

Annual Plan for OIST Promotion Corporation FY2010

In accordance with Article 31 of the General Principle Act for Independent Administrative Institutions (Act#103,1999), Okinawa Institute of Science and Technology Promotion Corporation (hereafter OIST P.C.) has established its Annual Plan FY2010, covering the period from April 1, 2010 to March 31, 2011, which is based on operations stipulated in its Medium-Term Plan.

1. Research and development (R&D) on science and technology

(R&D activities)

- We will continue to promote innovating cutting edge R&D in Onna campus facility which started the partial use in the last fiscal year and in Uruma facility, while aiming at opening of the new graduate university as well as at formulating an international center of science and technology.
- Scheduled reviews of PI research units will be continued with the rigorous international standards that have been established.
- Some research activity will be maintained in Uruma in the Okinawa Technology Research Exchange Center to maintain our relationship with the Okinawa Genome Research Promotion Council center, of which OIST is a member and to provide temporary space for PIs while additional space is constructed on the Onna campus.
- As part of the overall ERP effort at OIST, we will computerize the administrative process for research activities and their experimental committees, including Animal care and use, Genetic Recombination Experiment, Biosafety, Human Subjects Research and others to further increase efficiency and rapid progress.
- We will continue joint researches with other institutions including international organizations to expand the capabilities of OIST investigators and to enable outside investigators with suitable projects to share the use of the OIST facilities.
- We will develop a function in an appropriate section to provide highest level of services in preparation, execution and interpretation of high level experimental work conducted by OIST researchers

(Recruitment of researchers)

- We will steadily continue our recruitment of new PIs and INIs toward the goal of about 50 by 2012. The search will be broadly based but will include areas of focus such as genomic research, non-human primate research, and cell biology.
- Visiting PI recruitment will be expanded to include areas that are needed in the academic curriculum and to complement existing scientific expertise. Possibilities include chemistry, physics.
- Development of life support for incoming PIs will continue to be strengthened, including housing, child care, schooling, etc.
- We will develop a research facility management system to optimize laboratories and common resource space management distribution and utilization for existing PIs and newly recruited

Pls.

2. Publication of research results and promotion of their use

- The number of publications in high impact international journals and attendance at international scientific meetings will be increased.
- In order to further enhance proper management of our research result, we will ask for support by external experts will be consulted concerning Intellectual property and patent.
- We will study possibility of utilization of OIST IP in companies.

3. Training of researchers, enhancement of research skills and exchange of researchers

- We will work to introduce a number of MOUs of education and research collaborations, including those with foreign universities and continue our efforts to accept an even wider range of graduate students in doctoral programs.
- We will continuously work on building an environment to accept students in an appropriate manner by implementing the formulated regulations steadily that are supporting student life in the last year.
- The number of OIST international courses, workshops, and seminars will be increased. Effort will be made to add two new courses

4. Preparations for establishment of OIST

- OIST will select and recruit a new president in order for him to take his function at the inception of the graduate university.
- We strive to ensure submission of the accreditation application to the MEXT in March 2011.
- OIST will verify the financial assumptions for the period considered in the basic plan for the establishment required for the accreditation application to MEXT, and finalize the financial section of the Document.
- OIST will develop the following regulations for preparation of opening of the graduate university.
 - Regulations concerning the admission policies
 - Regulations concerning the program completion requirements of education curriculum
 - Regulations concerning the basic organization required for education and research (graduate schools, majors, etc.)
 - Regulations concerning the appropriate treatment for faculty members (including salary system, tenure, and retirement options)
 - Regulations concerning student financial support.
- OIST will renew the student recruitment plan formulated in FY2009, and pursue the steady implementation.
- As secretariat of Establishing members, OIST will strengthen communication between

Establishing Members, OIST PC officers, researchers, and staffs, which covers the executive decision makings to documentation of the decisions in an accreditation form.

- A transition team established in last year will confirm the procedure and necessary HR and other regulations to enable the transfer to OIST personnel into the new university and School Corporation.

5. Effective public relations activities and transmission of information

- Plans or progress of projects toward opening of the graduate university will be uploaded and updated on the renewed website regularly in order to enhance public recognition.
- Contact information of relevant administrative sections will be provided on the new website, so that external users will be able to obtain relevant information (tender, procurement, workshop/seminar, recruitment) easily.
- Research achievements by PIs and their research units, and a the academic development of OIST will be disseminated as follows:
 - 1) Issue press releases and PR documents in a timely manner,
 - 2) Issue and widely distribute an annual report in June and regular newsletters,
 - 3) Upload the above information and other information about significant developments at OIST on our Website, and
 - 4) Revise OIST brochures following the opening of the new Research Laboratory at the end of FY2009.
- Open House of OIST facilities takes place annually for the Okinawa community.
- PIs and administrative staff will hold lectures at local schools and other settings to introduce the OIST research program and its mission.
- OIST transmit scientific and technical information about international workshops and lectures both on our website and in publications in order to enhance our recruitment of outstanding researchers and students and to establish collaborative relationship with other international universities, research institutions and businesses.

6. Enhancement of efficiency of organizational management

- Full execution for process management will be enhanced by a partial ERP introduction.
- We will Centralize recruiting through relocation processes of all positions including PIs to HR
- We centralize travel administrative support to HR with new simplified rules and user-friendly tools of reservations and expense reimbursement.
- We will carry forward to outsource Payroll services.
- OIST will introduce an on-line attendance system for legal compliance under the new labor law in the new campus.
- Relocation/resettlement assistance of non-Japanese researchers and employees will be outsourced to a professional service vendor.

7. Appropriate and efficient budget enforcement

- The Budget section shall rigorously monitor budget execution status of each budgetary unit and report it on a monthly basis for the purpose of thoroughly managing the Subsidy for Operation and Subsidy for Facility, systematically, integrally.
- Any budget related accounting regulations should be conducted strictly.
- The followings should be implemented by utilizing budget compilation system introduced.
 - 1) Quarterly budget execution status should be reviewed.
 - 2) Sharing of planned procurement items between budget section and procurement section.
- A Full Economic Cost analysis and evaluation method will be established to understand the true cost of shared equipment and facilities.

8. Compliance with appropriate tendering and contracting processes and enhancement of procurement efficiency

- In general OIST PC will use open competitive tendering of contracts etc and conduct “Review Plan for Negotiated Contracts” steadily. We will undergo an assessment by the Contract Review Committee comprised of the Auditors and outside learned experts regarding appropriateness, competitiveness and transparency of the tendering and contracting procedures, and we will reflect its results/recommendations into our operation.
- In order to streamline procurement/contract process and reduce procurement costs, OIST PC will promote electronic bidding, bulk purchase, consolidation of vendors/agents, unit price contract, multi-year contracts and etc concerning procurement/contract work.

9. Adjustment of the salary level

- We will make further effort to have proper personnel cost and lower Laspeyres Index.
- We will update salary tables and set ranges by job.
- We will study allowances and non-cash benefit package to be appropriate compared to other institutions.
- We will review organization and people cost periodically in order to realize the organization goals.
- We will continue to conduct a survey for standard of salary and benefit package.

10. Effective use of the assets

- As a place to transmit OIST information, continuous efforts on effective use of Seaside House will be made as below.
 - 1) Raise operation rate by increasing the number of workshop through external organization.
 - 2) Develop programs such as exhibitions and lectures to utilize Seminar Room and

Chura hall, in order for OIST to obtain local people's understanding and interest toward science and technology OIST project.

- Seaside Faculty Housing will be effectively utilized in accordance with the stipulations.
- The regulations, guidelines and rules for the laboratory building, administrative building, and other facilities to be developed will be constructed and ensured their effective use.

11. Implementation of measures for greater operational efficiency

- The Executive Committee and the Manager committee will meet regularly on a weekly and a monthly basis including PIs and administrative managers.
During these meeting organizational and/or operational issues are directly discussed among PIs and managers to develop further close communication.
- The auditors will conduct audit in a stern manner following a timely and appropriate report and provision of information on the status of operation and management.

12. Improvement of financial conditions

- For the purpose of expanding research grant opportunities in Japan and abroad by collecting through the network of PIs and direct collection from Grant Agencies, establish a system to provide the information to researchers. OIST encourages researchers to apply to at least one grant per year.
- Conferences will be organized with external experts in the field of patents, TLO and new business development to learn from best practices and stimulate researchers' initiatives to gain external fund.

13. Facilities and equipment

- OIST will establish the necessary research environment for the opening in FY2012, including construction of the Laboratories etc., based on the status of the recruitment of PIs.
- OIST will finalize contracts of appropriate housing specifications, house rents and services to residents of the village zone.
- The construction of the first phase of the village zone will start to permit completion at a time as close as possible to the completion of the buildings of laboratory 2 and 3.
- Laboratory 2 & Laboratory 3 are expected to start. The both construction are carefully forwarded with taking care of Laboratory 1 operation and environmental impact.
- In the village zone Auditorium is also expected to start and complete in FY2010.
The bridge 2 leads to the Lab zone will be completed in October.
- After existing PIs move to Lab-1 in Onna Campus, we will reorganize the Okinawa Technology Research Exchange Center in Uruma for the new investigators that will conduct their research in this facility to maintain multi disciplinary and collaborative research environment.

14. Personnel matters

- Regarding recruiting, set up standard process and procedures for recruiting (requisition, selection and offering) for integrity and legitimacy to rules and guidelines, shorter time to hire and cost-effectiveness.
- Regarding Compensation and benefit, we will conduct a survey for salary and benefit programs, in order to recruit and secure talented employees by competitive package.
- Regarding Performance Management, the new Employee Evaluation program should be implemented, and performance evaluation will be conducted by performance so that each employee has his/her own goals to be reviewed with value competency standards.
- Regarding Training and Education, in addition to necessary trainings such as new recruits or language classes, personnel management, international understanding, and work environment subject will be considered to be provided.
- HR tools such as attendance data acquisition and HR web site will be introduced for effectiveness and staff's work/life balance.

15. Enhancement of the administrative structure

- Appoint a person with expertise in management of the Japanese public organizations as chief administrative officer who will take charge of administrative matters comprehensively.
- We will make effort to swiftly appoint key staff posts which are now vacant. We will also compile an HR plan until the opening of the graduate university, and establish a proper personnel structure based on the plan.
- An overhaul of the entire administrative processes and systems (procurement, HR, reporting etc..) will be implemented through partial introduction of an ERP in FY2010 on the basis of the analysis made during the previous year that also takes into account the needs of the future university.

16. Social responsibilities

(Compliance with laws, regulations, and codes of ethical conduct)

- We will continue our effort to improve document management and enforce staff compliance with regulations by conducting practical seminars.
- We will hold seminars on scientific misconduct and on misconduct in the use of research funds by administrative staff and researchers.

(Cooperation with the local community)

We will continue our activities such as lectures by PI or other researchers at local schools and community. Also we will cover the new areas where OIST has not conducted such activities. Furthermore, we will ongoingly conduct Open House and Seminars, etc.

- (Environmental consideration)

- We continue to make effort to use recyclable products as much as possible and make a concrete plan to tackle global warming.

(Creation of safe and friendly work environment)

- We will organize or update the rules and guidelines for safety environment in the new campus.
- We will offer quality of life in the new campus such as commuting, food and environment with high safety standards.
- Training for mental health, multi-cultural understanding, anti-harassment, people management will be implemented.
- Work life balance of employees will be improved by appropriate measures taken based on working hour data by introduction of new system.

Annual Budget

FY2010

(¥ mil)

Items	Amounts
Revenues	
Subsidy for Operation	8,167
Subsidy for Facilities	7,740
Others	89
Total	15,996
Expenses	
Operating Expenses	4,910
General Administrative Operating Expenses (Excluding Personnel Expenses and Temporary staff)	784
Personnel Expenses	357
Construction Expenses	9,945
Others	-
Total	15,996

【Notes】

- 1 . Due to rounding-off, a total amount and a sum of each item in the right column do not necessarily correspond to each other.
- 2 . Subsidy for Facilities includes 5,142M¥ of FY2010 Original Budget and 2,598M¥ of carry-over from the previous fiscal year.
- 3 . Construction expenses are funded from Subsidy for Facilities (7,740M¥) and Subsidy for Operation etc. (2,205M¥).

Estimated Income Statement

FY2010

(¥ mil)

Item	Amounts
Expenses	
Ordinary Expenses	
Operating Expenses	6,033
General Administrative Expenses	754
Personnel Expenses	357
Depreciation	1,406
Financial Charges	-
Extraordinary Items	-
Revenues	
Subsidy for Operation	7,055
Business Income, etc.	93
Reversal of Assets Offsetting Operational Expense Subsidy	1,361
Reversals of Assets Offsetting Contributions	4
Reversals of Assets Offsetting Donated Assets	37
Extraordinary Items	-
Net Profit	0
Reversal of Reserve for Specific Objectives	-
Gross Profit	0

【Notes】

- 1 . OIST PC pays retirement allowance in accordance with “Officer Retirement Allowance Payment Regulations” and “Employee Retirement Allowance Payment Regulations.” OIST PC projects the entire amount for the retirement allowance is financed by the Subsidy for Operation.

Estimated Cash Flow Statement

FY2010

(¥ mil)

Items	Amount
Cash Outflow	
Cash Outflow for Operation	4,939
Cash Outflow for Investment	11,057
Cash Outflow for Financing	-
Carry-over for the next period	-
Cash Inflow	
Cash Inflow from Operation	
Cash Inflow from Subsidy for Operation	8,167
Business Income, etc.	89
Cash Inflow from Investment	7,740
Cash Inflow from Subsidy for Facilities	7,740
Cash Inflow from Financing	-
Carry-over from the previous period	-

【Notes】

1. Due to rounding-off, total amounts and sums of each item in both columns do not necessarily correspond to each other.