

# Host Institution's Commitment

June 1, 2022

To MEXT

Keio University  
Kohei Itoh, President

I confirm that the measures listed below will be carried out faithfully and concretely as follows regarding “(Human Biology-Microbiome-Quantum Research Center (Bio2Q))” if it is adopted under the World Premier International Research Center Initiative.

## Concrete Measures

• Describe the concrete measures that the host institution will take to satisfy the following requirements.

- 1) For the center to become a truly “world premier international research center” and independent by the time WPI support ends, the host institution must clearly define the center’s role within its own mid-to-long-term strategy and provide its comprehensive support from the time that the funded project starts, while showing that the center contributes to achieving the host institution’s missions, etc.**

※Describe how the center will contribute to achieving the host institution’s missions, enhance the founding spirit/philosophy of the host institution, and contribute to realizing the objectives of its operation, etc.

※Describe the center’s role within host institution’s own mid-to-long-term strategy.

Keio University has a clear [mission](#) set forth by its founder, Yukichi Fukuzawa. In the university’s founding principles, Fukuzawa calls on those in the Keio community “to go on to become leaders of society.” Now, more than 160 years after the university’s establishment, ‘society’ implies an ‘international society,’ and WPI will provide indispensable motivation for the development of the university. Thus, we guarantee that comprehensive support will be given to the WPI center.

Our Mid-Term Plan 2022–2026 was formulated as a concrete measure to achieve this goal. As a practical project to realize our mid-term plans for research, the Bio2Q center aims to become a world-class research center for interdisciplinary research comprising three research cores. It will bring together internal and external research resources and serve as a leading example of our vision for a truly international research center. We will establish a related graduate school program to educate world-leading experts in these fields as the university aims for “organic growth as a research university.” The formation of this center presents a great opportunity for the university to promote its outstanding efforts both internally and externally.

The center will be an independent research institute under the administrative jurisdiction of Keio University, and in the future, we will establish the Institute for Advanced Studies (tentative), which will consist of a group of international and interdisciplinary research centers and institutes modeled after the WPI center.

The establishment and operation of the Institute for Advanced Study will be part of the core projects of Keio University following three goals specified in the Mid-Term Plan 2022–2026: 1. creation of convergence of knowledge needed to lead society through collaboration between the humanities and natural sciences; 2. organic growth as a research university; 3. establishment of a ‘globally visible’ research center that can attract frontline researchers from around the world.

The operational budgets of the Institute for Advanced Studies will be provided to maintain a secure and well-performing environment for researchers. We will support the translation of research findings into social contributions and the acquisition of competitive research funding with minimal interference.

Furthermore, we plan to build updated infrastructure and are committed to operating an institute where both domestic and international researchers can fully dedicate themselves to their research. Specifically, the university will support a variety of new initiatives to secure research funding.

**2) Provide a mid-to-long-term policy on the direction of the host institution's operating organization, one that includes the reform of the institution's existing organization in ways that will achieve the center's independence and create a permanent place for it within the organization. A concrete plan must be established and a schedule set for carrying out the restructuring of the host institution's organization.**

※Describe your mid-to-long-term policy on the direction of the host institution's operating organization and provide a concrete plan and schedule.

The Bio2Q center will be under the administrative jurisdiction of Keio University. The Center Director will be appointed and may be dismissed by the President of Keio University, who acts as both Keio's chief executive officer and chairman of the board of trustees. Decisions regarding the general management of the center will be left to the discretion of the Center Director, making for a highly agile structure that facilitates rapid decision-making.

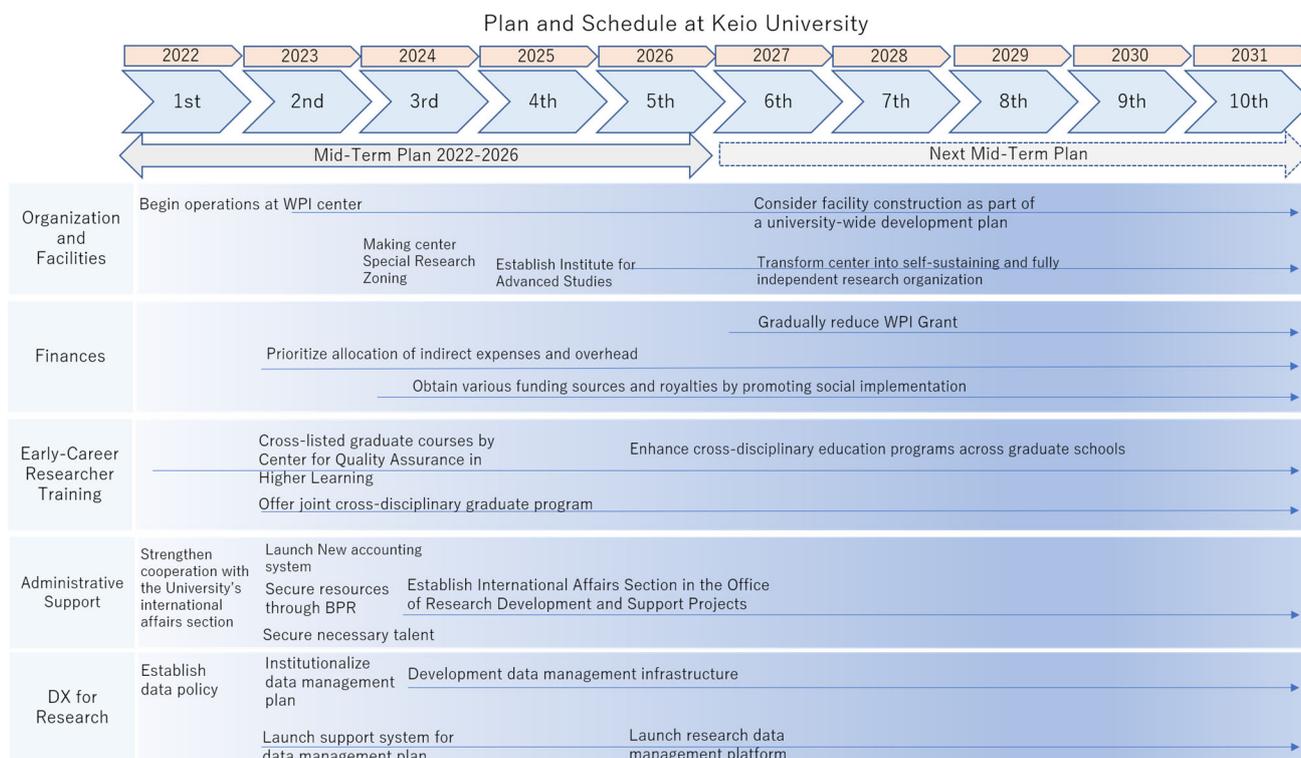
We are considering establishing several international advanced research organizations modeled after this center in the future. Together, they will serve as special research zones within the university under the tentative name of "Institute for Advanced Studies," which will be incorporated as permanent, independent research organizations by restructuring and integrating existing organizations and centralizing resources as necessary, including the Bio2Q center.

The following is a schedule of various support and reforms toward self-sustaining operations of the Bio2Q center.

1. The Center for Integrated Medical Research Building at Shinanomachi Campus will be used as the main base of operations from the outset of the WPI project, with 3,000 m<sup>2</sup> of research space—equivalent to approximately 300 million yen/year in rental fees—will be provided to support the center's activities. Once the center is established, we will expand the amount of space by reallocating existing spaces according to research progress. At the same time, we will consider securing more space for the center on Shinanomachi Campus as part of campus development in line with university-wide plans for construction.
2. A portion of the personnel expenses for Principal Investigators (PIs) and other researchers (approx. 150 million yen/year) will be covered by Keio University. After establishing the Bio2Q center, we will work to obtain various funding sources to achieve financial independence, such as accepting joint corporate researchers on the condition that they bear research costs and soliciting donations through crowdfunding and other means. In addition, through the Office for Open Innovation, our internal organization for industry-government-academia collaboration, we plan to share research findings with companies and obtain royalties by promoting social implementation, thereby gradually reducing the amount of funding needed through this grant in the sixth year and beyond. We also plan to increase the allocation of a wide range of external funds, indirect expenses, and overhead costs.
3. The Center for Quality Assurance in Higher Learning was newly established in Keio University in April 2022. Through it, a joint cross-disciplinary graduate English program tentatively called **STaMP (Science and Technology, and Medicine, Pharmacy)** is slated to launch in FY2023, which will be an opportunity to enhance the cross-disciplinary academic programs across undergraduate faculties and graduate schools.
4. We will secure and train personnel with English-language proficiency and research administration skills to promote globalization in administrative departments that support research activities. We will promote digital transformation across administrative departments,

secure resources by streamlining and improving workflows, and establish an International Affairs Section within the Office of Research Development and Sponsored Projects by FY2024 to support the globalization of this center as well as other research.

- We will promote research data management as part of our digital transformation efforts. By FY2024, we will establish a system of support services for our data management plan (DMP) and simultaneously build a research data infrastructure that works with this system in order to contribute to the global research commons through open science.



**3) Describe the host institution's concept for allocating its basic and other budgets and provide sufficient support for carrying out the center's operation and research activities, including necessary human, financial, and system support. In addition, when utilizing external funds other than the WPI grant for the center's operation and research activities toward realizing the missions of the host organization, show the relationship between the center and the other external funds.**

\* If a prospect exists for utilizing external funds other than the WPI grant for the center's operation and research activities, indicate the application/acquisition status of the relevant external funds and the relationship between them and the center. (If the following programs are included, be sure to describe them. Their relationship to the center can be illustrated if appropriate.)

- WISE Program (Doctoral Program for World-leading Innovative & Smart Education, • Supereminent Program for Activating Regional Collaboration (SPARC), • Open Innovation Platform for Industry-Academia Co-creation (COI-NEXT), • Center of Innovation (COI) Program, • Program for Promoting Regional Revitalization by universities as Center of Community (COC+ Program)

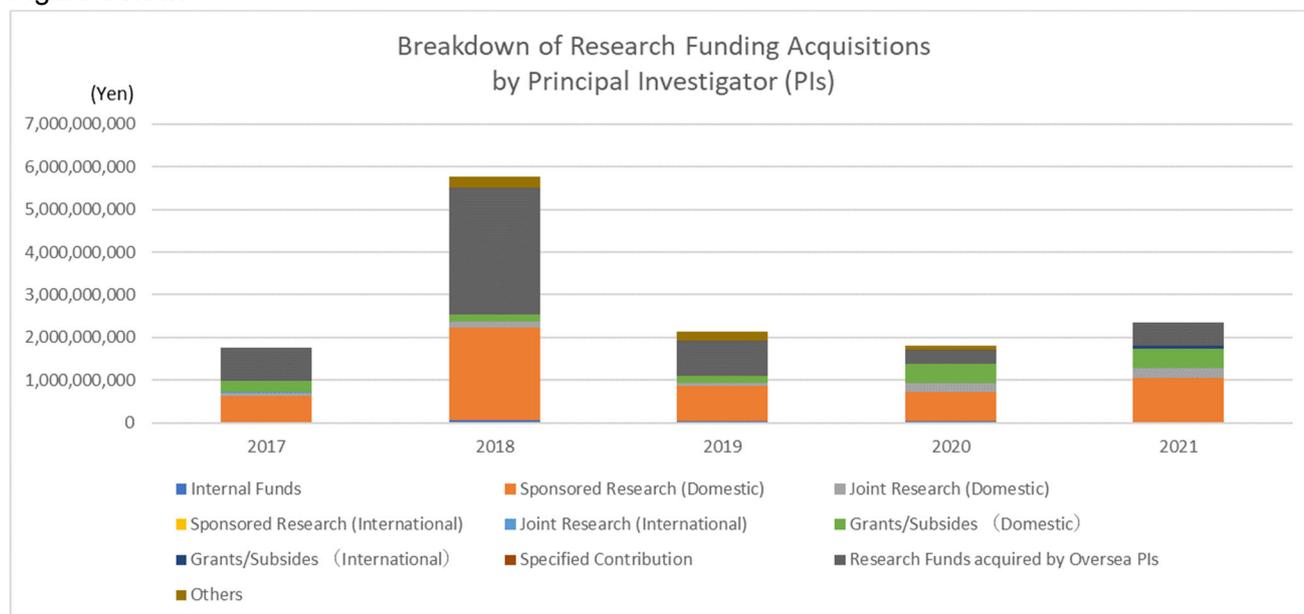
We will provide maximum assistance to make the center more attractive to researchers by establishing a system for comprehensive support services that enable global researchers to focus on their research. These services will include support for legal matters, intellectual property, digital transformation, early-career professional development, fundraising, and more. The center director, three deputy directors, two administrative directors, and a dedicated team of administrative support staff will be established inside the organization. Keio University will bear the personnel expenses of faculty members affiliated with the university. The School of Medicine, other undergraduate faculties, and campus administrative departments will also assist in the center's operation. The external funds obtained by PIs affiliated with the Bio2Q center will exceed 700 million yen each year. Combined with

the allocation of indirect expenses, this will ensure resources beyond the amount subsidized by the WPI Grant. Keio will also look to donations, fundraising, and other forms of financial support.

In terms of institutional support, we plan to offer a competitive employment package that attracts excellent researchers from all over the world by exempting them from compulsory retirement stipulations based on internal university regulations and by introducing an incentive reward system for individuals out of the funding that they have obtained.

The aforementioned **STaMP** program will be promoted at the Bio2Q center and linked to the cross-graduate school training program under the Support for Pioneering Research Initiated by the Next Generation (JST-SPRING) program, which was adopted in FY2021, to enhance the professional development of early career researchers. Moreover, we will collaborate with the Keio-led project of “A Health Commons Center to Empowering Social Well-being” as part of the JST Program on Open Innovation Platform for Industry-Academia Co-creation (COI-NEXT). The collaboration will aim to realize an ecosystem where research funds are obtained through joint corporate research, researcher entrepreneurship promotion, and social implementation of intellectual property.

We expect to allocate external funding obtained by PIs to the research activities at the Bio2Q center in addition to the funding from the WPI. Amounts of external funding obtained by PIs are shown in the Figure below.



- 4) Provide for the independent operation of the center including after the WPI grant period ends. Provide necessary support to include the long-term provision of human and financial resources, facilities, equipment and other elements needed to retain the center as a “World Premier International Research Center.” Also, secure and provide from an early stage of the center’s establishment the infrastructure needed for it to carry out its activities (e.g. land, research facilities and equipment, research space), and do so with a commitment to continually maintaining this infrastructure after the WPI grant period ends.**

To ensure our continued independent operation as an internal special research center after the WPI grant period ends, we will secure human resources externally, support overseas researchers upon review and expansion of internal research funding, and secure an ongoing supply of research talent by training early career researchers through the center's activities. Moreover, we will continue to implement the personnel and financial support measures listed in measure #3 after the WPI grant period ends. Once the Bio2Q Center opens, existing spaces will be reallocated as research evolves, and facilities will be further expanded and constructed as needed. As the WPI progresses, we will

consider the ideal facilities required for researchers to work under one roof and assess the transformation of the center's research environment, including the construction of new research buildings on Shinanomachi Campus.

**5) Provide a system that will in practice allow the center director to make decisions in implementing the center project, including personnel and budgets, and that will secure the autonomy of the center's operation.**

The Center Director will exhibit strong leadership and manage the center independently with the ability to exercise their authority on issues pertaining to personnel matters, budget execution, accepting research funding, and other matters within the center. The center will have two Administrative Directors, one responsible for external operations and one for internal affairs, enabling rapid coordination with other departments and comprehensive support and agile management.

If any issues that may arise at the center cannot be resolved within the center, the Office for Interdisciplinary Research Initiatives at the Headquarters for Research Coordination and Administration (RCA) will take up the issue and solve it as a university-wide problem. The RCA will also provide support to take successful examples within the center and apply them across the university. This will result in a structure where the Center Director will be given a great deal of discretionary authority to carry out center activities with confidence and a certain peace of mind. The RCA will also regularly review center activities and provide feedback as necessary. The host institution will be involved in preventing abuse of power on the part of the Center Director, and if there is a situation that is not expected to improve, replacement of the Center Director will be considered at the discretion of the President of Keio University.

**6) Provide support to the center director by coordinating with other departments regarding assigning researchers to the center and creating an effective environment for the center within the host institution. Needed adjustments to do so should be made proactively while giving consideration to their effect on the educational and research activities of those departments.**

Keio University aims to conduct leading interdisciplinary research and has set forth a mid-term plan for research to "promote collaboration between the humanities, social sciences, and natural sciences, strengthen cooperation among graduate schools, and create integrative knowledge to lead society." Based on this philosophy, the Bio2Q center will provide a place for outstanding internal researchers across all of Keio's campuses. In addition, personnel expenses will be allocated to reduce the educational and administrative workload placed on academic faculty members and provide an environment where PIs can better focus on their research activities.

The activities of the Bio2Q center, from application to its actual formation and operation, will be carried out in collaboration with the Office for Interdisciplinary Research Initiatives at the RCA, which will act as a conduit between the center and Keio's undergraduate and graduate schools through which feedback on outstanding research can flow. The entire university will build the structures needed to support the center's efforts to grow into a place that can aggregate the knowledge and expertise of researchers from various disciplines.

**7) Offer cooperation in flexibly applying, revising, or supplementing the host institution's internal systems as needed for the center to effectively implement new management methods unfettered by conventional modes of operation (e.g. English-language environment, merit-based pay, top-down decision making, linkage to graduate school education).**

In addition to a new administrative office dedicated to the Bio2Q center, we will actively promote the internationalization of research support services. For example, we will establish an International

Affairs Section within the existing Office of Research Development and Sponsored Projects to find and train professionals with English-language proficiency and a working knowledge of contracts, intellectual property, and review procedures. A new employment system will allow researchers who have made internationally visible achievements and are expected to continue to make further progress after the mandated retirement age of 65 to work at the center regardless of their age. Keio University will position the center as an integrative knowledge hub by linking the center with various programs for the professional development of early career researchers, which will help train the next generation of researchers and build a pipeline of talent to the center.

**8) Provide other types of assistance to give the center maximum support in achieving its project and in becoming a world premier international research center in both name and deed.**

We will provide support for the development of a global research network and use international recruitment to appoint a wide variety of international researchers with an emphasis on respecting diversity. The various research data generated and collected at the Bio2Q center will be disclosed and shared to the extent possible through a platform for the utilization of research data promoted by Keio University as part of its digital transformation of research, leading to innovation potential beyond the research conducted at the center. Conversely, in response to the new global-scale risks associated with internationalization and open research, we will ensure that the prerequisites for an international research institution are met, including ensuring research integrity and further strengthening our security export control measures. Through the WPI, Keio University will raise the awareness of its academic faculty and administrative staff and educate its students, ensuring the implementation of university reforms to establish the university as a world-class research institution.

**9) The host institution is to self-evaluate the results of the system reforms achieved by the center and distribute the results that it evaluates highly to all of the departments throughout its organization.**

The Advisory Council, which will be organized by the President of Keio University and includes external parties, will consist of more than 50% non-Japanese members and will conduct regular evaluations of the activities and achievements of the Bio2Q center. In addition, outstanding efforts will be shared with the RCA and disseminated throughout the university. In particular, the center facilities will strengthen the global infrastructure of the host institution as a whole by serving as the impetus to increase internal English-language proficiency, strengthen the management of intellectual property, drive innovation, and promote startups. The center will be a model for the operation of a world-class research center for subsequent research organizations within the university to follow. It will also serve as an example for other world-class research organizations at private universities, which have to generate their own financial resources in contrast to national universities.

**10) (For host institutions that already have an existing WPI center and/or Academy center) Fully support and sustain the existing WPI and/or Academy center and advance its development as a world premier international research center, while being capable of fully supporting the new center at the same time.**

Not applicable.

**11) (For host institutions that already have an existing WPI center and/or Academy center) Take the initiative to spread the existing centers' good system reform results to other departments throughout the host institution and apply them to implementing the host institution's own reforms.**

Not applicable.