

Host Institution's Commitment

June 28, 2012

To MEXT

Nagoya University
Dr. Michinari Hamaguchi, President

I confirm that the measures listed below will be taken faithfully if “Institute of Transformative Bio-Molecules” is adopted under the World Premier International Research Center Initiative (WPI).

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

Nagoya University (hereinafter referred to as “NU”) promotes its research activities based on our *Midterm Objectives*, which include establishing world-leading research centers. In addition, the manifesto of the incumbent President—also known as the “*Hamaguchi Plan*”—identifies the strong promotion of world-class research and the globalization of NU as top priorities.

This proposal for *the Institute of Transformative Bio-Molecules* (hereinafter referred to as “*the Center*”) coincides wholly with the current conception of NU. If this proposal is adopted, NU will amend its *Midterm Plans and Research Promotion and Strategy Plans* to specify the WPI and the Center, and fully commit to providing support for the Center based on clear objectives.

<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.

- 1) NU endorses the fully committed financial support for the Center that is larger than the support from WPI.
- 2) NU will continue to cover the equivalent amount of the salaries of those researchers at the Center who already hold posts at NU, and will provide 6,000 m² of the research space for the Center. Additional space will be given according to the progress of the research.
- 3) The total sum of competitive funding for those researchers at the Center who already hold posts at NU is \$5.9 million (in FY2012), and receipt of competitive funding at an equal or greater level is promised from FY2013 onwards.
- 4) To help with the establishment and smooth operation of the Center, NU will assign 4 staff to the center and cover their salaries as well as employing new bilingual staff.
- 5) Although this proposal does not exploit previously-initiated center-building

efforts, NU has actively accepted some national projects such as the Global COE Program (“Advanced System-Biology: Designing The Biological Function”, “Elucidation and Design of Materials and Molecular Functions”) and the resulting research systems and facilities have made this proposal possible.

- 6) This proposal will affect not only related research fields but also all of the research activities in NU, coupled with the other national projects such as the Program for Leading Graduate Schools “Integrative Graduate Education and Research Program in Green Natural Sciences” and “MEXT Project of Integrated Research on Chemical Synthesis”.

(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.

- 1) NU will reorganize the Institute of Advanced Research, which is established as an institute independent from the other departments and research centers, and will place the Center as part of the Institute.
- 2) NU will support the Center Director in his leadership and give full mandate for his decisions on important matters such as personnel and the execution of the Center’s budget.
- 3) In addition, the Vice Director and Administrative Director will make decisions depending on the matter, to avoid placing an excess burden on the Center Director and enable the progress of daily work at the Center.

(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.

- 1) NU will assign 7 associate professors, who will mainly take charge of education in each department to take PIs duty, and to maintain high-level education.
- 2) NU will give priority to female researchers at the Center to enable their children to enter the nursery school operated by NU.
- 3) NU will support foreign researchers at the Center in their daily life and the education of their children, making full use of facilities and knowledge base which has been obtained through the operation of international projects such as the “Global 30 Internationalization Program (G30)” and “CAMPUS Asia Support for the Formation of a Core Center”, and so on.
- 4) NU will provide opportunities for partners/spouses of foreign PIs to hold positions in NU on the basis of proper evaluation (Dual Career Support).

(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.

- 1) NU will give full mandate to the Center Director for a flexible management system by implementing the Center as a “Special Research Zone”, and by introducing ground breaking working rules and salary system which give the

researchers and staff extra allowance to encourage their activities.

- 2) NU will gradually implement the Center's trial across the entire university in order to give other researchers and staff incentives to apply.

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

- 1) NU commits to accommodate the Center with research space equivalent to 6,000 m².
- 2) 7 PI candidates who work for NU already occupy approximately 3,000 m². NU will provide additional 1,500 m² by the end of FY2012, and the other 1,500 m² as soon as possible.
- 3) NU will rearrange and relocate the facilities of the existing departments and centers, and will establish the Center's core facility, making it possible to collaborate intensively with the researchers of other departments and research centers.
- 4) NU will reauthorize the University's Facility Management Plan and will make the Center's core facility a top priority.

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

- 1) NU commits to sustain the Center's pioneering research activities after the WPI-grant period ends. In order to do so, NU will allocate the Center as part of the Institute of Advanced Research, which has been established as an institute independent from the other departments and research centers at NU, and will ensure permanent positions for the newly employed researchers.
- 2) Depending on the achievement and influence of the Center, NU will advance the scheme to reorganize the departments and institutes.

(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.

- 1) Learned from the existing WPI centers, sustainability is the vital issue they face, but still they are struggling against their host institution's leadership.
- 2) To overcome these issues, NU has decided to assign a member of Board of Trustee/Vice-President as the Administrative Director to bridge the gap between the Center and the University's headquarters.
- 3) The Administrative Director will organize a team with his two associates and keep the administrative office active enough to enable the Center's research activities at a maximum performance.
Two associates are; Associate Administrative Director for Management who is a high-level expert of administration affairs, and Associate Administrative Director for External Relations who has strong expertise in chemistry related science, with a good command of English.
- 4) We recognize one of the important aspects of WPI is to accelerate system reform of Japanese universities such as deregulation, internationalization, and so on.
- 5) Intensive commitment of NU's leadership to the Center is critically important to accelerate the system reform in not only the Center but also the entire university.