

## Host Institution's Commitment (in English)

February 21, 2017

To MEXT

Nagoya University  
Dr. Seiichi Matsuo, President



I confirm that the measures listed below will be taken faithfully regarding "Institute of Transformative Bio-Molecules" adopted under the World Premier International Research Center Initiative.

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

•Describe clearly the host institution's mid-to-long-term strategy plan and how the center is positioned within that strategy.

Nagoya University (hereinafter referred to as "NU") has positioned the Institute of Transformative Bio-Molecules (hereinafter referred to as "the Center") as an important research center conducting world-leading frontier basic research at NU in the University's mid-term plans and "Nagoya University Matsuo Initiatives for Reform, Autonomy, and Innovation 2020 (NU MIRAI 2020)". The Center's presence is essential for NU to become a research university that can compete with leading universities around the world. NU is committed to supporting ITbM through all means. Under the umbrella of the "Institute for Advanced Research", the Center will receive additional support needed to manage the center even after termination of funding from the WPI program.

### <Concrete Measures>

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

**(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.**

- 1) NU is fully committed to provide financial support for the Center that is comparable to the support from WPI.
- 2) NU has provided 5,400 m<sup>2</sup> of the research space for the Center, and this allocation will be continued. Additional space will be given according to the progress of the research when needed.
- 3) NU has provided financial support towards construction of ITbM's new building. NU will continue to provide full support for the operation of the building.
- 4) NU will continue to cover the equivalent amount of the salaries of those researchers at the Center who already hold posts at NU.
- 5) NU will assign 4 capable administrative staff to the Center and cover their salaries as well as employing new bilingual staff.
- 6) The total sum of competitive funding for those researchers at the Center who already hold posts at NU was 1,036 million JPY (in FY2016), and the acquisition of competitive funding at an equal or greater level is promised onwards.
- 7) NU has actively accepted several programs to promote internationalization of NU, and the resulting research systems and facilities are available at the Center.

- 8) The Center will not only activate related research fields but also have an effect to all of the research activities at NU, through collaboration with the other national projects such as the Program for Leading Graduate Schools "Integrative Graduate Education and Research Program in Green Natural Sciences".

**(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 reorganized the Institute of Advanced Research, which is established as an institute independent from the other departments and research centers, and placed the Center as part of the Institute as a significant research institute conducting frontier basic research of NU.
- 2) In order for the Center Director to operate the Center under his leadership, NU will give full authority to the Center Director for final decisions on relevant matters such as personnel and the execution of the Center's budget.
- 3) In addition, the Vice Directors and Administrative Director will make decisions depending on the issue, to avoid placing an excess burden on the Center Director and to enable speedy execution 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 has assigned 7 associate professors/lecturers, who will mainly take charge of education in each department to take PIs duty, and to maintain high-level education. Their salaries are covered by NU.
- 2) NU gives priority to female researchers at the Center to enable their children to enter the nursery school operated by NU.
- 3) NU will continue its support towards foreign researchers at the Center in their daily life and education of their children, making full use of the 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".
- 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 authority 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 a salary system which will 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 incentives to other researchers and staff as well.

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

- 1) NU has provided 5,400 m<sup>2</sup> of research space to accommodate the Center. This commitment will be continued. Additional space will be allocated when needed.
- 2) NU will rearrange and relocate the facilities of 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.
- 3) 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 places the Center as a significant research institute in the University's mid-term plans, and commits to sustain the Center's pioneering research activities after the termination of the WPI grant support. In order to do so, NU allocated 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 financial support and permanent positions for the researchers employed at the Center.
- 2) Depending on the achievement and influence of the Center, NU will advance the scheme to reorganize other departments and institutes within the university.

**(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) Looking at the existing WPI centers, there seemed to be situations where they faced struggles with their host institution's headquarters. To overcome these issues, NU had assigned a member of Board of Trustee/Vice-President as the Administrative Director to bridge the gap between the Center and the University's headquarters. Through these endeavors, the Center's management system and guidelines were built. As of January 2014, the Trustee stepped down as the Administrative Director and a new Administrative Director was appointed. The Center Director has been holding a regular meeting with the President of NU once a month to discuss any issues related to the management of the Center.
- 2) The newly assigned Administrative Director has a research background and leads the administrative department. NU will continue the Center so that it's research activities at a maximum performance.
- 3) NU recognizes one of the important aspects of the WPI is to accelerate system reform of Japanese universities such as flexible operation and, internationalization.
- 4) Intensive commitment of NU's leadership to the Center is critically important to accelerate the system reform in not only the Center but also for the entire university.