

President Toshio HIRANO's 2014 New Year's Greeting  
The first year as a GLOBAL UNIVERSITY, the World Tekijuku

First of all, let me wish all of you a Happy New Year!

Last year in my greeting, I expressed my determination that Osaka University would stand among the peerless top class of comprehensive research universities in the world by its 100th anniversary in 2031. Last year marked the 175th anniversary of the founding of Tekijuku, Osaka University's primary root. In this way, 2013 was a special year, a year worthy of a celebration for Osaka University. 2013 also, incidentally, marked 150 years since the doctor, OGATA Koan, who founded Tekijuku passed away.

In the early days of Tekijuku, more than 1,000 students came to study there from all over Japan to improve themselves by learning from others. Tekijuku nurtured graduates such as FUKUZAWA Yukichi, OMURA Masujiro, and HASHIMOTO Sanai who blazed paths in the early period for a modern Japan. Fast-forwarding to two hundred years after Tekijuku, Osaka University, open to the world and a focus of attention from researchers and universities around the world, will be a GLOBAL UNIVERSITY, the World Tekijuku. "One of the world's top 10" is a target that, when achieved, will impress anyone with our having joined the ranks of the world's outstanding universities.

Achieving a dream is difficult. That's why it is a dream, an ideal. A dream is not reality and cannot be achieved easily. So it's only too easy to think that achieving a dream is impossible, and, thus, one gives up. However, if we hold on to our dreams and make every effort to achieve them, one day, someday, those dreams just might come true. **Dreams are meant to be achieved.** I have led my life believing this.

### 1. Creating harmonious diversity

Universities are centers of learning and academic scholarship. Universities themselves are a source of the future, and possess the power to influence the future. We need to conduct research if we would discover the true essence of things and nurture personnel who will possess the ability to find that true essence. Regarding a role for universities in the 21st century, I'd like to talk about **the creation of harmonious diversity**.

There is diversity in the world — differences in race, gender, language, customs, culture, and religion. Diversity is an essential ingredient in the development of a vibrantly healthy society. However, in our globalized society, diversity can lead to conflict and the breakdown of communication. In the globalized society of the 21st century, overcoming barriers caused by diversity while maintaining that diversity will become more and more important.

Universities impart "scholarship," a kind of language common to all humankind. Academic scholarship and art both have the power to overcome barriers. Exchange among humans by

means of scholarship makes it possible to achieve the maintenance of diversity at the same time one confronts and overcomes barriers caused by diversity. In this way, universities can and must contribute to the globalization of society through the creation of harmonious diversity. In the 21st century, we must further promote person-to-person exchange via scholarship on a global scale.

Osaka University, the World Tekijuku, must cultivate its power and contribute to the world through scholarship so that world society will be both spiritually rich and peaceful. Likewise, our campuses must also include diversity. We must maintain a high level of diversity in personnel, organizations for education and research, and academic scholarship (research and education). In other words, we must maximize individual power as a driving force in the development of our university.

However, in addition to changes in scholarship and increased diversity, the environment surrounding the university is also changing greatly. We need more than ever to pursue maximizing the power of the university as a whole, the power of its organizations. Maximizing both individual and organizational powers -- these two powers are entwined with one another and may experience conflict. University management in the future must promote a balance in the maximization of individual and organizational powers. To this end, it's very important to have an appropriate amount of tension between the administration bureau and education and research organizations and to turn such into a driving force rather than into conflict.

In order to achieve this, all OU members need to make every effort to maximize their individual powers and seriously consider how they might contribute to maximizing the power of the university as a whole. We also need to cooperate with each other without insisting on our individual opinions, coalesce wisdom and power, and work to maximize the power of the university as a whole. In order to achieve this, dialogue and openness are necessary and all members of the university community need to think of one another and to consider the university as a whole.

## **2. Reflecting on the last year, we think of this year**

Last year, you worked hard in developing an international viewpoint in research, education, and management for the university. I'd like to express my appreciation for your efforts and continued support for the university. As we share the dream of Osaka University, the World Tekijuku, being ranked among the top ten research universities in the world through the melding our wisdom and power, surely this dream can be realized.

In recent years Japan and Japanese universities have faced difficult challenges. Universities have suffered cuts in subsidies from the national government and staff salaries were reduced. However, despite such difficulties, the Center for Information and Neural

Networks Research Building was completed on the Suita campus in March last year. On the same campus, the Medical Innovation Center Building will be completed this March. In this complex facility, in addition to the research floor for projects sponsored by the Ministry of Economy, Trade and Industry, a floor with study rooms and seminar rooms for medical students and international students as well as a floor for the Institute for Academic Initiatives has been planned at the university's expense.

On the Toyonaka campus, the Comprehensive Research Building containing the Open Labs, the Renovation Center, the International Human Resources Education Center and the Institute for Academic Initiatives will be completed in March. Furthermore, the Biological Dynamics Research Building, the Basic Information Research and Welfare complex, the University Hospital's Oncology Center, and the Product Engineering and Environmental Management Building are currently under construction.

The Cybermedia Center's IT Core Building will be built and its main building will be renovated. In addition, extension and renovation of the Main Library on the Toyonaka campus are ongoing. Renovation is also under way in the Graduate School of Pharmaceutical Sciences and the Graduate School of Engineering. Furthermore, seismic retrofitting will be conducted in some buildings this year. Thus, through improvements in education and research environments, movement toward becoming the World Tekijuku is being undertaken.

Osaka University Institute for Academic Initiatives is running smoothly. Eight education and research divisions have already started education and research in interdisciplinary fields: the Education Division with its five Leading Programs in Doctoral Education, and in research, 3 divisions: the Division of Innovative Research for Drug Development, the Division of Cognitive Neuroscience Robotics, and the Division of Photon Science and Technology.

Moreover, last year we reviewed the indirect cost allocation for schools and increased that percentage from 50% to 60%. As a result, the amount of money that can be spent at the discretion of individual schools and researchers has increased. I look forward to seeing what benefits the increased cost allocation will give Osaka University.

Last year, ahead of other universities, we introduced measures for dealing with aging facilities. Also, to make Osaka University one of the world's top 10 research universities, we developed a variety of management and personnel acquisition measures. Thanks to your wisdom and enthusiasm for the further advancement of Osaka University, we were able to introduce such forward-looking measures. I'd like to express my sincere respect and gratitude to all of you for your efforts.

This year, the first year as the "World Tekijuku," in order to make our dream come true on

Osaka University's 100th anniversary, I'd like to call once more upon the strength and intelligence of all Osaka University people and alumni.

Next, let me talk about the tasks to address in 2014.

### **3. Lifting payment reduction**

In keeping with the Temporary Special Provisions for National Public Officer Payments enacted in the wake of the Great East Japan Earthquake, payment reductions were implemented. Those provisions will terminate on March 31, 2014. I'm truly grateful for faculty and staff members' cooperation in assisting in the recovery from that disaster and their giving priority to education and research for the last 21 months. I'd like to continue to support the reconstruction of the Tohoku region hit by the disaster in various ways. This coming March, Osaka University and Fukushima University will jointly hold a reconstruction symposium at the Nakanoshima Center.

### **4. Establishing flexible personnel and compensation plans**

Human resources are a university's most important asset. Thus, personnel systems need to contribute to the acquiring and nurturing of excellent personnel. Having set the goal of establishing flexible personnel systems as an academic initiative, I have worked on giving each department the freedom to make decisions on personnel in order to support their positive efforts. Specifically, I introduced the Special Faculty Member System and the Osaka University Distinguished Professor System.

These systems were evaluated very highly in the university's 2012~2013 achievements by the National University Corporation Evaluation Committee of the Ministry of Education, Culture, Sports, Science and Technology (MEXT). For the first time in 8 years, our achievements were evaluated as having made particularly notable progress.

We lowered the minimum age eligible for early retirement and established the Faculty Member Appointment Globalization Program, International Faculty Employment Promotion Program, and Projects for Promoting International Joint Research.

From this January, we are introducing the following three systems: First, a performance-related annual salary system (through the age of 65) for internationally outstanding researchers deemed as necessary by the university. Second, a cross-appointment system that allows academic staff to hold positions in more than one academic institution. Third, a short-time employment system in which teaching staff can work at Osaka University, for example, for nine months, and then take a three-month sabbatical. These systems will make for more flexible working arrangements and bring our system closer to the international average.

In order to make current personnel system more flexible, we will extend the range of the annual salary system to professors aged 58 or older and professionals supporting university

management such as university research administrators (URA). More flexibility for hiring expenses will be given. For example, the covering of hiring expenses from multiple sources of funds will be possible. We will also consider new programs for inviting internationally active international researchers aged 65 or older (temporarily called "senior distinctive professors").

I hope education and research organizations will adopt a progressive approach in acquiring and nurturing excellent personnel by making use of these management and personnel acquisition measures established last year as well as by making use of their own wisdom and ingenuity. In this way we can make Osaka University one of the world's top 10 research universities.

## **5. Education Reform**

Securing the quality of education promised in academic initiatives and education reform is an extremely important goal in education. We will promote education reform at Osaka University through mid-term goals and plans for the third term. We will publish guidelines for degree conferment, curriculum arrangement guidelines, and admission policies based on personnel development goals and conduct curriculum reform in order to furnish students with knowledge, skills, and a mindset needed in the achievement of personnel development goals.

In conjunction with the making of a new curriculum, we also need to improve teaching methods through things such as interactive classes in order to encourage students' independent learning. The Teaching and Learning Support Center completed in June last year has taken the initiative in faculty development for teaching staff and teaching assistants. We will introduce the Grade Point Average (GPA) system from April. The new curriculum for the third term will start from the mid-plan. By the time it starts, we will have reviewed and reorganized the current curriculum.

Another important goal, included in the academic initiatives, is nurturing global personnel. In order to create campuses where Japanese and international students appreciate one other's cultures and improve themselves by learning from others, we will promote the acceptance of outstanding international students and the sending of Japanese students overseas. Furthermore, we will also increase the number of international teaching staff and classes conducted in English. The World Tekijuku ought to be a place where students with aspirations from around the world learn and fly high in the world.

In order to increase the percentage of international undergraduates from 4 to 10 percent and that of international graduate students from 15 percent to 25 percent, we will make additional short-term programs as well as a new entrance exam system for regular international students. Under this new entrance exam system for undergraduate students,

applicants will take exams in their home countries before coming to Japan. They will take intensive Japanese language courses for six months before enrolling in Osaka University.

In graduate schools, education programs making use of the double degree system and international joint labs will be promoted. Additionally, Osaka University will start making classes available to the people of the world over the Internet. With the intent of providing OU students with overseas experience at an early stage, in the last academic year at the discretion of the president, some 300 students were sent overseas to study. I'd like to ask education and research organizations to positively develop programs for sending students overseas.

Furthermore, we will develop human resource development programs that only Osaka University, a comprehensive research university with a School of Foreign Studies, can provide. We have the potential to develop human resource programs in an environment where students can choose from 25 languages while majoring at one of 10 schools. In short, there are more than 250 possibilities available.

## **6. Research Promotion**

Last year, the Institute for Academic Initiatives created the Division of Cognitive Neuroscience Robotics and the Division of Photon Science and Technology. In June, with the title of "Osaka University's Determination — Start-up of Osaka University Institute of Academic Initiatives," a kickoff symposium was held for the Institute for Academic Initiatives.

This year, three research promotion divisions will hold international symposiums. As part of our international strategies, we will continue to examine establishing research promotion divisions in interdisciplinary fields.

Last year, we started projects for promoting international joint research. This program supports advanced joint research between international researchers and Osaka University researchers. Support from this program goes beyond merely providing funds for the research being conducted. It also provides travel support and expenses for employing additional researcher(s) and travel expenses for young researcher(s) of the invited international researcher. In this way it becomes possible for joint research to continue even when the invited international researcher is out of Japan.

This program is a first step in the establishment of international joint labs. Professor- and associate professor-class researchers, 22 people from 15 countries in all, will participate in the programs selected in the 2013-2014 academic year. This program will enable seminars and lectures featuring the invited international researchers, thereby also greatly contributing to the globalization of education at Osaka University. Currently, applications of projects starting this April are being accepted. I hope you will make use of this program together with our flexible personnel and compensation plans such as annual salary and

cross-appointment systems.

## **7. University-industry collaboration**

This year promises to become a milestone for Osaka University in which our research conducted in close cooperation with industry and society will enter a new phase. Following the passing of the bill regarding university finance through the Diet last December, we will start in earnest to make use of funds available from the 20 billion yen government-sponsored Public and Private Innovation Fund Project.

Last year our projects were selected as a COI [Center of Innovation] Stream (**S**cience & **T**echnology based **R**adical Innovation and **E**ntrepreneurship Program). In conjunction with the project, we will develop new styles and organizations for university-industry collaboration in making innovation happen.

Getting a jump-start on other universities, the "Industry on Campus" project is gaining attention for its Joint Research Courses and the Collaborative Research Center. We will develop this project to the next stage. Together with this, we will fundamentally review intellectual property strategies enacted 10 years ago at the time of the legal change in status to a national university corporation. We aim to secure our intellectual property efficiently and strongly.

We will positively continue to promote basic research that only universities can provide and will share our achievements with society through university-industry collaboration and advanced medical treatment. We will reinvest a portion of the achievements in basic research, a seed from the crop for future planting. Through such a cycle, we will lay out a path to self-reliance and future development.

## **8. International strategies and World Tekijuku**

In this first year as the "World Tekijuku," our international strategy won't stop merely with international exchange, but we will also proactively promote overseas development in education, research, and international contribution. In other words, we will transition from international exchange to international strategies and come up with specific measures and implement them. Furthermore, through multilateral and bilateral international network such as Association of Pacific Rim Universities (APRU), The Association of East Asian Research Universities (AEARU), Six Japanese-German University Presidents' Conference (HeKKSaGOn), and Japan-China University President Conference, we will positively provide researchers and students with opportunities for international exchange through, for example, international forums and summer schools.

Furthermore, we will reexamine the role of our current overseas centers in San Francisco, Groningen, Bangkok, and Shanghai, categorizing these centers as regional centers — North America Center, European Center, ASEAN Center, and East Asia Center. We will

increase the number of international students and Japanese students going overseas by defining the role of each center more clearly. We will also encourage overseas leading universities to set up offices at Osaka University.

We need to promote international strategies in order to bring about greater internationalization of research and education. By linking these multilateral and bilateral international networks and Osaka University overseas centers as well as international joint labs established last year with many agreements that Osaka University already has -- inter-university agreements and inter-faculty agreements -- and by promoting and strategically restructuring them, we will move forward as the World Tekijuku. We will actively organize international student forums and international academic symposiums at Osaka University as well as in Osaka.

#### **9. Reconstruction of human resource allocation**

Thanks to your understanding, the administration bureau is now able to increase the allocation from the current 5 percent to 10 percent of teaching staff for 10 years starting from the 2014-2015 academic year. At the time of legal status change to national university corporation in 2004, the decision was made to allocate 90 percent of teaching staff positions to education and research organizations. This means that, finally, the full realization of the 2004 decision will be officially achieved.

The teaching staff positions to be entrusted to the administration bureau will be allocated, within the allowable financial range, for achieving academic initiatives such as:

1. Future initiative positions made at the discretion of the president for conducting tasks necessary from a campus-wide viewpoint, and
2. Future initiative positions made at the discretion of the organization's head for limited-term positions in education and research organizations actively involved in management.

Regarding government grants for national university operating expenses, we will evaluate management efforts in each of our education and research organizations. For example, we will evaluate efficient operation, the globalization of office work, education, and research, the promotion of higher education and research, and unconventional strategic personnel systems. Based on what we learn from the evaluation, grants will be additionally allocated to education and research organizations from the 2014-2015 academic year as an academic initiative allocation that can be used at the discretion of the organization's head, or as an allocation that can be used at the discretion of the head of the administration office.

At the end of last year, education and research organizations submitted project plans for achieving academic initiatives. I'd like to ask education and research organizations to continue to conduct this good work.



With what we should do for university reform in mind, in order to achieve academic initiatives and make OU one of the world's top 10 research universities, we will continuously review the strategic and focused allocation of government grants for operating expenses to national universities. To this end, we will start to review securing financial resources and existing frameworks as well as appropriate reallocation.

#### **10. Financial review and securing new financial resources**

The subsidies from the government are being reduced by 1.3 percent annually. The reduction of government subsidies is expected to continue for years to come. In order to overcome such circumstance, it is necessary to review current financial situation and secure new financial sources. In order to achieve efficient and effective financial management which will contribute to the improvement of education and research, Osaka University will continue to conduct financial review.

Last year, we looked into the effect of changes in the method of determining allocation of budget for promoting education and research conducted in the previous year. Based on that, we made a system reflecting leadership's determination. In order to strengthen the financial standing so that we can respond to continuous reduction of subsidies from the government, we plan to make a drastic review of finance. Additionally, in order to realize more effective fund management and strategic budget allocation, we have set up the working groups for reviewing fund management and preparing financial statements and started reviewing.

It goes without saying that we should make every effort to obtain outside research funds such as Grants-in-Aid for Scientific Research in order to secure our own financial resources. The university leadership obtained new competitive funds such as subsidies for enhancing national university reform and subsidies for the program for promoting the enhancement of research universities in the last 2 years through the Institute for Academic Initiatives. These financial resources have enabled us to take a variety of measures such as management and personnel acquisition measures to make Osaka University one of the world's top 10 research universities. We will continue to do our best to obtain financial resources to be used at the president's discretion. With your help, we will focus on applying for super global university projects in particular.

We need to enrich the university's own financial resources, the Osaka University Foundation for the Future. Last year in order to make Osaka University one of the world's top 10 research universities, we launched Osaka University Foundation for the Future's 100th Anniversary Dream Fundraising.

With the aim of having all faculty and staff members as well as students share a consciousness of making the university better with their own hands, we also started Dream Fundraising One-Coin Campaign. I'd like to reach Osaka University Foundation for the

Future's donation target of 10 billion yen at least by 2031. If 100,000 Osaka University affiliated individuals donate 5,000 yen a year for 20 years, the total amount of money would total 10 billion yen. This is about 420 yen a month, or about 14 yen a day.

Furthermore, in order to expand social network of our alumni, the decision was made to set up an alumni office. The alumni office will draft and implement plans for maintaining relationships with those who graduated or completed studies at Osaka University, deepening their exchange, and developing together. We will enhance Osaka University alumni reunions in Tokyo and strengthen the cooperation with overseas alumni associations. Last year, I attended the Osaka University North America alumni reunion and Vietnam alumni reunion. This year, I plan to participate in the Europe alumni reunion and Thailand alumni reunion.

Let's dream of making OU one of the world's top 10 research universities. Join us in reaching for the goal of 10 billion yen of Future Funds' 100th Anniversary Dream Fundraising. Thus, today, at the start of the first year as the "World Tekijuku," I appeal to you for your continued support of our activities through participation in the Dream Fundraising One-Coin Campaign.

#### **11. Publication strategies and University-Community Collaboration**

In order to establish the brand of Osaka University, we will proactively promote branding strategies focusing on Tekijuku, the primary root of Osaka University. With the goal of getting a positive image for Osaka University recognized in the world and achieving name recognition, we will improve our website. Last year, we set up Facebook and Twitter links on our website. At the end of last year, we started our research information portal, ResOU and our official Facebook page.

China is the largest source of foreign students, followed by Korea, thus, this year we will add pages in Chinese and Korean to our website.

Furthermore, we will improve the English pages on our website in order to increase the number of international students. In order to polish our image by using the leverage power of mass media, we will set up press conferences on a regular basis. Additionally, as a basis for collecting and disseminating information, publicity and university-community collaboration and alumni reunions in areas around Tokyo, we will set up Osaka University Tokyo Office in Kasumigaseki, through which we will increase the university's visibility, brand, and presence both in Tokyo and the world.

On June 25 last year, the Emperor and Empress visited Osaka University where they visited the Tekijuku Commemoration Center in Osaka University Hall. Currently closed for seismic retrofitting, Tekijuku, a historical landmark and important cultural asset in Kitahama, Osaka, will reopen in April. Through a ceremony for celebrating the reopening of Tekijuku

and symposiums at the Nakanoshima Center, we will further increase the awareness of Tekijuku at Osaka University. We will provide citizens with Tekijuku, a place for learning together and, in this way, promote university-community collaboration and social contributions by the university.

## **12. Reform of the Administrative structure**

In order to promote university reform for the purpose of making Osaka University one of the world's top 10 research universities by maximizing its strengths and characteristics, office workers also have an important role to play. We will build an efficient administrative structure and promote its reform by cultivating personnel excellence.

In addition to staff members' job performance appraisal at each organization and research organization, the Project Management Team (PMT) set up through academic initiatives nurtures personnel who work independently viewing the university as a whole. At the same time, focusing on these approaches, we will work on becoming a more flexible and vibrant organization.

Furthermore, we will also examine the improvement of incentive schemes for individuals who achieved excellent results. Examples include approaches for achieving our goals through academic initiatives as well as enhancing operation efficiency at each education and research organization and facilitating globalization, not to mention allocation of budgets for academic initiatives that can be used at the discretion of the administration office's head established last year. In order to further promote the globalization at the university, we started sending internal notices in both Japanese and English in October last year. We intend to expand the scope of documentation in English.

## **13. Environmental improvement**

In order to maintain the structural soundness of our facilities, a basic administrative step for a university, we commenced project-based countermeasures for dealing with aging facilities last year, ahead of other national universities. In the 2013-2014 academic year, we took action on 37 cases. Our proactive steps were highly regarded as making particularly notable progress, the highest achievement evaluation, by the National University Corporation Evaluation Committee of MEXT. We will continue to work on improving our facilities and with them the campus environment according to the plan.

At Osaka University, one can see a cloud of dust in some places because of the construction of new buildings and seismic retrofitting being conducted.

In this, the first year as the "World Tekijuku," the environment for research and education at Osaka University will be drastically improved. Likewise, last year, we implemented many support projects in student facilities:

- the renovation of the main floor of the gym and the installation of air-conditioners in

the club house Meido-kan on the Toyonaka campus

- Suiran, the all-weather athletic field with artificial turf and the improvement of the track surrounding Suiran on the Suita campus
- the renovation of gym office building
- the construction of 8 warehouses for club activities.
- Currently, lighting facilities for night games are being installed on the Suiran playing field.
- On the Toyonaka athletic field, a multipurpose warehouse is being constructed which can be used, when needed, as a disaster facility. It is scheduled for completion in March. Normally this facility will be used for physical education and extra-curricular activities. This will greatly improve the environment for sports and cultural activities for OU members and, at the same time, relieve the congestion on the Toyonaka athletic field.

This year we will work on improving the Minoh campus and also shuttle bus services.

Increasing housing for international students and renovating aging housing for faculty and staff are also urgent issues. We will draft specific improvement plans based on a long-term perspective this year.

In order to eliminate passive smoking on campus, an environment for many people as well as minors, we will be implementing a total ban on smoking on campus. The working group for smoking control established last year has drawn up a plan for implementing the total ban from April 2017. By promoting the improvement of environment, Osaka University will enhance the environment and live up to its name of being the World Tekijuku.

#### **14. Risk management**

Last year ethical misconduct in research at some universities was in the news again. Such misconduct damages the public credibility of research activities and harms the sound development of science and technology. It's a serious matter of concern. Driven by a sense of crisis, the Science Council of Japan and the National University Association issued a statement calling for abiding by the code of conduct and research ethics as scientists. MEXT is now reviewing strengthening ethics education and establishing a system to make organizations to take responsibility. In order to eliminate misconduct in research and the misuse of research funds, we are preparing a system for reminding researchers of the code of conduct and clarifying the responsibilities of the administration bureau, research organizations, and researchers.

I ask for your kind understanding and cooperation in this matter in order to maintain the credibility of Osaka University and its research. I also strongly ask you to discipline

yourselves and avoid inappropriate behavior as university people. We will continue to respond harshly to instances of misconduct.

**15. At the end of my greeting, I have something to say...**

Osaka University's 100th anniversary on May 1, 2031 will come in 6,324 days. It is not so far in the future. When the time comes, as the World Tekijuku, with OGATA Koan's spirit of "responsible ethics, concern for people, society," in mind, let us, through Osaka University, contribute to the world through the creation of harmonious diversity via scholarship. Share with us the dream of making Osaka University one of the world's top 10 comprehensive research universities and continue onward and upward in order to make our dream come true step by step. The 100th Anniversary Dream Fundraising can also be realized by continuing to donate one coin day by day.

For our university to develop, OU community members need to share the university's dream and mission and contribute their wisdom and power. To this end, dialogue is important. Last year, we made efforts to have opportunities for discussion with faculty and staff members and the president and trustees as much as possible. At the end of last year, university leadership visited education and research organizations to listen to their activities and exchange opinions.

This year as well, I'd like to consider how to make Osaka University better with you. As we approach the 100th anniversary of the university's founding, let's combine our wisdom and work together in order to achieve our dream. This year, the first year of being the "World Tekijuku," I'd like for us to join together, advance together on our goal.

In closing, I wish for your continued good health and success. Thank you very much.

January 6, 2014  
President of Osaka University  
**Tohio HIRANO**