

Attachment of the Next OIST PC Medium-term Objectives, “Prospective Features of the New Graduate University at the Opening”

This document is compiled in tandem with the compilation of the Second Medium-term Objectives of Okinawa Institute of Science and Technology Promotion Corporation (hereinafter referred to “OIST PC”) to describe prospective features of the new graduate university at its opening. The document reflects a series of studies undertaken by the OIST PC, including the deliberations by the Board of Governors that resulted in the issuance of the “Blueprint of the New Graduate University” on July 31, 2008 by which institutional designs of the new graduate university was proposed. Items on this document needs to be substantiated further through the enactment of the new legislation on the new graduate university and deliberations of the Founders of the new corporation.

1 Objectives, Mission and Basic Concepts of the Graduate University

1-1 Objectives and Mission

The objectives of the Okinawa Institute of Science and Technology (hereinafter referred to as “Institute”) is to create an international center for science and technology in Okinawa, by conducting education and research in science and technology recognized as among the best in the world.

The Institute needs to make efforts in a steady manner to accumulate achievement of education and research, by offering truly international and flexible environment in education and research encouraging advanced and cross-disciplinary works, aiming at contributing to academic advancement of science and technology in the world and promoting self-sustaining development of Okinawa, and thus the economic and social enhancement of the nation.

1-2 Basic Concepts

In order to achieve the above-stated objectives, the Institute will be operated with the five concepts of “Best in the World,” “Flexible,” “International,” “Global Networking,” and “Collaboration with Industry” as its guiding principles.

2 Name of the Graduate University

The name of the graduate university will be “沖縄科学技術大学院大学” in Japanese and “Okinawa Institute of Science and Technology” (OIST) in English. An appropriate subtitle could be used as well: e.g. “International Graduate University,” etc.

3 Institutional Status of the Graduate University

From the perspective of gathering the best wisdom of the world and securing the autonomy and flexibility both in the academic activities and the management, the Institute is to be established legally as a school corporation, defined by the School Corporation Act, while some exceptional provisions to the governance system are to be granted.

4 Governance of the Graduate University

4-1 Basic Concept

While the governance structure of the Institute is based on the school corporation system under the School Corporation Act, decisions on Institute’s policy is made by gathering the best wisdom of the world, and the concept of separating governance (or policy-setting and overseeing business execution) from management (or daily management of the business)

is respected, taking account of cases of US and other overseas universities.

4-2 Board of Governors

Note: While this organ was translated as “Board of Directors” in the previous documents including the Blueprint and the MOU among the ministers, “Board of Governors” might be more appropriate as some of the Board members have suggested.

- (a) As the governing body, the Board of Governors is the highest decision-making body of the Institute. It makes decisions on such important issues as appointment and dismissal of the President as well as changing its Bylaws, and oversees execution of the business by the President.
- (b) Requirements for the composition of the Board are as follows:
 - Institute endeavors to have world-class educational and research programs with a focus on cross-disciplinary fields. Hence, in order to ensure that the global trend of science and technology is appropriately reflected in the operation of the Institute by gathering the best wisdom of the world at the Board, the Board includes a multiple number of scientists with distinguished achievements from home and abroad.
 - Taking account of the objectives and basic concepts of the Institute, the Board also includes (a) person(s) with expertise of promotion and development of Okinawa as well as (a) person(s) with knowledge and experience in the relevant fields such as executive management of organizations including private enterprises.
 - In order for the Board to fully exercise its function of overseeing the business execution of the Institute, most of the Board members are “Extramural Governors,” or the persons who are not employed by the Institute.
- (c) Board members are appointed and dismissed under the procedure which is grounded on the autonomy of the Board and specified by Bylaws etc. The procedure of selecting new Governors includes consultation by the Board with the competent Minister.
- (d) The Chair of the Board is selected from among the Extramural Governors.

4-3 President

- (a) The President of the university takes the functions equivalent to those of presidents of US research universities, who are responsible for execution of the business both in management and academic activities as the chief executive officer (CEO) of the institution.
- (b) The President is selected from international academic community, and should be a person with competency to execute the business appropriately and effectively. Appointment and dismissal of the President is decided by the Board under the procedure specified by Bylaws etc.
- (c) While the President serves as a member of the Board by virtue of office based on the School Corporation Act, items on which the President is excluded from voting due to direct conflict of interest are clearly specified by Bylaws etc.

4-4 Vice President(s) etc

In order to support the President in executing his business, other senior executives will be appointed to be in charge of management of academic affairs, research operations, and high-level decision-making on strategic finance operations and external fund raising to achieve independent management in the future. In particular, the strategic finance

operations and external fund raising to achieve future independent management will require necessary executive expertise. These senior executives shall provide necessary reports and information for deliberations by the Board.

4-5 Board of Councilors

As advisory body of the Institute, the Board of Councilors is established based on the School Corporation Act. From the view point of hearing opinions on the operation of the Institute from a wide range of concerned parties, Councilors of the Institute includes local stakeholders (from municipal governments, industries, universities, etc) and persons with knowledge and experience in relevant fields. In addition, the School Corporation Act stipulates that Councilors shall include at least one employee of the institution.

4-6 Auditors

While the Auditors are appointed by the President pursuant to the School Corporation Act, those appointments requires an approval by the competent Minister.

5 Business Management of the Institute

Considering that it is supposed that the Institute has around 50 Principal Investigators when it is opened as a degree granting institution, most part of its operational budget is directly subsidized by the Government. At the same time, the Institute needs to take actions in a strategic manner to increase the amount of external funding including competitive research grants for organizations.

Corresponding to the special financial support and asset contribution from the Government, the Institute endeavors to take active measures to disclose information on its business based on relevant laws to secure high level of transparency. The Institute needs to be accountable to the general public in terms of efficient and effective use of taxpayers' money.

The Institute conducts the business in accordance with the business plan decided by the Board of Governors and approved by the competent Minister every fiscal year. The Institute voluntarily reviews and evaluates performance and makes a report to the competent Minister. Then, the Minister monitors and evaluates the operation of the Institute, considering opinions of experts if necessary.

6 Relationship with the Central and Local Governments

Considering the Institute is established to contribute to the self-sustaining development of Okinawa based on the Act on Special Measures of Promotion and Development of Okinawa and the Okinawa Promotion and Development Plan, it needs to conduct the business in a harmonized manner with Okinawa promotion policies of the central government and the prefectural government.

To this end, "Liaison Meeting" between the Institute and the Government is established in order to maintain continuous exchanges of opinions and information. The Institute needs to cooperate with the prefectural government and related municipal governments.

7 Academic Issues

7-1 Academic programs

The Institute's graduate education and research programs should be structured to enable

and encourage cross-disciplinary work and aimed at being the leading edge, in scientific fields including Life Science, Physical Science and Applied Science. The Institute endeavors to produce scientific achievements in a steady manner to establish international recognition.

The Institute provides a doctoral program by which the Ph.D. degrees are conferred. In order to acquire internationally significant students, international and strategic recruitment of students is carried out without setting any quota for students from designated countries or regions etc.

7-2 Educational and research organizations

In order to encourage unified and cross-disciplinary education and research, the Institute has several Graduate Committees. Faculty members are allowed to belong to more than one Committee. On the premise that the Institute will have about 50 Principal Investigators at the time of its opening, about four committees (neuroscience, mathematical and computational science, molecular science, and environmental science) is set up under one “kenkyuka” (or graduate school). Composition of Committees in the future will be determined in accordance with the direction of the educational and research activities in the future.

7-3 Internationality

In order to realize a truly international educational and research environment, educational and research programs are conducted in English. The Institute aims to have at least half of the faculty and students to be non-Japanese.

7-4 Global collaboration

Taking advantage of Okinawa’s geographical location as the center of the East Asia, the Institute endeavors to become a center of excellence open to the Asia-Pacific region and the rest of the world. Through concluding MOUs and agreements with universities and research institutions both at home and abroad, the Institute endeavors to engage actively personnel exchanges, joint research and exchange of academic credits.

8 Administration

In order to realize educational and research programs recognized as among the best in the world, the Institute needs to develop flexible and efficient administration that also meets the international standard. On academic side, the followings are necessary functions in particular; support for research activities, management of educational affairs, and support for foreign students. On management side, functions of strategic financial operations, acquisition of external funds, and liaison with the central government and local communities are necessary.

In addition, to enable a strategic conduct in global networking, collaboration with industry as well as protection and utilization of intellectual property rights under the leadership of the President, an appropriate organization comprised of faculty members and staff in charge needs to be established, and specialized staff with high level of expertise needs to be recruited and trained. Moreover, in order to effectively promote collaboration with industry, it will designate a point of contact with corporations etc to realize the so-called “one-stop service,” where all of the necessary procedures for establishing corporate partnering agreements are handled through a single office.