following consultation with the BOG anticipates about five more positions will be recruited. These searches will take into account areas that offer particular opportunities for interdisciplinary research and the balance of the academic program as pointed out in the accreditation assessment.

1.4 Global Networking

Goal:

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.

Actions:

- Enhance collaborative relationships with other universities by developing exchange agreements concerning interns, course credits, and other exchange opportunities. (Repeated. See 1.1)
- Continue to host international courses and workshops at the highest level in the world and provide students and young researchers with the opportunities of learning forefront science and interacting with outstanding peers. The number of such events will increase in 2013 in response to demand from newly arrived faculty. Whilst increasing the number of participants to workshops and conferences the CPR Division

will ensure a reduction of cost for each workshop by more efficient travel and accommodation procedures.

- Continue to host top undergraduate students in residential courses in laboratory placement with appropriate subjects such as physics, cell biology, and neuroscience.
- Continue to implement the long-term and short-term student programs, and through those programs, accept students from universities in Japan and around the world for practical trainings in research units.

Metrics:

- 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

1.5 Collaboration with Industry

Goal:

OIST Graduate University will endeavor to advance research results to the market and thus to enrich the society. After the first collaborative agreement in 2011, we have been expanding collaborative activities with industry, through collaborative R&D projects on energy, nano technology, drug discovery etc. . We will continue to build collaboration with industry and appropriately manage and utilize the intellectual properties produced by our research.

Actions:

(Research Exchange and Collaboration)

- Through efforts such as exchange visits of researchers, continue to promote research exchanges and joint research with industry, including both major corporations and venture firms.
- Foster entrepreneurial activities based on invention developed by OIST researchers.
- Establish rules and regulations in order to establish an environment that incentivizes entrepreneurial and patenting activities without compromising the focus on basic research.
- Continue to promote shared use of OIST's cutting-edge research facilities and tools with researchers of other universities or companies by providing the information of available facilities and tools on OIST Website etc.. (See 1.2)
- Determine priority industrial sectors and develop/implement a communication plan targeted towards these sectors, taking into account the findings from the 2nd international workshop on R&D cluster development in Okinawa held in March 2012 and opinions of other external specialists.
- Build network of external specialists that provide assistance on business planning and development related to inventions made by OIST researchers.
- Maintain communication with industry to match industry needs with OIST research results through targeted companies or global opportunities, including industrial events/conferences such as BioJapan 2013 and Nanotech Japan 2014.
- Consider mutual internship programs with high potential researchers in industry.
- Promote research project with industrial partners under "START" Program funded by MEXT to support feasibility studies to establish a startup.
- Continue the existing five collaborative research projects with venture firms and academic institutions in Okinawa under the "Collaborative Research Project toward

Developing Intellectual Cluster” , “Bio-Industry Promotion Support Program”, and “R&D Program for Subtropical Island Energy Platform” funded by OPG, including research on biological resources of Okinawa and on new energy supply system. In addition, contribute to academic meetings and symposiums under the projects.

- Propose and renew collaboration opportunities under Okinawa collaborative research programs.

(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 and accelerate the implementation status of the recommendations made at the international workshops on R&D cluster development in Okinawa and share it with stakeholders in Okinawa such as local industry associations, with setting up appropriate task force (“brain trust”) to advise and support the R&D cluster development in Okinawa.
- Following two previous R&D cluster workshops, organize industry/government/academic workshops centered on more specific themes relevant to Okinawa and OIST.

Metrics

- Number of collaborative projects with companies (collaboration agreements, joint research projects, commercialization of intellectual property, etc.)

Chapter 2 Governance & Administrative Transparency and Efficiency

2.1 Basic structures for governance and business operations

Goal:

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.

Actions:

- Regular BOG and BOC meetings will be held in May, September and February. In the BOG meeting in May, the performance and achievements of FY2012 will be reported and evaluated. In addition, medium-term strategies for acquiring external fund will be discussed in the meeting. The strategy will be determined by summer 2013.
- BOG and BOC has established subcommittees to ensure effectiveness of their functions. Activities of these subcommittees will receive sufficient administrative support. (Subcommittees of the BOG: Steering, Business and Finance, Research and Academics, Audit and Compliance, and (Ad-hoc) Community Relations. Subcommittees of the BOC: University Management, Budget and Finance, Academics and Research and Sustainable Development for Okinawa.) A web or telephone conference system will continue to be utilized for the BOG and BOC meetings to enhance efficiency as well as promote active participation of governors and councilors who are in distant locations.
- The CEO/President will continue to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the business plan.
- Auditors will continue to conduct rigorous regular audits of all aspects of business operations, including budget execution, tendering and contracts, and the status of compliance, based on the Auditing Plan developed in advance while coordinating with internal audits and accounting audits, and conduct special audits in addition when deemed necessary. While keeping appropriate independence, Auditors will continue to maintain effective communications with the university management through the Vice President in charge and will be provided sufficient information and staffing necessary for conducting their duties. Result of Auditors' audit will be reflected in future operations through their reporting at BOG meetings, etc.

Goal:

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.

Actions:

- The necessary infrastructure for student recruiting, academic support, and research support will be further enhanced. Development of the IT resources for both research and administration will be continued. Operation of the Information Services Section will be coordinated with the IT Service and Support Committee. Policies for IT purchases, support, and security will be reviewed and modified to provide improved service and cost effectiveness. Improved help desk service will be instituted. ERP operation and reporting will be improved to enhance budget tracking and management.
- Continue to hold regular (i.e. monthly, weekly and daily) meetings with the President/CEO, Provost/Vice CEO, Vice Presidents, and Chairperson of Faculty Assembly etc. to share information and review the status of business operations. In addition, hold all-hands meetings as necessary.
- Maintain close communication with CAO through the Vice President in charge of governmental relations. In addition to making a monthly report of the budget execution status to the CAO, information such as the status of implementation of the Business Plan will be communicated to the CAO in the Quarterly Meeting.

2.2 Budget allocation and execution

Goal:

On executing the budget including government subsidies, OIST Graduate University will continue efforts for improving cost efficiency and level, especially for general administrative expenses, by utilizing procedures and systems to enable appropriate and effective allocation and execution of budget to fulfill its accountability to the government, sponsors, and general public.

Actions:

- Continue to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit.
- The budget allocation and reporting process will be reinforced by assigning a budget analyst in each division. The status of budget execution will be reported monthly to the President/CEO at the monthly Budget Review Meeting in order to ensure appropriate and integrated budget management including the Subsidy for Facilities. In addition, report the budget execution status to the CAO on monthly basis.
- Continue to properly manage competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research) in accordance with the rules provided to each grant under the Vice Provost for Research while coordinating with the Budget and Accounting Section.
- Continue to implement the procedures to comply with laws and University policy and rules – the procedure in budget execution includes reviews by the Vice President in charge of compliance when individual budget expenditures exceed a predetermined threshold.
- Conduct internal audit under the Vice President in charge of compliance, as well as develop human resources through sending our staff to training courses provided by government agencies, etc. on regular basis, to ensure proper contract, procurement and accounting procedures.
- A committee consisting of external experts will review of contracts concluded by the University in order to ensure proper implementation of tendering. In addition, exert efforts in ensuring fair and transparent procurement through measures such as establishing a committee including external experts and having their review on specifications of large research tools/equipment for each purchase based on the University's policy and rules.
- Utilize and manage cautiously the leasing contracts to acquire large and leading edge research equipment. Leasing contracts limited to 4 years and total contract lease value of new equipment in FY2013 capped at 720 million yen.

2.3 Efficiency of business operations

Goal:

OIST Graduate University will continue its efforts to improve efficiency in its business operations.

Actions:

- Support research activities, such as promoting common/shared use of research equipment and tools (See 1.2) and utilizing the methods of unit price contracts and bulk purchase for research materials and reagents.
- Confirm the internal team in charge of review and improvement of administrative

processes to identify sources of inefficiencies and streamline the administrative operations – among the goals; creating clear and easily accessible communication tools between administration and its users (bilingual operating manuals, training, etc.), strengthening administrative functions through better work organization and workload sharing, and reducing overtime hours.

- Contracts of the University shall be based on the principle of ensuring sufficient transparency and competitiveness, and in case of making a negotiated contract, thorough information disclosure will be ensured, such as by disclosing the reason for the negotiated contract. At the same time, review procurement policy, rules and procedures regularly from the perspectives of efficiency and simplicity.
- Collect reference data comparing prices of supplies and equipment etc. in Japan and abroad and use such data in direct negotiation with manufacturers/agents/forwarders to improve cost efficiency of purchasing.

Metrics:

- 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)

Goal:

OIST Graduate University will make the best use of its facilities and equipment.

Actions:

- Manage and monitor operation of Auditorium and other facilities, and continue to promote external use of those facilities.

2.4 Personnel management

Goal:

OIST Graduate University will recruit and retain qualified employees, which are essential for the university to achieve its goals sustainably, by providing internationally competitive compensation and benefits as well as training opportunities. At the same time, as a corporation operated largely with the subsidy from the Japanese Government, OIST Graduate University will make further efforts to contain overall personnel costs, particularly for administrative staff as preparations to open the Graduate School are now complete. In addition, we will continue efforts to keep the employee's salary at a reasonable level consistent with expectations of tax-payers, as well as ensuring accountability in such aspects following the comments in "Review of Salary Level of Independent Administrative Institutions, Special Public Corporations, etc. (distributed in Related Ministers' Meeting in December 2012)".

Actions:

(Recruitment)

- Continue to consider to recruit and hire qualified persons for the important positions to administer an international university – i.e. Chief Information Officer and Fund Raising Officer.
- Continue to recruit qualified staff necessary to cope with new or expanded functions, while recognizing and utilizing the internal human resources. Manage the headcounts within the range decided in budget and with use of external funds to prevent the organization from expanding excessively in the use of subsidy funds. Take account of

the trend among universities and similar institutions in Japan and abroad, in order to achieve an efficient and streamlined administrative sector.

- Implement the equal opportunity policy to promote diversity at the workplace and to improve the gender balance among all job levels and categories. Establish the Committee for Diversity/Gender Equality to promote gender equality in all aspects of university management, especially in playing a central role in the establishment of a support system for female researchers and female administrative staff.
- Strengthen the employee service related function, both for new and current employees as well as students, such as children services, family support, food services, health/medical services and living needs support on basis of feedback from users and changing needs as the campus population grows. Continue to network with schools to increase the opportunities for children education. Network with OPG, Employment Service Centers, and potential employers to identify more options for spouse work.

(Compensation)

- Review and continue to develop the new salary system installed in April 2012, referring to factors such as salary levels of national government employees and those of academic institutions in and outside of Japan, and the amount of salary will be determined based on individual job performance and potentials etc. within the respective range. In addition, continue to examine appropriate retirement benefits in view of international standards, financial feasibility, considering reduction of retirement allowance of national government employees insofar as it applies to OIST, and obtaining public understanding, to introduce a new program.
- As the Village Housing facilities are developed, review the rental charges, etc. as necessary, to ensure that users are responsible for an appropriate portion of the cost.

(Training and evaluation)

- Following the road map based upon training needs analysis made in FY2011, continue to design and implement new corporate training programs in complement to the job specific competency/expertise training plan.
- Continue to develop a career development plan for administrative staff, including provision of training opportunities and position rotations, and initiate a backup and succession planning.
- Continue to manage a performance evaluation system, including values/competencies evaluation and performance evaluation based on goals proposed in the beginning of the term, appropriate to the characters of each job category while ensuring fairness and transparency via self-assessment and reviewers' evaluations. Also, reflect the evaluation results in employee salaries.

Metrics:

- 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

2.5 Compliance

Goal:

OIST Graduate University will ensure compliance in all aspects of the university operations.

Actions:

- 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.

2.6 Information Disclosure and Public Relations

Goal:

As the Graduate University grows, so too will the efforts to guarantee transparency of academic and administrative operations and accountability to the general public. To obtain broad support for OIST Graduate University both from Japan and abroad and to increase worldwide recognition, we will communicate actively with various stakeholders and promote branding of the university.

Actions:

- Continue to disclose the information appropriately on the OIST web site etc. to comply with the School Education Act (Act No. 26 of 1947) and the Act on Access to Information held by IAs (Act No. 140 of 2001).
- Develop the OIST web site to maintain its position as the leading Japanese /English academic web site in Japan.
- Continue to proactively organize media briefings and press opportunities both on the mainland and on Okinawa to maintain consistently positive press coverage of OIST.
- Improve the News Center to facilitate the use of OIST photos videos and other multimedia.
- Implement increased use of social media such as Facebook, Twitter and YouTube to propagate excitement about OIST Graduate University.
- Consider publishing OIST financial statement after reformatting under the international standards to improve communication with potential donors and other financial institution.
- Maintain and improve the library of OIST Policies, Rules and Procedures on the website.

Chapter 3 Finance

Goal:

In FY2012 (10 months from April 2012 to January 2013), the amount of external revenue reached 420 million yen, increased by 35 percent from that of FY2011. OIST Graduate University will continue to broaden its financial basis strategically by increasing the amount of research grants, donations and other sources in aim of becoming more financially independent in the future. In FY2013, we will continue to make efforts to increase the amount of external funds. In particular, for the expenses such as student support, which require exceptional treatment during the initial years in funding including

support from direct government funds, we will increase the ratio of external funding.

Actions:

(Grants)

- Continue to provide information about research grants, both basic knowledge and timely opportunities in Japan and abroad, through the Sponsored Research internal web site and e-mails , with translations into English when necessary .
- Hold seminars about different grants, such as Kakenhi, JST's Strategic Basic Research Programs (CREST, PRESTO), and Human Frontier Science Program. Also hold practical seminars and workshops on how to write competitive grant proposals.
- Strengthen the assistance services for improving applications, such as reviewing and polishing of the drafts by Sponsored Research Section (SRS) staff and relevant researchers. When required, SRS will provide translation of the abstract or the entire application into Japanese for non-Japanese applicants.
- In addition to regularly checking web sites of funding agencies in Japan and abroad, we will collect information about any precursory activities leading to announcement of a new grant, such as advisory boards of MEXT.
- Encourage applications for industrial grants to support development of new businesses based on OIST research.
- Discuss and make a mid-term strategy by summer 2013 for acquiring external fund. Based on the strategy, we will take appropriate actions for acquiring external fund.

(Donations)

- Communicate the status of a Specified Public Service Corporation (for tax-deductible contributions. This is the Japanese version of US 501(c) organization) by MEXT and the designated donation program operated by the Promotion and Mutual Aid Corporation for Private Schools of Japan, so that donors will be eligible for preferential treatments equivalent to that for donations to the national universities.
- Continue the efforts for fundraising in any opportunity. Take measures to utilize a foundation established to receive donation in the United States.
- Continue to develop medium and long term strategies of fund raising based on the information concerning consultants collected in FY2011 and a mid-term strategy for acquiring external fund.

(See 1.5 for measures to collaborate with Industry)

Metrics:

- Increase of application for research grants
- Increase of awarded research grants (number and amount)
- Increase of the external funding (total amount and breakdown)

Chapter 4 Contribution to Self-sustainable Development of Okinawa

Goal:

The new Okinawa development policy was implemented from FY2012. OIST Graduate University will contribute to the promotion and self-sustainable development of Okinawa through strong academia-industry-government partnership and various activities to achieve one of its objectives stipulated in the OIST SC Act. In addition, OIST will work closely with academic institutions in Okinawa, such as the University of the Ryukyus and the Okinawa National College of Technology. Also, OIST will continue to enhance

collaboration and communication with the local community and local schools and develop the campus as a center for cultural and community activities.

Actions:

(Repeated items concerning promotion of research and development of R&D cluster)

- Continue to promote interactions and collaborations between researchers in different fields through accessed to shared instrumentation and trained technical staff(See 1.2)
 - Continue to promote collaborative projects with local companies, such as in health, biological resource and energy area. (See 1.5)
 - Monitor and accelerate the implementation status of the recommendations made by the R&D Cluster Workshops and share it with stakeholders in Okinawa. (See 1.5)
- (For other items to promote collaboration with industry, please refer to 1.5)

(Networking with local institutions and communities)

- As OIST made cooperative agreements and memoranda of understanding and promoting collaboration with several Okinawan institutions and organizations, including University of the Ryukyus, Okinawa National College of Technology, Japan Coast Guard and OPG, OIST continue to build collaboration among Okinawan institutions with expanded seminar programs, joint research projects, exchange of students, interns, and faculty.
- Continue to boost the number of visitors (including companies and associations etc.) to the campus whilst making sure that the volume of visitors does not disturb the academic and research goals of the University.
- A new visitor's center, where people can study about OIST and its activities, and virtually look around laboratories and facilities, will open adjacent to the Center Court.
- Hold the 4th OIST Open Campus Day at the OIST Campus.
- Continue to invite school children in Okinawa to the OIST campus to give them the opportunities to see and learn about cutting-edge research facilities, with the aim of increasing their interests in academic and professional careers in science and technology. In particular, promote the campus visit program for all senior high-schools in Okinawa in close collaboration with the Okinawa Board of Education and individual schools and host 20 local senior high schools within FY2013.
- A plan will be implemented, in collaboration with Onna Village and the OPG, to organize special visits for mainland Super Science High Schools, which provide advanced science and technology education programs.
- OIST will maintain as series of talks to all levels of school children given by faculty and other well-known scientific figures.
- Organize the 4th OIST Summer School of Science in collaboration with the Onna Village.
- Organize a series of cultural events such as demonstrations, science fairs, concerts and exhibitions both in the Auditorium and other facilities, to attract the local population to the University. Assist local schools to enhance children's English ability and cross-cultural understanding by participating in meetings on English education hosted by local boards of education and facilitating OIST community's contribution to English programs at local schools.

(Others matters concerning Okinawa development)

- Continue to employ talented people from Okinawa wherever possible.
- Continue to make clear and understandable explanation about the contribution made by the OIST Graduate University to Okinawa at various occasions, such as hosting science and technology show case events.

- As we participated such as Okinawa Sangyo Matsuri, Okinawa MICE Contents Trade Show and Startup Weekend Okinawa in FY2012, we will continue to have OIST representation at major cultural, industrial or academic events on Okinawa.
- Maintain high level of OIST visibility in the local media.

Metrics:

- 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)

Chapter 5 University Campus and Community Development; Safety and Environment Protection

5.1 Campus Development

Goal:

OIST Graduate University will continue to develop the campus as planned.

Actions:

- Operate and maintain the completed campus buildings and facilities. Construct Laboratory 3.
- Construct permanent Child Development Center.
- Continue development of the Campus Village facilities in line with demand, under partnership with private development consortium. (Phase 1: 96 units had completed by December 2012. Phase 2: 36 units scheduled for completion by summer 2013. Phase 3: 67 units will have completed in FY2014.)
- Based on the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000), continue to promote disclose of pre- and post- tendering and contract information such as tendering schedule and result, etc. to ensure transparency.

5.2 University Community and Education/Childcare Services

Goal:

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.

Actions:

(Developing the University Community)

- Continue to take measures to enhance wellbeing of the OIST community including staff and their families, such as by implementing welfare programs, enhancing the internal communication site, providing the information regarding the life in Okinawa and supporting initiatives (OIST Welcome Club etc.) and events organized by staff and families.

(Education and Childcare Services for OIST Family)

- Provide high quality and fully bilingual Preschool and Afterschool/Holiday program for

OIST family at Child Development Center with appropriate user fees. Those programs and facilities shall secure children's health and safety, being compliant with related regulations, such as Instruction and Management Guideline for Unregistered Nursing Institutions in Okinawa Prefecture.

- Continue the efforts to improve the educational environment for children of employees and students by increasing the opportunities of taking classes in English, in collaboration with OPG, Onna-son and other surrounding communities. Particularly, assist the local Board of Education and school to further develop the International Classroom to provide better education for non-Japanese speaking students.
- Continue to offer free English and Japanese course by OIST staff to all employees, students and their families.

(Student Support)

- Establish student support services and general welfare activities to promote a positive social and psychological environment for students. (Repeated. See 1.1)

5.3 Safety and Environment Protection

Goal:

OIST Graduate University will take necessary measures to control risks, prevent disasters and protect the safety of employees, students and visitors.

Actions:

- Continue risk management planning.
- Continue safety training for employees and students.
- Enhance the sustainability of the campus under natural disasters in collaboration with Onna-son, and offer the campus to local residents for evacuation under disasters.

Goal:

OIST Graduate University will conduct its business in an environmentally friendly manner.

Actions:

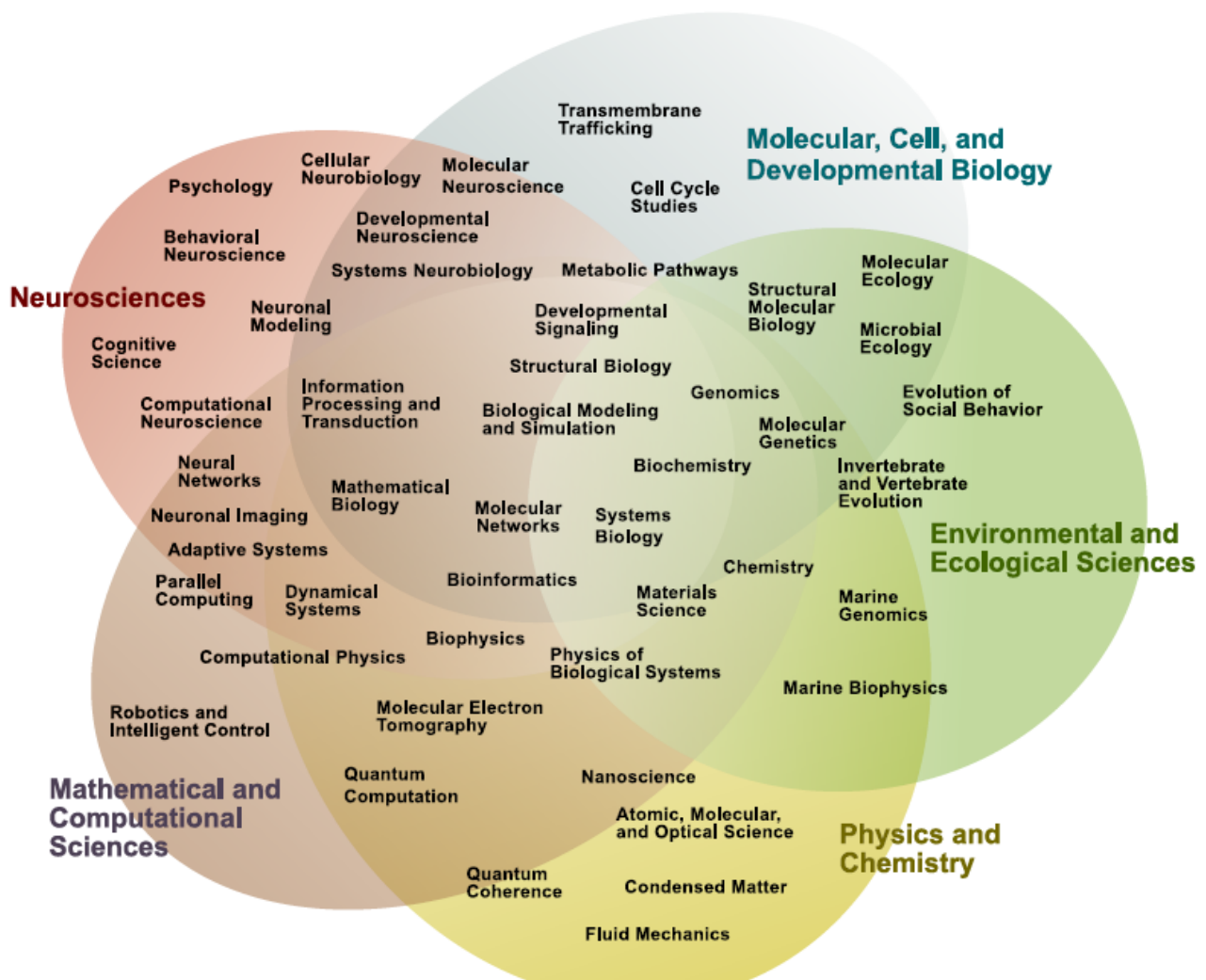
- Promote use of recyclable products.
- Continue to monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption.
- Minimize environmental impact on surrounding waters through providing measures such as enhancing the proper use and management of the water recycling system. In addition, prevent impact to local aquifers.
- For various construction works associated to facility development, provide sufficient measures such as installation of turbid water treatment plant to prevent red soil run off.
- Manage campus facilities and landscaping to preserve natural balance and protect indigenous species.

Research Units (as of February 1, 2013)

Unit Name		Faculty	Unit Name		Faculty
1	Biodiversity and Biocomplexity Unit	Dr. Evan P. Economo	24	Integrative Systems Biology Unit	Dr. Tatiana Marquez-Lago
2	Brain Mechanism for Behavior Unit	Dr. Gordon Arbuthnott	25	Light-Matter Interactions Unit	Dr. Sile Nic Chormaic
3	Biological Systems Unit	Dr. Igor Goryanin	26	Marine Biophysics Unit	Dr. Satoshi Mitarai
4	Biological Physics Theory Unit	Dr. Greg Stephens	27	Mathematical Biology Unit	Dr. Robert Sinclair
5	Cell Signal Unit	Dr. Tadashi Yamamoto	28	Microbiology and Biochemistry of Secondary Metabolites Unit	Dr. Holger Jenke-Kodama
6	Cellular and Molecular Synaptic Function Unit	Dr. Tomoyuki Takahashi	29	Molecular Cryo-Electron Microscopy Unit	Dr. Matthias Wolf
7	Chemistry and Chemical Bioengineering Unit	Dr. Fujie Tanaka	30	Molecular Genetics Unit	Dr. Sydney Brenner
8	Collective Interactions Unit	Dr. Mahesh Bandi	31	Marine Genomics Unit	Dr. Noriyuki Satoh
9	Computational Neuroscience Unit	Dr. Erik De Schutter	32	Mathematical and Theoretical Physics Unit	Dr. Shinobu Hikami
10	Continuum Physics Unit	Dr. Gustavo Gioia	33	Neural Computation Unit	Dr. Kenji Doya
11	Developmental Neurobiology Unit	Dr. Ichiro Masai	34	Nanoparticles by Design for Nanotechnology and Biomedical Applications Unit	Dr. Mukhles Ibrahim Sowwan
12	Developmental Signalling Unit	Dr. Mary Ann Price	35	Neuronal Mechanism for Critical Period Unit	Dr. Yoko Yazaki-Sugiyama
13	Ecology and Evolution Unit	Dr. Alexander Sergeevich Mikheyev	36	Neurobiology Research Unit	Dr. Jeff Wickens
14	Energy Materials and Surface Sciences Unit	Dr. Yabing Qi	37	Open Biology Unit	Dr. Hiroaki Kitano
15	Fluid Mechanics Unit	Dr. Pinaki Chakraborty	38	Optical Neuroimaging Unit	Dr. Bernd Kuhn
16	Formation and Regulation of Neuronal Connectivity Unit	Dr. David Van Vactor	39	Physics and Biology Unit	Dr. Jonathan Miller
17	Femtosecond Spectroscopy Unit	Dr. Keshav Dani	40	Plant Epigenetics Unit	Dr. Hidetoshi Saze
18	Genomics and Regulatory Systems Unit	Dr. Nicholas M. Luscombe	41	Quantum Dynamics Unit	Dr. Denis Konstantinov
19	Growth Control and Differentiation Unit	Dr. Nicholas Baker	42	Quantum Systems Unit	Dr. Thomas Busch
20	G0 Cell Unit	Dr. Mitsuhiro Yanagida	43	Quantum Wave Microscopy Unit	Dr. Tsumoru Shintake
21	Human Developmental Neurobiology Unit	Dr. Gail Tripp	44	Structural Cellular Biology Unit	Dr. Ulf Skoglund
22	Immune Signal Unit	Dr. Hiroki Ishikawa	45	Trans-Membrane Trafficking Unit	Dr. Fadel Samatey
23	Information Processing Biology Unit	Dr. Ichiro Maruyama	46	Theory of Quantum Matter Unit	Dr. Nic Shannon

Overview of Scientific Research at the OIST Graduate University

The OIST graduate education and research program is cross-disciplinary and aims to be at the leading edge of research in science and technology, including the Life Sciences, the Physical Sciences, and Mathematics. 46 Research Units (as of February 2013) have been launched so far, with research in five major areas of Neuroscience, Molecular, Cell, and Developmental Biology, Mathematical and Computational Sciences, Environmental and Ecological Sciences, as well as Physics and Chemistry.



FY2013 Income and expenditure budget statement

(Unit : K yen)

Revenues		Expenses	
Items	FY2013 Budget Amounts	Items	FY2013 Budget Amounts
Subsidy for Operations	10,423,949	Personnel Expense	4,289,510
Subsidy for Facilities	4,668,810	Academic related Expense	493,614
Other Revenues	508,000	Education & Research related Expense	2,613,779
		Common Resource Expense	2,838,117
		Administrative Expense	696,929
		Construction Expense	4,668,810
Total	15,600,759	Total	15,600,759

*The budget amounts of subsidies include estimated carry-over from the previous year.

Projected income statement
FY2012

(Unit : K yen)

(A)	(B)
Items	Amount
(1) Ordinary Revenues	9,629,118
(2) Revenue from Tuition etc.	10,710
(3) Revenue from Subsidy for Operations etc.	7,496,335
(4) Revenue from Donation etc.	15,169
(5) Revenue from Sponsored Research	163,264
(6) Revenue from Joint Research	24,768
(7) Reversal of Assets Offsetting Subsidy for Operations etc.	1,782,556
(8) Reversals of Assets Offsetting Contributions	17,255
(9) Reversals of Assets Offsetting Donated Assets	31,167
(10) Revenue from Proeprty Rent for Domitory etc.	5,208
(11) Land and Building Rent Revenue	1,373
(12) Financial Income	25,471
(13) Miscellaneous gains	55,843
(14)	
(15) Ordinary Expenses	9,537,927
(16) Operating Expenses	3,579,484
(17) General Administrative Expenses	768,947
(18) Personnel Expenses	3,392,805
(19) Depreciation	1,769,120
(20) Financial Charges	27,571
(21) Miscellaneous loss	0
(22)	
(23) Ordinary Profit	91,192
(24)	
(25) Extraordinary Profit	0
(26) Extraordinary Loss	91,192
(27)	
(28) Net profit for the year	0
(29)	

Projected Balance Sheet

(March 31, 2013)

	(A)	(B)	(C)	(D)	(Unit:K yen) (E)
(1) Assets					
(2) I Fixed assets					
(3) 1 Tangible fixed assets					
(4) Land			1,659,667		
(5) Buildings		29,976,274			
(6) Accumulated depreciation on Buildings		△ 1,606,225			
(7) Accumulated impairment loss on Lease asset		△ 7,023	28,363,026		
(8) Structures		5,565,123			
(9) Accumulated depreciation on Structures		△ 285,394	5,279,728		
(10) Machinery		196,660			
(11) Accumulated depreciation on Machinery		△ 50,677	145,984		
(12) Equipment		6,440,300			
(13) Accumulated depreciation on Equipment		△ 2,132,490	4,307,810		
(14) Libraries			468		
(15) Vehicle and transportation equipment		15,406			
(16) Accumulated depreciation on Vehicle and transportation		△ 5,267	10,139		
(17) Lease asset		1,265,485			
(18) Accumulated depreciation on Lease asset		△ 27,184	1,238,300		
(19) Construction in progress			330,129		
(20) Tangible fixed assets total			41,335,251		
(21)					
(22) 2 Intangible fixed assets					
(23) Patents			3,060		
(24) Software			63,503		
(25) Patents in the process of filing			5,508		
(26) Other intangible assets			45,639		
(27) Intangible fixed assets total			117,710		
(28)					
(29) 3 Investment and other assets					
(30) Security deposit			5,234		
(31) Long-term prepaid expense			1,992		
(32) Lease investment asset			1,905,418		
(33) Investment and other assets total			1,912,645		
(34) Fixed assets total				43,365,606	
(35)					
(36) II Current assets					
(37) Cash & deposit			2,338,462		
(38) Accounts receivable			2,070,029		
(39) Inventories-Stock			3,787		
(40) Prepaid expense			7,857		
(41) Prepaid expense(out of pocket expense)			51		
(42) Lease investment asset			54,309		
(43) Current assets total				4,474,494	
(44) Assets total					47,840,100
(45)					
(46) Liabilities					
(47) I Fixed liabilities					
(48) Encumbrance for assets-Subsidy for operation			6,676,885		
(49) Encumbrance for assets-Donation			37,128		
(50) Encumbrance for assets-Donation by National government			6,575		
(51) Long-term accounts payable			1,908,040		
(52) Lease liability			1,238,300		
(53) Allowance-Retirement benefits			87,589		
(54) Fixed liabilities total				9,954,518	
(55)					
(56) II Current liabilities					
(57) Advances received			14,457		
(58) Deposits received-Subsidy					
(59) Deposits received-Subsidy for operation		225,508			
(60) Deposits received-Subsidy for facility		2,400,158	2,625,666		
(61) Deposits received-Donation			0		
(62) Advances received(Kaken-hi:Grand-in-aid for scientific research)			32,840		
(63) Deposits received			32,320		
(64) Accounts payable			1,916,623		
(65) Current portion of long-term accounts payable			52,450		
(66) Accrued expenses			36,169		
(67) Liabilities-Assets retirement			0		
(68) Allowance-Bonuses			0		
(69) Current liabilities total				4,710,525	
(70) Liabilities total					14,665,043
(71)					
(72) Net assets					
(73) I Contributions					
(74) Contribution from national government			24,317,681		
(75) Contributions total				24,317,681	
(76)					
(77) II Additional paid-in capital					
(78) Additional paid-in capital			10,577,820		
(79) Accumulated depreciation-directly deducted from equity			△ 1,818,367		
(80) Additional paid-in capital total				8,759,453	
(81)					
(82) III Retained earnings					
(83) Voluntary reserve fund					
(84) Special reserve fund			80,533		
(85) Unappropriated retained earnings			17,389		
(86) (Current gross income (gross loss))			97,922)		
(87) Retained earnings total				97,922	
(88) Net assets total					33,175,056
(89) Liabilities and net assets total					47,840,100

Projected income statement
FY2013

(Unit : K yen)

(A)	(B)
Items	Amount
(1) Ordinary Revenues	11,133,555
(2) Revenue from Tuition etc.	27,810
(3) Revenue from Subsidy for Operations etc.	8,476,245
(4) Revenue from Donation etc.	82,982
(5) Revenue from Sponsored Research	209,000
(6) Revenue from Joint Research	1,000
(7) Reversal of Assets Offsetting Subsidy for Operations etc.	2,205,850
(8) Reversals of Assets Offsetting Contributions	17,138
(9) Reversals of Assets Offsetting Donated Assets	6,391
(10) Revenue from Proeprty Rent for Domitory etc.	5,208
(11) Land and Building Rent Revenue	3,327
(12) Financial Income	62,203
(13) Miscellaneous gains	36,400
(14)	
(15) Ordinary Expenses	11,133,555
(16) Operating Expenses	4,117,086
(17) General Administrative Expenses	689,687
(18) Personnel Expenses	4,018,439
(19) Depreciation	2,241,042
(20) Financial Charges	67,301
(21) Miscellaneous loss	0
(22)	
(23) Ordinary Profit	0
(24)	
(25) Extraordinary Profit	0
(26) Extraordinary Loss	0
(27)	
(28) Net profit for the year	0
(29)	

Projected Balance Sheet

(March 31, 2014)

(Unit: K yen)

(1) Assets	(A)	(B)	(C)	(D)	(E)
(2) I Fixed assets					
(3) 1 Tangible fixed assets					
(4) Land			1,659,667		
(5) Buildings		34,824,797			
(6) Accumulated depreciation on Buildings		△ 2,867,022			
(7) Accumulated impairment loss on Lease asset		△ 7,023	31,950,752		
(8) Structures		5,748,631			
(9) Accumulated depreciation on Structures		△ 508,691	5,239,940		
(10) Machinery		196,660			
(11) Accumulated depreciation on Machinery		△ 81,920	114,740		
(12) Equipment		8,294,766			
(13) Accumulated depreciation on Equipment		△ 4,155,597	4,139,169		
(14) Libraries			5,228		
(15) Vehicle and transportation equipment		15,406			
(16) Accumulated depreciation on Vehicle and transportation equipment		△ 9,385	6,021		
(17) Lease asset		1,985,485			
(18) Accumulated depreciation on Lease asset		△ 368,385	1,617,100		
(19) Construction in progress			433		
(20) Tangible fixed assets total			44,733,050		
(21)					
(22) 2 Intangible fixed assets					
(23) Patents			9,285		
(24) Software			43,894		
(25) Patents in the process of filing			5,508		
(26) Other intangible assets			41,736		
(27) Intangible fixed assets total			100,423		
(28)					
(29) 3 Investment and other assets					
(30) Security deposit			5,234		
(31) Long-term prepaid expense			1,992		
(32) Lease investment asset			2,559,815		
(33) Investment and other assets total			2,567,042		
(34) Fixed assets total				47,400,514	
(35)					
(36) II Current assets					
(37) Cash & deposit			2,188,713		
(38) Accounts receivable			2,070,029		
(39) Inventories-Stock			3,787		
(40) Prepaid expense			7,857		
(41) Prepaid expense(out of pocket expense)			51		
(42) Lease investment asset			56,884		
(43) Current assets total				4,327,321	
(44) Assets total					51,727,835
(45)					
(46) Liabilities					
(47) I Fixed liabilities					
(48) Encumbrance for assets-Subsidy for operation			6,486,078		
(49) Encumbrance for assets-Donation			19,990		
(50) Encumbrance for assets-Donation by National government			184		
(51) Long-term accounts payable			2,564,277		
(52) Lease liability			1,617,100		
(53) Allowance-Retirement benefits			106,108		
(54) Fixed liabilities total				10,793,737	
(55)					
(56) II Current liabilities					
(57) Advances received			14,457		
(58) Deposits received-Subsidy					
(59) Deposits received-Subsidy for operation		5,508			
(60) Deposits received-Subsidy for facility		2,070,462	2,075,970		
(61) Deposits received-Donation			0		
(62) Advances received(Kaken-hi:Grand-in-aid for scientific research)			32,840		
(63) Deposits received			32,320		
(64) Accounts payable			1,916,623		
(65) Current portion of long-term accounts payable			55,045		
(66) Accrued expenses			36,169		
(67) Liabilities-Assets retirement			0		
(68) Allowance-Bonuses			0		
(69) Current liabilities total				4,163,424	
(70) Liabilities total					14,957,161
(71)					
(72) Net assets					
(73) I Contributions					
(74) Contribution from national government			24,317,681		
(75) Contributions total				24,317,681	
(76)					
(77) II Additional paid-in capital					
(78) Additional paid-in capital			15,544,363		
(79) Accumulated depreciation-directly deducted from equity			△ 3,189,291		
(80) Additional paid-in capital total				12,355,072	
(81)					
(82) III Retained earnings					
(83) Voluntary reserve fund					
(84) Special reserve fund			80,533		
(85) Unappropriated retained earnings			17,389		
(86) (Current gross income (gross loss))			97,922)		
(87) Retained earnings total				97,922	
(88) Net assets total					36,770,675
(89) Liabilities and net assets total					51,727,835