

<Translation>

Fiscal Year 2011 Business Report

From: November 1, 2011

To: March 31, 2012

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, 2012)

Faculty members: 45

Employees (incl. researchers): 326

(4) History

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

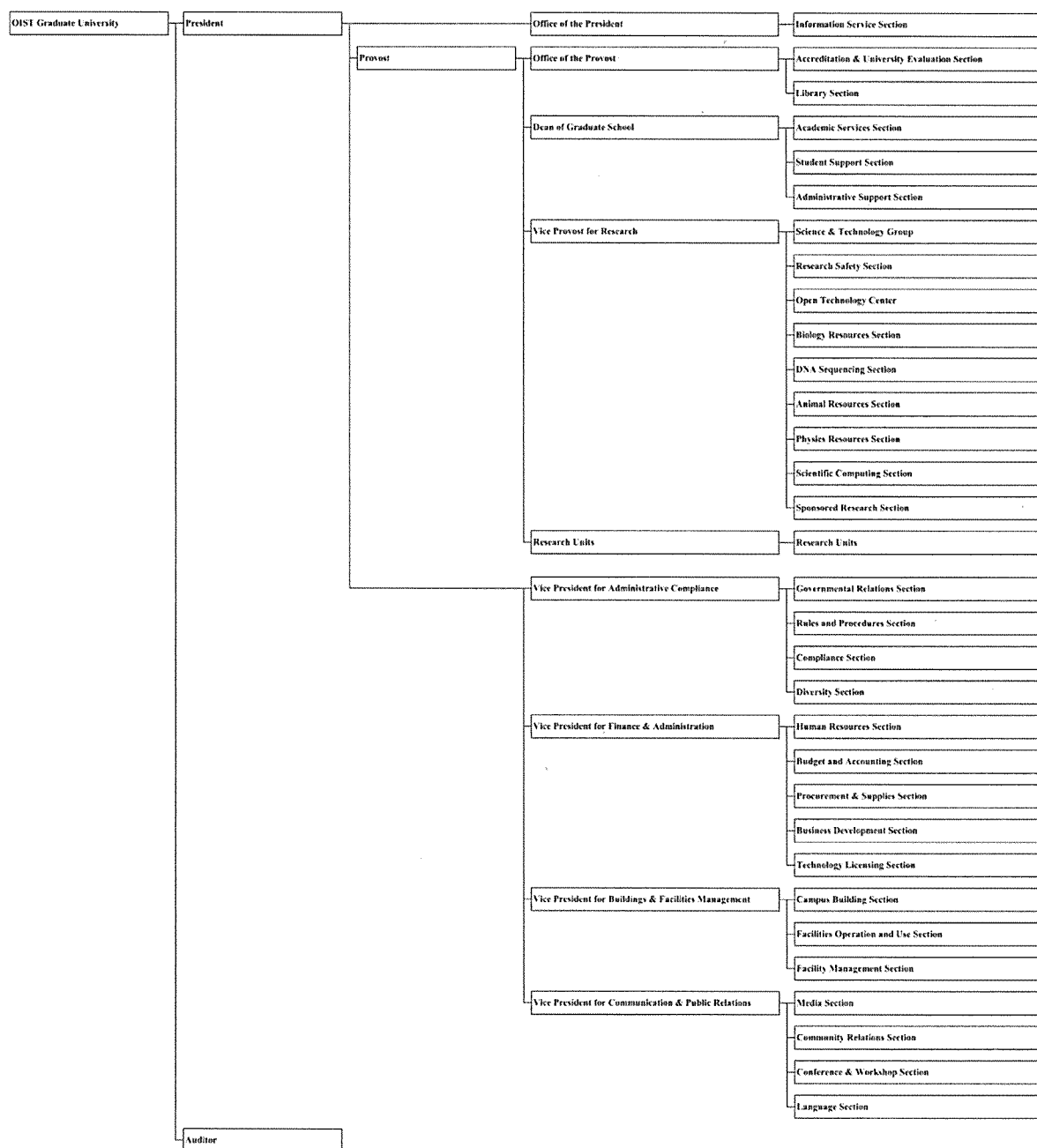
(5) Basis law for the establishment

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, 2012)



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

(1) Officers and Auditors

(as of 31 March, 2012)

Title	Name	Term	Background	
CEO / President	Jonathan Doran	From Nov. 1 2011 To Oct. 31 2014	1976 1989 1994 1999 2007 2010 2011 Nov	Ph.D. (Experimental Particle Physics), University of California, Irvine Professor, Stanford Linear Accelerator Center, Stanford University Associate Director, Stanford Linear Accelerator Center, Stanford University Director, Stanford Linear Accelerator Center, Stanford University Member of Executive Cabinet, Stanford University Special Assistant to President Hennessy, Stanford University President elect of Graduate University, OIST Promotion Corporation (PC) CEO, OIST School Corporation (SC)
Vice CEO	Robert Baughman	From Nov. 1 2011 To Oct. 31 2014	1974 1979 1985 1991 1995 1996 1999 2007 2011 Nov.	Ph.D. in Chemistry, Harvard University Assistant Professor of Neurobiology, Harvard Medical School Associate Professor of Neurobiology, Harvard Medical School Director, Doctoral Program in Neurosciences, Harvard University Program Director, Division of Fundamental Neuroscience, NIH- NINDS Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS Associate Director for Technology Development, Office of the Director, NINDS Executive Director, OIST PC Vice CEO, OIST SC

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

(2) Members of Governors

(as of 31 March, 2012)

Name	Term	Background	
Akito Arima	From Nov. 1 2011 To Oct. 31 2014	1958 1971 1975 1989 1993 1998 1999 2000 2005 2006 2009	Ph.D. (Science), The University of Tokyo Professor, The State University of New York at Stony Brook Professor, Faculty of Science, The University of Tokyo President, The University of Tokyo President, RIKEN Member of the House of Councilors Minister of Education, Science, Sports and Culture Double as Director-General of the Science and Technology Agency Chairman, Japan Science Foundation Co-Chair, Board of Governors, OIST PC Chancellor, Musashi Education Institution, Nezu Education Foundation President, HFSP

		2009 2010 2011 Nov.	Co-Chair, Establishing Member of OIST SC President, Shizuoka University of Art and Culture Vice-Chair, Board of Governors, OIST SC
Rita Colwell	From Nov. 1 2011 To Oct. 31 2014	1961 1991 1998 2008 2011 Nov.	Ph.D. in Oceanography from the University of Washington President of the University of Maryland Biotechnology Institute 11th Director of the United States National Science Foundation (NSF) Co-chair of the Committee on Science of the National Science and Technology Council 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 Member, Board of Governors, OIST SC
Jerome Friedman	From Nov. 1 2011 To Oct. 31 2014	1956 1967 1980 1983 1990 1997 1999 2001 2005 2009 2011 Nov.	PhD in Physics, University of Chicago Professor, MIT Director, MIT Laboratory for the Nuclear Science Head, MIT Department of Physics Nobel Prize in Physics Member of KEK Council, Japan President, American Physical Society Chair, Council of Scientific Society Presidents, U.S.A. Member, Board of Governors, OIST PC Establishing Member of OIST SC Member, Board of Governors, OIST SC
Tim Hunt	From Nov. 1 2011 To Oct. 31 2014	1968 1991 2001 2002	PhD in Biochemistry, University of Cambridge Fellow of the Royal Society Principal Scientist, Imperial Cancer Research Fund (ICRF) Clare Hall Laboratories Nobel Prize in Physiology or Medicine Cancer Research UK

		2005	Member, Board of Governors, OIST PC
		2006	Chairman of EMBO Council
		2009	Establishing Member of OIST SC
		2011	Member, Board of Governors, OIST SC
		Nov.	
Ichiro Kanazawa	From Nov. 1 2011 To Oct. 31 2014	1967	M.D., Medical School, University of Tokyo
		1990	Professor, Department of Neurology, University of Tsukuba
		1996	Science Advisor, MEXT
		1997	Director, University of Tokyo Hospital
		2003	President, National Center of Neurology and Psychiatry, Japan
		2006	President, Science Council of Japan
		2007	Member, Board of Governors, OIST PC
		2009	Establishing Member of OIST SC
		2011	Member, Board of Governors, OIST SC
		Nov.	
Hiroshi Komiya	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	Member, Board of Governors, OIST SC
		Nov.	
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)
		2009	Establishing Member of OIST SC Professor, National Graduate Institute for Policy Studies
		2011	Member, Board of Governors, OIST SC
		Nov.	
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

		2007	of Excellence, Ministry of Education, Taipei, Taiwan
		2009	Member, Board of Governors, OIST PC
		2011	Establishing Member of OIST SC
		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	Member, Board of Governors, OIST SC
		Nov.	
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	Member, Board of Governors, OIST SC
		Nov.	
Hiroko Sho	From Nov. 1 2011 To	1982	Doctor of Agriculture, Kyushu University
		1972	Professor at the Faculty of Education, the University of the Ryukyus
		1991	Vice-Governor of Okinawa Prefecture

	Oct. 31 2014	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	Member, Board of Governors, OIST SC
		Nov.	
Susumu Tonegawa	From Nov. 1 2011 To Oct. 31 2014	1968	Ph.D., Department of Biology, University of California, San Diego
		1971	Member, Basel Institute for Immunology, Basel, Switzerland
		1981	Professor of Biology, Center for Cancer Research and Department of Biology, Massachusetts Institute of Technology, Cambridge, MA
		1984	Order of Culture "Bunkakunsho" from the Emperor of Japan
		1987	Nobel Prize for Physiology or Medicine
		1988	Howard Hughes Medical Institute Investigator
		1998	Director, RIKEN-MIT Neuroscience Research Center
		2005	Member, Board of Governors, OIST PC
		2009	Director, RIKEN Brain Science Institute Establishing Member of OIST SC
		2011	Member, Board of Governors, OIST SC
		Nov.	
VijayRaghavan Krishnaswamy	From Nov. 1 2011 To Oct. 31 2014	1968	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

		2005	Research, Bangalore, India 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
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
		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 Nov.	Member, Board of Governors, OIST SC

(3) Members of Councilors

(as of 31 March, 2012)

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	Professor of the Department of Earth and

	To Oct. 31 2014	Planetary Science, the University of Tokyo
Ann Miura-Ko	From Nov. 1 2011 To Oct. 31 2014	Co-founding partner, Floodgate
Ken Peach	From Nov. 1 2011 To Oct. 31 2014	Director, Particle Therapy Cancer Therapy Institute, Oxford
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
Hiroataka 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
Gail Tripp	From Nov. 1 2011 To Oct. 31 2014	Chair of the Faculty Assembly/Council, OIST
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	Director General Emeritus, the DESY

	To Oct. 31 2014	
Jeffery Wickens	From Nov. 1 2011 To Oct. 31 2014	Dean of the Graduate School, OIST
Akira Yamauchi	From Nov. 1 2011 To Oct. 31 2014	Principal, Okinawa AMICUS International
* Takeshi Yasumoto	From Nov. 1 2011 To Oct. 31 2014	Professor emeritus, Tohoku University
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 "FY2011 Performance Report."

FY2011 Performance Report

	Goal	Actions	Metrics	Performance
1	<p>Chapter 1 Education & Research</p> <p>1.1 Ph.D. Program</p> <p>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.</p>	<ul style="list-style-type: none"> • Conduct the student recruitment activities globally to attract the highest caliber graduate students for the first class students arriving in September 2012 as follows: <ul style="list-style-type: none"> - The number recruited: 20 students - Admission period: until the end of March 2012 - Major recruitment activities: Contact candidates by website, email, domestic and international university visits, hosting booths at academic meetings, etc. • Organize the Admission Committee in the Graduate School and select the best students with high potential for independent research and creative thinking. The fair and transparent admission procedures administered by the committee will involve strict review of applications and Admission Workshops on campus, including interviews and writing exam. • Review the results of student recruitment and selection of this fiscal year and appropriately reflect the results of analysis in activities in future years. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • An intensive period of student recruitment has been conducted within Japan and Globally. This included participation in recruitment fairs in Beijing, Shanghai, Taipei, Malaysia, and Indonesia, visits to universities in New York, Boston, and Hawai'i, booths at international conferences and academic meetings in Japan in Tokyo, Yokohama, and Sapporo, as well as in the USA. Applications were received from 179 applicants. After evaluation (detailed below) a total of 41 offers were made. - Total applications considered: 179 - Short-listed for interviews: 70 (of which 6 have yet to be interviewed) - Offered admission: 41 - Accepted: 33 - Declined: 7 - Pending decision by candidate: 1 <p>An online admissions process was established using the services of the same service provider (Embark) that is also used by many of the top research universities in the USA. This has internationalized our appearance and streamlined our process. The system has proven to greatly simplify our handling of applications.</p> <p>• A secure web-based system for evaluation of student applicants for selection both as an initial screen and then to evaluate the interviews at OIST has been developed in-house, which has received much praise from users (members of the selection committee) for the ease of use and the transparency of process that it provides. This has contributed greatly to the smooth running of our admission process at all phases.</p> <p>Processes for the selection of students have been established and applied in the selecting of high-calibre graduate students in a transparent and efficient manner. After initial screening short-listed applicants were invited for interviews and written examinations at OIST. Students were also given an explanation of the OIST graduate program, aspects of student life in Okinawa, a tour of facilities, and an opportunity to meet informally with faculty members at a number of events.</p>
2	<p>We will make necessary preparations for the Ph.D. program starting from September 2012 and for the educational and support environment for incoming students.</p>	<p>(Courses)</p> <ul style="list-style-type: none"> • Develop the curricula including courses taught by newly recruited faculty, taking the matters pointed out in the accreditation assessment into account, and take necessary administrative steps associated with new courses, including the submittal of additional application to MEXT within this year. • Prepare the programs to learn English and Japanese communication in laboratories and/or other practical skills necessary for the research and training at OIST Graduate University for the prospective students who will complete their undergraduate programs at the end of March 2012. <p>(Infrastructures)</p> <ul style="list-style-type: none"> • Build and expand educational and training infrastructures, such as work space, equipment, and IT system to administer academic matters, etc. 		<ul style="list-style-type: none"> • The OIST PhD Program has been strengthened with the addition of several new courses in physics and technology, such as electronics and nanotechnology. The basic physics course have also been reworked in FY2011 to refine our coverage of the basic physics syllabus, and these changes have been approved by MEXT without reservation. • Suitable language programs devoted to Academic English preparation have been identified across the English speaking world (England, Scotland, New Zealand, Australia, and USA). These will provide quality English language training for higher education in science and technology to those of our students who need this before classes begin in September 2012. A key principle of this period of training is immersion in a professional environment, with the student conducting research in a laboratory known to OIST while they study English in a formal setting. The particular laboratory chosen for placement of each student is of course dependent on the specific student, and students are now being placed individually into an appropriate laboratory located close to their English program. Suitable Japanese language training courses are still in development. • The university has implemented a computerized teaching system using the latest in sophisticated open-source collaboration and teaching software, Sakai CLE. Open source software is a new development in the Japanese educational environment, and ensures a modern approach to teaching and teaching management, with considerable cost savings. OIST is now participating in the Japanese Sakai user group, and recently attended the 4th annual conference of JA-Sakai at Housei University in Tokyo (March 9 and 10). <p>The university has planned for a modern multifunctional teaching laboratory, which is currently undergoing the tender process before construction. This provides laboratory teaching for all OIST courses in physics and life sciences of various kinds, such as microscopy, cell biology, neuroscience, imaging and optics, and complements the research directions of OIST faculty.</p> <p>The teaching laboratory rooms will be equipped with high quality equipment to teach science well by using the same equipment used in research, for maximum effectiveness of education. Much suitable equipment has already been purchased, and the rooms will be used for international workshops as well as the OIST courses. An extensive recruitment effort to find a highly-experienced staff member to supervise and manage the facility is being conducted.</p>

	Goal	Actions	Metrics	Performance
		<ul style="list-style-type: none"> •Develop the University Library which meets the needs of faculty, students and researchers conducting cutting-edge research in science and technology by enhancing the collection of books and journals, etc., and start full operation of the Library. <p>(Student Support)</p> <ul style="list-style-type: none"> •Make necessary administrative preparations to develop 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. •Collect and provide information of external scholarship opportunities to the students. •Prepare sufficient support functions, such as providing necessary information of life in Okinawa and supporting immigration procedures etc., for students coming from around the world, so that they can lead a comfortable life in Onna area and concentrate in their research and training. 		<ul style="list-style-type: none"> •The University Library has been brought into full operation. The outfitting and furnishing of the library suite in the Center Building was completed. Seating for students and researchers at carrels, shelving for journals and books, several computer terminals for online searching, a discussion area, printing and photocopying facilities, electronic check out service, and a circulation desk have been provided. A trained librarian and an assistant have been hired. The librarian has implemented a broad survey of the needs of faculty, particularly new faculty in the physical sciences, for new online journals and books. The requests have been assembled to provide the most competitive pricing from the various suppliers. Review is now under way to establish the library collection management system, and the best and most economical search and access software linked to the online journal collection. •The necessary administrative preparations to develop an environment have been developed. Students are able to support their studies financially by receiving a Research Assistantship. The assistantship is designed so that students contribute to the research in their fields of study, so that they are able to concentrate on their research activities while living at a standard comparable to that of the students of the best universities in the world that we are competing with. •The graduate school has collected information about external scholarship opportunities and is making this information available to the students. •Preparations for support functions are well advanced to provide necessary information about life in Okinawa and supporting immigration procedures etc., for students coming from around the world.

	Goal	Actions	Metrics	Performance																																				
3	1.2 Scientific Research OIST Graduate University will continue to conduct world-class research in cross-disciplinary fields of science. Our interdisciplinary research foundation has been significantly strengthened by recruiting researcher in the physical science field in addition to the existing strength in the biological field through the faculty recruitment since summer 2010. 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.	<p>(Promotion of cross-disciplinary research)</p> <ul style="list-style-type: none">•Support the startup of new research units, predominantly in the field of physics and chemistry, and promote exchange of ideas and collaboration across the broad spectrum of science including those fields.•Introduce and utilize the state of the art research tools with use of the national subsidy allocated under the “Special Framework for Revitalizing Japan” to promote cross-disciplinary research including “Okinawa Marine Ecosystem Project.” <p>(Research Support)</p> <ul style="list-style-type: none">•Enhance collaborative environment by continuous promotion of common/shared use of research equipment and tools within the university based on the recommendations by the Common Resource Advisory Committee consisting of faculty members and relevant staff.•Build the research support functions such as providing common resources and hiring technical staff for physical science in addition to the existing strong support for life science.•Launch “Science and Technology Group” under the Vice Provost for Research and support the scientific or technological projects led by research scientists who do not	<ul style="list-style-type: none">•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	<p>•Faculty lunch seminars were started to facilitate mutual understanding and cross-disciplinary discussions among faculty members. Science and Technology Group was started with five research scientists to promote research in wider fields, including reproductive biology in collaboration with University of Ryukyus and Okinawan art restoration in collaboration with local museums.</p> <p>•Specifications of “Compact X-ray Light Source” and “Okinawa Coastal Ocean Observatory System” were clarified for procurement. Networking with international experts and local fishery coops was advanced.</p> <table><tr><th colspan="2">Number of researchers</th><th colspan="2"># of people</th></tr><tr><th></th><th>Oct. 31, 2011 (OIST PC)</th><th>Mar. 31, 2012 (OIST SC)</th><th>Number increased / decreased</th></tr><tr><td>Faculty*</td><td>45 (29)</td><td>45 (29)</td><td>0 (0)</td></tr><tr><td>Group Leader</td><td>11 (1)</td><td>12 (2)</td><td>1 (1)</td></tr><tr><td>Researcher</td><td>76 (35)</td><td>89 (45)</td><td>13 (10)</td></tr><tr><td>Graduate Student</td><td>2 (0)</td><td>8 (5)</td><td>6 (5)</td></tr><tr><td>Research Assistant</td><td></td><td></td><td></td></tr><tr><td>Technician</td><td>44 (15)</td><td>45 (15)</td><td>1 (0)</td></tr><tr><td>Total</td><td>178 (80)</td><td>199 (96)</td><td>21 (16)</td></tr></table> <p>(Remarks)</p> <p>•Principle Investigator (OIST PC)</p> <p>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.</p> <p>•Common Resource Advisory Committee called for joint proposals of new common equipment and software and evaluated their priorities based on an open presentation/discussion meeting.</p> <p>•The Common Recourse Group was reorganized into the Research Support Division to provide comprehensive support of all types of research activities. The following new sections were created:</p> <ul style="list-style-type: none">- Sponsored Research Section: inform funding opportunities, support grant applications, handle contract making, and check compliance in fund usage.- Open Technology Center: promote usage of OIST research facilities by external academic and industrial users to support research and development in Okinawa and to build open research communities around OIST.- Physics Resources Section: start up and manage physics common facilities and mechanical/electric workshops <p>•Former Research Support Section was reorganized into Biology Resources Section and took an initiative in building and managing a comprehensive research equipment database.</p>	Number of researchers		# of people			Oct. 31, 2011 (OIST PC)	Mar. 31, 2012 (OIST SC)	Number increased / decreased	Faculty*	45 (29)	45 (29)	0 (0)	Group Leader	11 (1)	12 (2)	1 (1)	Researcher	76 (35)	89 (45)	13 (10)	Graduate Student	2 (0)	8 (5)	6 (5)	Research Assistant				Technician	44 (15)	45 (15)	1 (0)	Total	178 (80)	199 (96)	21 (16)
Number of researchers		# of people																																						
	Oct. 31, 2011 (OIST PC)	Mar. 31, 2012 (OIST SC)	Number increased / decreased																																					
Faculty*	45 (29)	45 (29)	0 (0)																																					
Group Leader	11 (1)	12 (2)	1 (1)																																					
Researcher	76 (35)	89 (45)	13 (10)																																					
Graduate Student	2 (0)	8 (5)	6 (5)																																					
Research Assistant																																								
Technician	44 (15)	45 (15)	1 (0)																																					
Total	178 (80)	199 (96)	21 (16)																																					

	Goal	Actions	Metrics	Performance
		<p>(Publication and communication)</p> <ul style="list-style-type: none"> 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. <p>(Research Evaluation)</p> <ul style="list-style-type: none"> 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 FY2011, evaluation of 4 units will be completed.) 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. 		<ul style="list-style-type: none"> Consistent with the criteria established for review, researchers continued to publish in high impact journals and to participate in major international conferences. For the period April 2011-March 2012, 140 journal articles (136 international and 4 domestic), 13 books, and 349 presentations (207 international and 142 domestic) were produced. OIST has had excellent coverage in International, Japanese and Okinawan media. The most influential science publications Nature Science Physics Today carried positive articles on OIST. Nature in particular wrote an editorial in support of the university. The Economist is probably the most influential news magazine in the world and OIST was featured in November 2011. Coverage in Japan's main newspapers has not been so outstanding but this trend is changing as can be seen by the article in Nikkei Shimbun in February and the 5 page article in Nikkei Science in March 2012. Coverage of OIST developments in Okinawa has been excellent and consistently positive. OIST has completely redesigned its public website updating articles on a daily basis so as to keep the general public in Japan and around the world informed. A Facebook site and a Youtube channel have also been created. Press announcements / press releases: 9 Press conferences: 3 Number of research honors: 0 In addition to the above, we have been putting out a lot of Web articles that would otherwise be made into press releases at other organizations. We consider that the Web is an effective medium especially when reaching out to the international press, and OIST S.C. has been quite selective when deciding on which stories make themselves into a press release. Four reviews of research units were completed. Following guidelines established in the OIST PC, in each case the review committees consisted of external, international experts who carried out independent, evaluations of the research completed. The results have been used to determine evaluation and promotion of faculty and continuation of research units. When the process of obtaining Board concurrence with decisions resulting from the reviews is completed, the results will be made available.
4	<p>1.3 Faculty Recruitment</p> <p>The results of our recent recruitment demonstrate that OIST Graduate University can compete successfully against the best worldwide institutions for the highest caliber faculty. To keep the momentum for future growth and widen the foundation for cross-disciplinary research, we will make necessary preparations for the next round of faculty search. At least half of the faculty should be non-Japanese.</p>	<ul style="list-style-type: none"> Study and 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 account of the progress of facility construction, etc. – a faculty development plan will be created by the President and Provost in consultation with the current faculty, taking the matters pointed out at the accreditation assessment into account. 	-	<ul style="list-style-type: none"> Studies were carried out to identify the scientific areas that will provide the maximum strategic opportunities to OIST Graduate University as planned. As for a concrete faculty development plan including the feasible number or positions and timing for future recruitment, the main focus in the BOG discussion was put on the long-and-medium-term strategies, which would provide a basis of the planning, considering the prospective campus development plan in the future. It was agreed that a detailed plan will be presented at the BOG/BOC meeting in May 2012, taking account of the said strategies. President Dorfan and Provost Baughman took the initiative in the preparations and encouraged the Faculty to make their inputs. In October 2011, President Dorfan requested that the Faculty develop ideas for new hires. Proposals were prepared for an Assembly meeting held in October 2011 and opportunities were extensively discussed, including a comprehensive plan assembled by several faculty. President and Provost discussed the faculty development plan with the members of the BOG Steering Committee in November 2011 and there was a subsequent discussion at the Faculty Council meeting on November 28th. The groundrules established and opinions heard through this early stage of the preparation were well considered in the following process. In addition, President Dorfan and Provost Baughman visited several institutions around the world, which are conducting cutting-edge research, to collect information useful for the planning. In the 2nd BOC meeting held in February 2012, the membership of the Academic and Research subcommittee was decided. The subcommittee was established to discuss future directions of academic and research activities of the University including faculty recruitment plans. This subcommittee is playing a key role with the BOG's Steering Committee and Research and Academic Committee. Possibilities of using of the leased facilities in Uruma City for buffer space were carefully examined. It was decided to return these facilities to the owners, and not use them for future arrivals of new faculty members, from the viewpoints of integrity of the University and administrative efficiency.

	Goal	Actions	Metrics	Performance
5	<p>1.4 Collaboration with Industry</p> <p>OIST Graduate University will endeavor to advance research results to the market and thus to enrich the society. We will continue to build collaboration with industry and appropriately manage and utilize the intellectual properties produced by our research.</p>	<p>(Research Exchange and Collaboration)</p> <ul style="list-style-type: none"> •Through efforts such as exchange visits of researchers, promote research exchanges and joint research with industry, including both major corporations and venture firms. •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) •Provide training opportunities to faculty and postdocs to increase awareness of the importance of appropriate acquisition and protection of intellectual property. •Implement appropriate, efficient and effective procedures of patent application through use of external expertise from patent offices, etc. •Establish Business Development Section in charge of collaboration with industry in general, and Technology Transfer Section in charge of patent applications/management and administrative procedures for technology transfer to communicate with industry and provide necessary support to faculty and postdocs in making connections with the industry. <p>(R&D Cluster Workshop)</p> <ul style="list-style-type: none"> •Hold the second "R&D Cluster Workshop," in collaboration with relevant organizations in Okinawa. To identify practical strategies to develop an R&D cluster on the island, the best ways to commercialize research results and other necessary actions to be taken in Okinawa will be discussed. 	<ul style="list-style-type: none"> •Number of collaborative projects with companies (collaboration agreements, joint research projects, commercialization of intellectual property, etc.) 	<ul style="list-style-type: none"> •Joint research contracts with three companies and research funding from two private foundations were realized. Agreement with Shionogi was prepared in time for BioJapan and synergized with OIST first presence and OIST President's participation (allowing for personal meeting between OIST President and Shionogi CEO). This agreement provides the framework for joint research programs. One specific projects is on going and a second one is under preparation. •OIST participated in BioJapan for the first time and coorganised its attendance with Kosha. The event went successful bringing many contact points with private companies from Japan and abroad. These contacts are followed by exploration of research collaborations. •A new patent application scheme has been designed that will allow faster international protection in order to not impede researchers ability to communicate as soon as possible after their invention disclosure. An IP Seminar was run on March 28th where all OIST Researchers were invited, with the participation of Dr. David Secher from Praxis Unico, an international expert in technology transfer closely affiliated with Univerwsity of Cambridge TLO. •The "technology evaluation committee" has been implemented to provide a formal process of evaluation of inventions and discovery 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 section "Business Development and Technology Licensing" has been established. It focuses on identifying new business or IP opportunities from OIST research. •The second international workshop "Toward the Development of an R&D Cluster in Okinawa" was held in collaboration with the Okinawa Prefectural Government (OPG) as follows. <ul style="list-style-type: none"> - Date: March 29 - 30, 2012 - Venue: OIST Campus - Organizer: OIST Graduate University - Cooperation: Okinawa Prefectural Government - Participants: Representatives from local industry, academia and government sectors as well as entrepreneurs and experts in Japan and abroad. 40 in total (19 from Okinawa, 14 from mainland Japan, 7 from overseas) - Theme: <ol style="list-style-type: none"> 1) Strategies to Attract, Retain and Develop Human Capital 2) Financial and Business Resources to Promote Entrepreneurship 3) International and National Networking and Physical Infrastructure Planning •A major finding was that, while there exists a number of efforts to enhance R&D capabilities, there is a missing element in the future development of Okinawa: an organization that is responsible for planning, coordinating, implementing, and monitoring programs related to R&D cluster development on a daily basis. The steering group of the workshop outlined the minimum specifications of this organization: 1) Autonomous operation; 2) clear purpose and vision; 3) governance with local and international representation; 4) highly expert in diverse agenda; 5) flexible and results-oriented implementation. In addition, the need for a holistic approach to develop the entrepreneurial environment by implementing diverse projects in parallel. At the workshop, 45 action items in 7 areas were recommended as programs that impact over the short or long-term. •On April 23, 2012, President Jonathan Dorfan and two steering group members from Okinawa (Mr. Takashi Hiyane, President, Lexues Inc. and Mr. Daiya Miyazato, Associate Professor, University of the Ryukyus) visited Vice Governor of Okinawa Yoshiyuki Uehara to report the results of the workshop. The report of the workshop was opened on the OIST website. •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, OPG and the Federation of Chambers of Commerce and Industry in Okinawa Prefecture applied jointly, and successfully, to a new competitive program from the Kaufmann Foundation ((Kaufmann Global Partners Network) that will support new Cluster projects selected internationally).

	Goal	Actions	Metrics	Performance
6	1.5 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.	<ul style="list-style-type: none"> •Take over collaboration agreements made by OIST PC with the universities and research institutions in Japan and around the world and make new agreements to enhance opportunities for OIST faculty and students. •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. •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 (more than 9 international courses/workshops are to be held by the end of March including 8 that were hosted by OIST PC). In addition, actively support workshops by external institutes held at OIST. 	<ul style="list-style-type: none"> •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 	<ul style="list-style-type: none"> •Six academic exchange agreements drawn up by the Promotion Corporation were successfully transferred to the new School Corporation. In addition, OIST has this year begun tentative negotiations with other universities such as Osnabroeck in Germany and Harvard in the USA that may lead to Academic exchange agreements in the next year. •A specialist position has been created to manage OIST academic exchange relationships, to enhance the number and range of connections between OIST and other top-tier research universities across Japan and the world. This position is currently being filled, and several high-calibre candidates have been interviewed. An appointment is expected shortly. •The OIST short term research assistantship has proven to be very popular though FY2011 and into FY2012. For example, by closing date of March 31, 2012 for applications for the summer period of July to September 2012, OIST received applications from 37 students for six positions. 6 Workshops organized by OIST (290 participants) 3 Jointly organized Workshops (118 participants) 4 Externally organized Workshops (362 participants) •There were 49 joint research agreements with universities and research institute (12 overseas).
7	1.6 Local Networking OIST Graduate University will work closely with academic institutions in Okinawa, such as the University of the Ryukyus and the Okinawa National College of Technology as well as local industry for promotion and self-sustainable development of Okinawa. Also, OIST Graduate University will enhance collaboration and communication with the local community and local schools and develop the campus as a center for cultural and community activities.	<ul style="list-style-type: none"> •Make institutional efforts in promoting scientific collaboration with academic institutions in Okinawa such as interaction between researchers, joint research and co-use of research facilities. •Accept group or individual visits from the local community (including companies and associations etc.) to the OIST campus. •Hold the 2nd Open Campus Day at the OIST Campus in March, 2012. •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, to arrange visits by all senior high-schools in Okinawa, make necessary planning and coordination with OPG 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. •Organize cultural events, including those to be held in the Auditorium, which will be completed within this fiscal year, to make the campus open to the local community as well as inspire the creativity of scientists. 	<ul style="list-style-type: none"> •Number of collaborative projects with local institutions •Number of visits and visitors •Number of visitors on the Open Campus Day •Number of local students who visited the campus •Number of lectures and talks for local students 	<ul style="list-style-type: none"> •Open Technology Center started an initiative in research and development of slow-digesting rice in collaboration with University of Ryukyus, Kyushu University, Okinawa Prefecture, and companies in agriculture, food, and alcohol industry. An international network is being formed with marine scientists who are interested in running experiments by utilizing the infrastructure of Okinawa Coastal Ocean Observatory System. •"In 2011 OIST Community Relations section changed from a reactive to a proactive strategy. In place of responding to requests for tours of the campus, the section defined which groups they wanted to visit and actively invited them to the university. The first stage was to open the Campus to the general public for non guided tours, which started in April as did regular guided tours. Local companies and associations and in particular schools were contacted and proposed tours of OIST. The result has been very encouraging. In 2011 over 10,000 visitors toured the OIST campus. This compares to 2,000 in 2010. 1915 visitors in 2011 were high school students. OIST faculty and staff continued to give lectures at local schools, including schools on Ishigaki Island. OIST held its second Open Campus event on its Onna campus on Sunday, March 18, drawing a total of 3,012 visitors from Okinawa and beyond. This was the first Open Campus since OIST was inaugurated as a graduate university in November and gave guests the opportunity to experience the full range of research here, from robots to marine life to child development to optics. OIST has aggressively pursued its ambition that every high school student on Okinawa will visit OIST. THz program has been very successful. On two occasions over 700 students visited the campus over two days. A major exhibition of Okinawan ceramics"" Hamon-Science meets Art"" was organized at OIST. The exhibition was opened in June 2011 and closed in November. The Auditorium was not opened during the 2011 fiscal year but two concerts are booked in the auditorium for early 2012. - Number of visits 524 groups and 4,957 persons exclusive of Open Campus (3,012) - Number of local students who visited OIST campus: 1,689 - Number of lectures and talks for local students: 5 (4 junior high schools in Onna, and 1 in Ishigaki Island)"

	Goal	Actions	Metrics	Performance
	Chapter 2 Governance & Administrative Transparency and Efficiency 2.1 Basic structures for governance and business operations			
8	<p>The Board of Governors (BOG) 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. Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the corporation.</p>	<p>• In February 2012, following the first meetings in November 2011, 2nd BOG and BOC meetings will be convened to discuss the FY2012 Business Plan and Budget Plan which will be the first full-year plans for OIST SC. At that time, a medium-term strategic plan of the University, including financial strategies such as measures to broaden financial sources and strategies to contribute to Okinawa's development will also be discussed in addition to the annual plan.</p> <p>• BOG and BOC will establish subcommittees to ensure effectiveness of their functions and put them into operation. (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 conference system will 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.)</p> <p>• Auditors will 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 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.</p>		<p>• The BOG and BOC meetings were held as follows: [BOG meetings] 1st: November 18, 2011, 2nd: February 23, 2012 [BOC meetings] 1st: November 17, 2011, 2nd: February 9, 2012</p> <p>• The draft of FY2012 Business Plan, which is the first full-year plan for the OIST SC, was submitted to and reviewed by Councilors at 2nd meeting on February 9, 2012. The recommendations made by Councilors were incorporated to the plan, which was approved by the BOG. In addition to the annual plan, the medium-term strategies of OIST to broaden its financial basis and to contribute to Okinawa were explained by President Dorfan at the 2nd BOG meeting as one of the main agenda items. These strategies will be considered further when the university will make a future development plan. In the relation to this, these strategies were presented at the 1st Quarterly Meeting with CAO on January 24, 2012.</p> <p>• Subcommittees were established both in BOG and BOC to ensure effectiveness of their functions and put them into operation. (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.) These subcommittees are to be convened as necessary.</p> <p>• A web and telephone conference system was utilized for the BOG and BOC meetings. The number of Governors and Councilors who participated through the system was as follows: 1st BOG (1), 2nd BOG (11), 1st BOC (0), 2nd BOC (12).</p> <p>• Auditors participate in a weekly meeting with the VPAC division and have a meeting with VPAC, CEO or/and Provost as needed.</p> <p>• Auditors receive a firsthand briefing about each section from the section leaders.</p> <p>• Auditors audited on FY2011 accounting settlement of OIST PC and reported to the CEO in January.</p> <p>• The first periodical audit on OIST SC was conducted from April 23 to 26. The focus was on the establishment status of all the rules and policies that constituted the foundation for the school operation and on the condition of providing educational trainings. Implementation of a systematic division of duties, the status on the delegation of authority, and the system to interactively check were the focus of the audit. The progress on the 2011 Business Plan was inspected as well.</p> <p>• The Auditors' report on the audit will be submitted to the BOG and the BOC in May.</p>

	Goal	Actions	Metrics	Performance
9	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.	<ul style="list-style-type: none"> •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. •Establish the functions to support the President/CEO in the Executive Office in order to monitor the status of implementing the Business Plan and to coordinate and integrate all aspects of the university' s business from academic activities to administrative management under its leadership. •Hold regular (i.e. monthly, weekly and daily) meetings with the President/CEO, Provost/Vice CEO and Vice Presidents etc. to share information and review the status of business operations. In addition, hold all-hands meetings as necessary. <ul style="list-style-type: none"> •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 liaison meeting. 		<ul style="list-style-type: none"> •The former Academic Affairs office has been transformed into an organization that is tailored to a Graduate School. The VP is the Dean of the Graduate University, and there are three sections reporting to the Dean: Student Support Section, Administrative Support Section and Academic Services Section. Within this framework, the student recruitment function was entirely restructured by adding personnel and aligning the job descriptions to the tasks at hand. The powerful Embark system was out in place that allows the recruitment and evaluation to be done entirely electronically. •Likewise the research support section has been entirely transformed and put under the Vice Provost for Research. The research support section, formerly just for biology, has been expanded with sections for physics support and marine science support. Experienced personnel have been added. •An office of Sponsored Research has been established. IT has been reorganized so as to recognize the differences in institutional, business and scientific computing. The position of Chief Information Officer, reporting to the President was established and filled. •The organization chart was simplified and a clear relationship has been established between management and accountability. Spending authority has been formalized with a set of written designations signed by the authorizer and the authorizee. The job descriptions for the Executive members are spelled out in the PRP. •A new Assistant to the President and staff were brought into the President's office specifically to administer the Business Planning process and to coordinate a range of administrative issues of importance to the strategic functions of the President's Office. •A meeting of the Executive of the University is held weekly. This meeting forms the top of a pyramid of meetings which transfer the information down through the organization. In addition, daily meetings of members of the Executive (often with staff) are held. All hands meetings are held regularly: examples are the one to discuss the FY2012 budget and the PRP launch. <ul style="list-style-type: none"> •Through close communication and coordination with CAO, we made a monthly report of the budget execution to CAO and held the first quarterly meeting. •Monthly Report of The Budget Execution: 4 reports have been made during the period from November 2011 to February 2012. •1st Quarterly Meeting Date and Time: January 24, 2012, 13:30 - 16:00 Venue: CAO Office Themes: <ul style="list-style-type: none"> •OIST business plan for FY2012 (OIST) •OIST short and mid-term business operation policy (OIST) •OIST quarterly report (on the topics of student recruitment, regulations, etc.) (OIST) •CAO's framework for evaluation (CAO)

	Goal	Actions	Metrics	Performance
10	<p>2.2 Budget allocation and execution</p> <p>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.</p>	<ul style="list-style-type: none"> • Establish 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. • Establish and implement the organizational system in which the division heads and section heads are responsible for their allocated budget and 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. • 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. • Establish 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. • Continue the functions provided by the Contract Review Committee in OIST PC and establish a similar committee consisting of external experts in order to ensure proper implementation of tendering and contracts, and start review of contracts concluded by the University. 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. 		<ul style="list-style-type: none"> • 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. In addition, the budget execution status report to the CAO were done on monthly basis. • Management of competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research) are made in accordance with the rules provided to each grant. • We established a system for the Vice President for Administrative Compliance to review all small-amount negotiated contracts exceeding 1.6m yen and tendering items exceeding 50m yen, as well as matters concerning the establishing and revision of University regulations and rules. • During the current fiscal year, we conducted an internal audit to review the expenses for conference and honoraria as well as tendering items, then reflect the results into our related rules and manuals. • On developing human resources, we sent our staff from Finance Division to the accounting training course provided by the University of the Ryukyus to gain basic accounting knowledge. • 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. The first meeting of the University's contract review committee was held on March 23, 2012. We also established a committee consisting of external experts to have their review on specifications of large research tools/equipment for each purchase exceeding 50m yen.

	Goal	Actions	Metrics	Performance																								
11	2.3 Efficiency of business operations OIST Graduate University will continue its efforts to improve efficiency in its business operations.	<ul style="list-style-type: none">Continue the efforts made by OIST PC to efficiently support research activities, such as promoting common/shared use of research equipment and tools (refer to 1-2) and utilizing the methods of unit price contracts and bulk purchase for research materials and reagents. In addition, enhance efficiency further through providing review for streamlining the administrative operations.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. In addition, in order to allow flexibility and speed in purchasing while ensuring transparency and competitiveness, establish and implement a new tendering and contract procedure, taking the examples of national universities, etc. into consideration.Promote the use of information technology in business operations by steady implementation of the ERP (Enterprise Resource Planning) system, including the core (finance and accounting), human resources, and document management systems.Ensure effective use and management of fixed assets, including rental facilities, and maintain minimum research facilities in Uruma City, taking the progress of campus development into account.	<ul style="list-style-type: none">Reduction of costs by unit-price contracts and bulk purchaseIncrease of use of the internal supply storeRatio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount).	<ul style="list-style-type: none">As for the sequencing reagents, international travel tickets, copy-machine performance charges and translation fee, OIST reduced costs through the unit or annual contract based on the purchasing forecast we presented. We achieved 30% cost reduction on the sequencing reagents. Also, we got started with an attempt to import research equipment from overseas vendors within the range of negotiated contracts. <p>Ratio of purchase contracts (number of contracts and amount)</p> <table><tr><td></td><td>JPY</td><td>Transactions</td></tr><tr><td>Negotiated contracts</td><td>12.00%</td><td>20.10%</td></tr><tr><td>Competitive</td><td>88.00%</td><td>79.90%</td></tr></table> <ul style="list-style-type: none">For the purpose of improvement of convenience for researchers and administrative staff, we launched handling of stationary provided by the selected vendor in the supply center. <p>Increase of use of the internal supply store</p> <table><tr><td></td><td>Average Sales per month</td><td>Increase %</td><td>Average transactions per month</td><td>Increase %</td></tr><tr><td>FY2010</td><td>261,452</td><td>-</td><td>26</td><td>-</td></tr><tr><td>FY2011</td><td>599,297</td><td>129%</td><td>53</td><td>103%</td></tr></table> <ul style="list-style-type: none">As for the contracts of the University, we have a policy to secure transparency and competitiveness, while sufficiently considering national systems and budget constraints, we developed and introduced the procurement policies, rules and procedures in light of the procurement regulations of national universities and overseas in order to conduct efficient and prompt procurement as an international research institution.The travel desk function has been transferred to Budget and Accounting section and by allocating two new staff members and putting focuses on PRP and ERP development, it has been possible to develop a consistent and stable implementation of rules and procedures, documented into a Q&A available on line.The ERP system is now deployed across all finance and administrative processes and definitely contributes to rationalize and simplify the management of information. It gives budget managers at all levels an on-line access to the budget execution status of their unit. More work needs to be done to improve the user interface and automatize data transfers between different modules. The introduction of the Document management system postponed to FY2012 because of other priorities.Now that Labs 1 & 2 at the Onna Campus are coming to completion, we are gradually relocating facilities still housed at Uruma City to the main campus in a timely manner, and realizing the savings from the cancellation of the rental agreements for the facilities there. As overall campus activities increase, we expect increased demand for the workshop and accommodation facilities at Seaside House. Units that have been temporarily located there are being moved to Lab 2, freeing up extra guest rooms for workshop attendees.		JPY	Transactions	Negotiated contracts	12.00%	20.10%	Competitive	88.00%	79.90%		Average Sales per month	Increase %	Average transactions per month	Increase %	FY2010	261,452	-	26	-	FY2011	599,297	129%	53	103%
	JPY	Transactions																										
Negotiated contracts	12.00%	20.10%																										
Competitive	88.00%	79.90%																										
	Average Sales per month	Increase %	Average transactions per month	Increase %																								
FY2010	261,452	-	26	-																								
FY2011	599,297	129%	53	103%																								

	Goal	Actions	Metrics	Performance
12	<p>2.4 Personnel management</p> <p>OIST Graduate University will recruit and retain qualified employees, which are essential for the university to achieve the goals, 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 in containing overall personnel costs and keeping the employee's salary at a reasonable level consistent with expectations of tax-payers, as well as ensure accountability in such aspects. In addition, proper support will be provided for developing the community of the University that includes staff, students, and their families, which is an important factor for the success of the University operation.</p>	<p>(Recruitment)</p> <ul style="list-style-type: none"> • 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 – without delay. • 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. <p>(Compensation)</p> <ul style="list-style-type: none"> • Make necessary preparations to implement the new salary system that will be launched from FY2012. 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. • Continue to examine appropriate retirement benefits in view of international standards, financial feasibility, and obtaining public understanding, and make preparations to introduce a new program as necessary. • Limit the eligibility of the rental housing program to Vice Presidents and faculty members etc. and constantly review its fee. In addition, study appropriate level of the Housing Allowance along with the preparation of use of the houses in the Village Zone on the campus. <p>(Training and evaluation)</p> <ul style="list-style-type: none"> • In accordance to the needs and job category of the employees, provide necessary training for employees in a planned manner. • Implement new staff development programs, such as an employee award program, to motivate employees and create a sense of unity. • 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. <p>(Developing the Community of University)</p> <ul style="list-style-type: none"> • 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 events organized by staff and families. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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: 35.8% • Ratio of labor costs to the total operational budget: 31.12% • 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. • 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 permanent and fixed-term. • A review of pension systems and retirement benefits has been carried out to compare the situation in Japan with that prevailing in other international institutions. The result of this review are under evaluation. • As for rental housing program, upon transition to the School Corporation, the eligibility has been institutionally restricted to full-time officers, Vice Presidents, Vice Provost for Research, Dean, and faculty members, etc. In addition, faculty house eligibility has been restricted as well. The eligibility of student/researcher houses in the Village Zone that have been under construction is to be restricted in principle to faculty members, researchers, and students. Gross rent levels payable to the SPC developing the housing have been negotiated to a mid-point relative to housing off-campus (approx. ¥1,500/m²·mth), such that the PPP (Public-private partnership) is economically feasible but the cost to OIST and each researcher is not excessive. • Recognizing the importance of bilingual communication and cultural understanding in English and Japanese, two professional language teachers have been recruited as staff employees to replace outside vendors. Language training has been transferred to the PR division as part of the "language" section. • A survey of the Training Needs has been carried out by an expert who interviewed 24 managers of both administration and research. This survey was presented to the executive members for discussion before becoming a basis for FY12 training plans and programs. • 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. • Information on new personnel is shared with the "OIST Welcome Club" that provides support to the new comers' families, help for settlement in Okinawa as well as activities facilitating integration. The Communication and PR Section is also organizing events that are open to all and a new web site has been developed that will further facilitate communication across OIST community.

	Goal	Actions	Metrics	Performance
13	2.5 Compliance OIST Graduate University will establish a system to ensure compliance in all aspects of the university operations.	<ul style="list-style-type: none"> •Appoint the Vice President in charge of administrative compliance (with laws, regulations and internal policies, rules and procedures) and development, revision, management, etc. of University policy and rules, as well as provide staff to work on compliance matters. The Vice President will systematically 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 in charge of compliance, provide rigorous review of the status of compliance including the implementation of the regulations that were newly established, and reflect the result as necessary •Establish a set of rules concerning research ethics and compliance and ensure that our research activities are compliant with pertinent laws and regulations by implementing those rules under the Vice Provost for Research. 		<ul style="list-style-type: none"> •Following the appointment of the Vice President for Administrative Compliance (with laws, regulations and internal policies, rules and procedures), a staff member to work on compliance matters under the Vice President was appointed. The Vice President for Administrative Compliance reviewed all tendering items exceeding 50m yen and small-amount negotiated contracts exceeding 1.6m yen, as well as matters concerning establishing and revising University regulations and rules. •Based on the Act concerning the Management of Public Documents (Act No. 66 of 2009), we developed Policies, Rules, and Procedures (PRP) to ensure appropriate creation, management and retention of the documents. We also appointed staff in charge of managing the documents. •A new division of compliance (Division of Administrative Compliance) carried out internal audits to review honorarium, conference and travel expenses as well as annual maintenance agreements and reflect the results as necessary. Audits by Auditors have been conducted since mid April and the results will be reported to BOG/BOC on May 24. •In the new Policy Library, rules on research ethics and investigation of academic misconduct (Chapter 4), conflict of interest (Chapter 22), management of fund (Chapter 7), and discipline (Chapter 38) were established.
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.	<ul style="list-style-type: none"> •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 IAI (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. •Promote branding of OIST Graduate University by using the uniform visual style (the OIST logo etc.) based on the Graphics Standard Manual. 		<ul style="list-style-type: none"> •Regulations required to be disclosed by the law, such as Bylaws, University Rules, Business Plan (FY2011 & FY2012), and Officer Compensation Regulations, were uploaded on the Website. Preparations for information disclosure of procedure for disclosure request & information on Corporate Documents were made. •OIST has had excellent coverage in International, Japanese and Okinawan media. The most influential science publications Nature Science Physics Today carried positive articles on OIST. Nature in particular wrote an editorial in support of the university. The Economist is probably the most influential news magazine in the world and OIST was featured in November 2011. Coverage in Japan's main newspapers has not been so outstanding but this trend is changing as can be seen by the article in Nikkei Shimbun in February and the 5 page article in Nikkei Science in March 2012. Coverage of OIST developments in Okinawa has been excellent and consistently positive. OIST has completely redesigned its public website updating articles on a daily basis so as to keep the general public in Japan and around the world informed. A Facebook site and a Youtube channel have also been created. •OIST created a completely new branding style with new logo and full graphics standards manual. The design has been much admired and is now used uniformly throughout the university
15	Chapter 3 Finance OIST Graduate University will strategically broaden its financial basis by increasing the amount of research grants, donations and other sources in aim of becoming 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. 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.	<ul style="list-style-type: none"> •Increase of application for research grants •Increase of awarded research grants (number and amount) •Increase of the external funding (total amount and breakdown) 	<ul style="list-style-type: none"> •Sponsored Research Section organized seminars on the funding schemes and application processes of Kakenhi, Leading Graduate School Program, World Premier Institute program, and JST CREST/PRESTO. •There were 89 applications for competitive research grants and 18 of them were accepted. •Large-scale, multi-year funding were awarded to Prof. Doya (Kakanhi in Innovative Areas, Brain Science Research Program) and Prof. Saze (JST PRESTO). •The total amount of external research funding in FY2011 nearly tripled from FY2010 and exceeded 300 million yen. Increased the income from Kakenhi by more than 50% from previous year to JPY230m. Handed over the sponsored research section to VPR in order to bring this sections closer to the main stakeholders in the Organization.

	Goal	Actions	Metrics	Performance
		<p>(Donations)</p> <ul style="list-style-type: none"> • Make necessary administrative preparations to be certified as a Specified Public Service Corporation (for tax-deductible contributions. This is the Japanese version of US 501(c) organization) by MEXT and to utilize 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. • Appoint the Fundraising Officer, who will lead strategic approaches targeted at potential donors living abroad, and take measures to utilize a foundation established to receive donation in the United States. 		<ul style="list-style-type: none"> • Necessary administrative preparations to be certified as a Specified Public Service Corporation by MEXT and to utilize the designated donation program operated by the Promotion and Mutual Aid Corporation for Private Schools of Japan are made by consulting with them and ready for submission in April of 2012. • OIST received the generous donation from Mr. Iwao Kakazu and Mr. Tsuyoshi Kakazu in memory of their mother Mrs. Takako Kakazu on March 15, 2012. It was the first donation from individuals to OIST since the establishment of the graduate university. A commemorative plaque has been placed on the wall at the entrance, which will become a "Wall of Honor" recognizing the generosity of individuals and organizations that have contributed to OIST. • OIST employed Marts and Lundy, which is a consulting firm specialized in fundraising by universities, to develop a fundraising strategy. Mr. John Ford, the Chairperson of Marts and Lundy and the previously head of fund raising division of Stanford University, spent a week in March 2012 at OIST working with the executives to discuss about the strategy and gave a report on the fundraising possibilities and the resources needed to succeed. OIST is working with Mr. Ford to finalize the strategy.
16	<p>Chapter 4 Other Matters</p> <p>4.1 Contribution to Okinawa Promotion</p> <p>OIST Graduate University will contribute to the promotion and self-sustainable development of Okinawa through various activities to achieve one of its objectives stipulated in the OIST SC Act.</p>	<p>(Items concerning promotion of research and development of R&D cluster)</p> <ul style="list-style-type: none"> • Promote cross-disciplinary research including "Okinawa Marine Ecosystem Project." (See 1-2) • Promote collaborative project with local companies. (See 1-4) • Hold R&D Cluster Workshop. (See 1-4) <p>(Items concerning collaboration with and contribution to local community)</p> <ul style="list-style-type: none"> • Collaborate with local academic and research institutions. (See 1-6) • Accept visits by local community and hold Open Campus Day. (See 1-6) • Promote campus visits by high-school students in Okinawa, and arrange events to give talks to students in Okinawa. (See 1-6) • Contribute to cultural and community activities. (See 1-6) <p>• Play an active role in surrounding community development led by OPG, in close collaboration with OPG, Onna-son, and other related municipalities.</p> <p>• Endeavor to make clear and understandable explanation about the contribution made by the OIST Graduate University to Okinawa at various occasions.</p> <p>• Employ talented people from Okinawa wherever possible.</p>	<ul style="list-style-type: none"> • Number of collaborative projects with local institutions (See 1-6) • Number of visits and visitors (See 1-6) • Number of visitors on the Open Campus Day (See 1-6) • Number of local students who visited the campus (See 1-6) • Number of lectures and talks for local students (See 1-6) • Number of employees from Okinawa (researchers and staff) (Others: refer to each item) 	<p>(See 1-2, 1-4)</p> <p>(See 1-6)</p> <ul style="list-style-type: none"> • OIST campus was opened to the general public in April 2011 and a program of guided tours was launched. Over 10,000 people visited the campus in FY 11. 1915 visitors in 2011 were high school students. OIST faculty and staff continued to give lectures at local schools, including schools on Ishigaki Island. OIST held its second Open Campus event on its Onna campus on Sunday, March 18, drawing a total of 3,012 visitors from Okinawa and beyond. OIST working in collaboration with the Onna village office organized the 2nd Summer School of Science. This was a very successful week long event that introduced the children of the area to the excitement of science. • To assist the OPG in proceeding OIST surroundings development project, OIST participated in the project committee and working group meetings together with Onna-son and Uruma-shi and provided information as needed. During this term, there were two major ongoing projects: transportation development and map development. For transportation development, the OPG implemented the Airport Limousine Bus experiment from December 29, 2011 to March 27, 2012. OIST worked to raise the recognition of this service among the OIST community through announcements in various forms such as email, poster, and flyers. Also, in order to improve the accessibility of the service, OIST negotiated with the campus café vendor and was able to persuade them to handle ticketing. As a result, the use of this service consistently increased throughout the project period. The increase is expected to impact the possibility that the bus company will launch a service to connect Naha area and the OIST campus, later in FY2011. For map development, creation of regional Google Maps for OIST community proceeded well, as OIST closely and effectively communicated our demands and suggestions. These two projects are both expected to benefit not only OIST staff but also the larger Onna community, as they will improve the regional convenience. • Participated in meetings of Committee for Improvement of Living Conditions in Onna Village, discussing topics such as business opportunities related to OIST for local companies, and improvement of limousine bus service between Onna and Naha Airport. • OIST actively worked to organize participation of the university executives in meetings of local educators and business organizations and created opportunities to introduce OIST and its contribution to Okinawa. • 25% of OIST staff are from Okinawa, and OIST has an annual program for hiring new Graduates from Okinawa. In fact several applicants for jobs at OIST are living in mainland Japan but are from Okinawa and appreciate the career opportunities offered by OIST that were not available before on the island. As the result, three new grad students were hired after job fairs at two local schools and the on-site seminars.

	Goal	Actions	Metrics	Performance
17	4.2 Campus Development OIST Graduate University will continue to develop the campus as planned.	<ul style="list-style-type: none"> • Continue the construction of Laboratory 2, Auditorium, and Parking Facility etc. on campus. • 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. 	-	<ul style="list-style-type: none"> • Auditorium and Parking Facility construction were completed in Feb. 2012, while the construction of Lab 2 is on schedule for completion early in FY2012. Other construction works on the campus, including the Utility Trench to connect Lab 2 to Lab 1, road and infrastructure construction, and construction of stone facing at the entrance to the campus, have been carried out successfully as planned. • A contract was completed with a private sector consortium in Sep 2011 for development of the Village Zone housing, and construction commenced in November. Work on the first phase buildings is on schedule for completion in Aug. 2012, to enable occupancy by incoming students from Sep. 01, 2012. • All construction-related tenders are advertised online on the OIST website, and tender results are also published online.
18	4.3 Other matters OIST Graduate University will improve the education and childcare environment available to OIST employees.	<ul style="list-style-type: none"> • 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. Such efforts will include appointing an education facilitator to develop educational programs that integrate OIST families with local community schools. • Study and implement necessary measures to satisfy the various needs of early childhood education of employees and students, considering the situation of public childcare service provided in Okinawa. 	-	<ul style="list-style-type: none"> • OIST has worked in close collaboration with the OPG Education Board and the Onna village Education Board to set up an English speaking option within the Japanese education system for OIST children and other non Japanese residents. The collaboration has been very fruitful and a special class will be opened in April 2012 in the Onna Elementary School and Junior High School. A vacancy notice for an educational coordinator to develop educational programs that integrate OIST families with local community schools was posted on the OIST web site on April 5. • As OIST worked to develop the relationship with AMICUS, communication with the school has been increased, and now OIST is always informed of news regarding AMICUS admissions. Now OIST administration is able to provide staff with the latest information of AMICUS and to effectively respond to their concerns and questions. • Basic design plans were prepared for the construction of a Child Development Centre on the OIST campus, and an application was submitted to CAO for budget in FY2012 to construct the facility, however this budget was not awarded. In the meantime, funds were made available for renovation works to enable the provision of suitable childcare to be commenced in a temporary facility. Work is ongoing to determine how best to deal with the situation.
19	OIST Graduate University will take necessary measures to prevent disasters and protect the safety of employees, students and visitors.	<ul style="list-style-type: none"> • Make response manuals for natural disasters such as earthquakes and tsunamis and provide training to employees. • Continue to study effective measures to communicate with the employees under emergency cases, considering the international nature of the university, and introduce them in steps. • Enhance the sustainability of the campus under natural disasters in collaboration with Onna-son, and study a possibility to offer the campus to local residents for evacuation under disasters. 	-	<ul style="list-style-type: none"> • Research Safety Section took an initiative in setting a new set of safety rules (Policy Library Chapter 13) and creating web-based orientation and training programs for workplace and research safety. • A drill was carried out to test evacuation procedures from the campus buildings, and training was given to staff on the correct measures to take in case of earthquake. In addition, timely instructions were issued over the public address system to staff to return home as typhoons approached Okinawa during 2011. Development of a response manual for natural disasters is ongoing. • The OIST health emergency services are provided to all OIST community on 24/7 basis. It consists in an emergency center that can be called in English. This front line call center is relayed by a qualified nurse who can handle specific emergency situations. • Discussions have been held with the local Fire Department to determine the necessary measures to be taken by OIST in the case of fire or natural disaster, and a manager has undergone training for qualification as Safety Officer. Stocks of emergency food, water and other materials have been prepared on campus. In the review process of the disaster prevention plan of Onna Village, OIST offered the campus to be designated as the evacuation site for local residents in times of a disaster. Originally, the review process was scheduled to be completed in FY2011, however, due to the delay in the process undertaken by the government and prefecture, the review process of Onna Village was delayed. The process is now to be completed in June 2012.

	Goal	Actions	Metrics	Performance
20	OIST Graduate University will conduct its business in an environmentally friendly manner.	<ul style="list-style-type: none"> •Promote use of recyclable products. •Endeavor 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. 	-	<p>OIST made an effort to purchase eco-friendly goods and services such as recycled products in accordance with "Basic Policy for the Promotion of Procurement of Eco-Friendly Goods and Services" based on the "Law concerning the promotion of procurement of eco-friendly goods and services."</p> <ul style="list-style-type: none"> • In FY2011, through careful optimization of temperature, humidity and equipment settings, energy usage on the campus was reduced by 23% relative to the previous year on a MJ/person basis, enabling the total greenhouse gas emission and energy usage for the year to be reduced by 3% despite an increase in the number of staff on campus of 26%, and the commencement of full-scale operation of the High Performance Computing (HPC) cluster. • All water used on campus is treated by the water treatment plant on site and recycled for use in bathrooms, cooling towers and irrigation. Rainwater is collected in several catchment ponds and reservoirs constructed on site to prevent flooding or excessive runoff into local streams. • Water from construction areas is collected in catchment ponds and treated by turbid water treatment installations at each construction site to ensure that water containing an excessive level of red soil is not released into local streams or the sea. To date there have been no significant unauthorized red soil runoff incidents. • All landscaping and planting is done using only approved indigenous species of plants, grasses, etc. An environmental impact consultant is retained to monitor activities on site and ensure that indigenous species of plants and animals are being suitably protected, and that the university does not cause adverse impact to the natural environment.