

## Host Institution's Commitment

Date November 9, 2012

To MEXT

Host institution University of Tsukuba  
Name and title of head of host institution Nobuhiro YAMADA, President

Signature by \_\_\_\_\_  
On behalf of  
Nobuhiro Yamada  
President  
University of Tsukuba  
Japan

I confirm that the measures listed below will be taken faithfully if the "International Institute for Integrative Sleep Medicine" is adopted under the World Premier International Research Center Initiative (WPI).

### <Provision in host institution's mid-to-long-term plan>

In University of Tsukuba's Midterm Goals (for the period of April 2010 to March 2016), it is proclaimed that the University shall "strive for deeply specialized expertise, open up new cross-disciplinary fields, and achieve research results which are outstanding by international standards over a wide range of academic fields."

In the University's Midterm Plan to reach these goals, it is stated that the University shall "promote high quality fundamental research taking a long term view of academic progress and ambitiously open up new cross-disciplinary fields," and "under the leadership of the President carry out research intensively in fields where the University has distinctive capabilities, in particular those which are internationally recognized to have great potential and budding new fields which invite the interaction of existing fields."

Therefore, the World Premier International Research Center Initiative (WPI) is in complete agreement with the University's Midterm Goals and Midterm Plan.

Further, as the strategy to achieve the University's goals regarding systems to carry out research, the Midterm Plan stipulates that "research groups and organizations which are expected to achieve outstanding research results will be singled out for appropriate support, including allocation of research resources, hiring of supporting personnel, and reforming of organizations, and will be aggressively promoted as international centers of research."

In accordance with this Midterm Plan, these research centers will be given the highest priority in the University's development efforts. In particular, under the leadership of the President, a deliberative committee preparing for the establishment of the University of Tsukuba International Institute for Integrative Sleep Medicine (provisional name) has been launched. The whole University will get involved to make the level of work at this international research center on par with any center in the world.

The first of the Midterm Goals is to make this an "open university" in every aspect, with a "flexible educational and research organization" that is not tied down by past conceptions and that will take the lead in promoting "new ventures for the university" that are called for by tomorrow's society.

Our candidate for center director, Dr. Masashi Yanagisawa, has been a professor at the University of Texas for over 20 years, and will use this experience in managing this center. By incessantly supporting his efforts, the University will realize the "new ventures for the university" that are demanded by tomorrow's society.

We will specify “International Institute for Integrative Sleep Medicine” for a Midterm Plan in the near future.

<Concrete Measures>

(1) How it will support the center’s need to secure resources that match or exceed the project grant through such means as competitive grants obtained by researchers participating in the project, in-kind contributions and other forms of assistance by the host institution (including partial payment of salaries, provision of research space), and/or external donations. In the case of project exploiting previously-initiated center-building efforts, how it will assist the center in securing sufficient independent resources to continue to secure the same scale of the measured amount through independent resources after that funding eventually ends.

In order to manage this center and carry out research activities there, the University will give support as indicated below which will amount to at least as much as the support supplied by the WPI program. Further, even after the Funding Program for World-Leading Innovative R&D on Science and Technology (FIRST Program) ends its “Molecular Mechanism and Control of Complex Behaviors” project which formed the basis of this center, personnel and laboratory resources will be maintained at the same level through outside funding to support the participating researchers.

- 1) The University of Tsukuba Organization for the Support and Development of Strategic Initiatives (formed by the University President and Vice-President) shall continue to give intensive support to make this an international center pioneering new fields, as one of the Organization’s strategic initiatives. Specifically, the Organization will support the center with ¥10 million per year to cover expenses of center activities.
- 2) Competitive research funds obtained by researchers participating in the center  
Competitive research funds obtained by researchers participating in the center amounted to an average of US\$8.86 million in the past 5 years, and it is anticipated that an equivalent amount will be gained. Even after the completion in FY2014 of the FIRST program that founded this center, we anticipate that the center will have about 115 researchers who will gain at least the same level of funds as the previous year. The University will be providing full support for their applications for competitive external and internal research funds.
- 3) Support through handling of personnel expenses  
The personnel expenses of University faculty participating in this center will be treated as University personnel expenses for researchers.  
University staff (approximately 3 persons) will be assigned to carry out the chief administrative work of the center such as general affairs, accounting, and research funding. The expenses for this staff will be handled by considering them to be administrative staff participating in an administrative support division.
- 4) Support through supply of research space  
The University will use its good offices to facilitate the building of research facilities (more than 5,000m<sup>2</sup>) according to a plan that will give the center an outstanding research environment and distinctive tangible advantages.
- 5) Support for the use of research facilities  
Various core facilities will be offered for use (see paragraph (5) below).

(2) How it will institute a system under which the center’s director is able to make substantive personnel and budget allocation decisions necessary to implementing the center project—a system, which in practice, allows the center director autonomy in making decisions regarding the center’s operation.

This center will be established as an independent research organization separate from other research bodies, and also as a special institute for the purpose of making the level of research at the center as high as any in the world.

In order for the center director to be able to fully exercise his/her leadership, a system will be instituted in which the director has managerial powers over key aspects of the center, including the power to decide upon personnel and the budget. In order to implement this system, the University will take necessary measures such as amending relevant regulations if needed. Further, the director will be supported by the administrative division established within this center which includes Professor Emeritus Katsutoshi Goto who has rich administrative experience such as the director of the Center for Tsukuba Advanced Research Alliance, administrative personnel dispatched from the University for support, and personnel recruited from outside the University. These personnel will supply the director with the information needed for him/her to hand down decisions, and keep the director's work load from becoming excessive.

- (3) The support it will provide to the center director in coordinating with other departments within the host institution when recruiting researchers for the center, while giving reasonable regard to the educational and research activities of those departments.

The Deliberative Committee to Prepare for Establishment of the University of Tsukuba International Institute for Integrative Sleep Medicine (provisional name) has been established with the President as the head and persons in charge of research, administration, finances, and facilities, University Vice Presidents and Division Directors with international responsibilities, and related institute directors participating. Necessary adjustments will be made within the University to support design of the organization of this center.

Further, after the establishment of this center, if persons from other institutes in the University assemble in this center as principal investigators, thorough adjustment will be made with those institutes in keeping with this center's status as a target for the Organization for the Support and Development of Strategic Initiatives.

Specifically, adjustment and support will be carried out so that there is no impediment to the research and education carried out by the institute in question; these support includes securing replacement personnel and taking measures to reduce administrative and educational work loads. Further, a place for interchanges with the researchers at this center will be created, so as to aid in the nurturing of outstanding new personnel.

- (4) Its flexibility in applying, revising, or supplementing the host institution's internal systems as needed for the center to effectively implement new management methods (e.g., English-language environment, merit-based pay, top-down decision making) unfettered by conventional modes of operation.

This center shall be made an independent research organization reporting directly to the University President and kept separate from other research centers. University systems will be executed flexibly, making amendments and adjustments as necessary.

Specifically, English shall be the official language of the center, with the administrative tasks carried out in English and administrative documents made bilingual. Persons with high English proficiency will be recruited from within and outside the University, and further training will be provided to those persons after entering the center.

Under the management of the director, systems for determining salaries based on merit, for annual salaries, for evaluating researcher's achievements, for determining salaries based on evaluations of the work, and for renewal of contracts will be introduced.

Also, to deal with requests for flexible execution, improvement, or adjustment of systems in the center, the director will exercise the functions established by the Organization for the Support and Development of Strategic Initiatives for dealing with research groups to take appropriate measures, subject to amendment through negotiation with the University President and related Vice Presidents and administrative divisions.

- (5) Its accommodation of the center's infrastructural requirements (for facilities, e.g., laboratory space; equipment; land, etc.).

In order to assemble many leading researchers by making the center the one place where they want to work, the University will use its good offices to the greatest extent to facilitate the building of research facilities according to a plan that will give the center an outstanding research environment and distinctive tangible advantages so that it can claim with confidence to be a place for research of the highest level.

Specifically, the center will be provided with all floors on the E Building of the University Hospital, which will be vacated by January, 2013 into the new ward building currently under construction. The center will continue to use the floors on the Health and Medical Science Innovation Laboratory that are currently occupied by the FIRST Program. Together, the center will be provided with more than 5,000 m<sup>2</sup> of research floor space. The Hospital E Building is located in close proximities to both the Innovation Building and the Laboratory Animal Resource Center, which should be highly advantageous for the center to facilitate its research. During the required renovation of the E Building, the center will be provided with temporary floors on the Laboratory of Advanced Research D.

The Research Facility Center for Science and Technology will assist persons wishing to use facilities in and outside the University, through the Open Facility function which is scheduled to start being offered sometime this fiscal year. Among these facilities are those for cutting-edge mass spectroscopy, super-high resolution ultrasound echo sonography for mice, and in vivo luminescence/fluorescence imaging system for mice. This function will be expanded in stages, and will make possible the use of the pioneering research facilities in the Tsukuba area.

Further, University of Tsukuba will provide university housing or satisfactory housing close to the University to researchers and administrative staff participating in this center, including foreign researchers. The University will also make its housing facilities available to foreign and Japanese researchers visiting this center so that they can hold seminars and carry out joint research.

- (6) How it will support to sustain the center as a world premier international research center after the WPI-grant period ends.

As a concrete policy for raising the level of research to the highest international level, a goal proclaimed in the University's Midterm Plan, it is stated in this Plan that the University shall "promote high quality fundamental research taking a long term view of academic progress" and that "research groups and organizations which are expected to achieve outstanding research results will be singled out for appropriate support, including allocation of research resources, hiring of supporting personnel, and reforming of organizations, and will be aggressively promoted as international centers of research." The measures necessary to make this one of the world's leading centers, of which the University may be proud, shall be taken.

- (7) Other types of assistance it will provide to give maximum support to the center in achieving its concepts and objectives and becoming a world premier international research center in both name and deed.

The University of Tsukuba is striving to be an "open university," and is leading the way in realizing a flexible education and research organization and the new university organization

demanded by tomorrow's society. With this as the conceptual basis of our policies, we have introduced reforms in Japan's universities. Dr. Sin-itiro Tomonaga, Dr. Leona Esaki, and Dr. Hideki Shirakawa are Nobel prize Laureates associated with the University, and in recent years, two of the centers of the Funding Program for World-Leading Innovative R&D on Science and Technology (FIRST Program) created by the Japanese government are being run in the University.

Also, in order to make the University more international, it is one of 13 universities promoting the formation of a network, Global 30, that will make international interactions a part of daily activities, and that will make the University into a world center of knowledge.

A University of Tsukuba research administrator (URA) headquarters (headquarters chief: the Vice President in Charge of Research) which is charged with carrying out business involving the URAs who are sent from the Ministry of Education, Culture, Sports, Science and Technology will provide support for research strategies, international joint efforts, compliance with legal and social requirements, etc. that are key to this center's research activities.

In order to truly raise the research level of this center as high as any in the world, the know-how and resources which can be the basis of such accomplishments must be exploited to the maximum extent. It is the responsibility of the University to see that this is carried out, by supplying all necessary support.