



# DIVERSITY REPORT 2018



OIST Graduate University is an equal opportunity educator and employer that is actively working to increase the diversity of its faculty, students and staff. OIST has implemented policies designed to promote a culture of diversity and inclusion and a family friendly working environment (See the Equality and Diversity brochure: <https://groups.oist.jp/ged/work-life-balance>). These include considerations for hiring and supporting dual career couples, “stop the clock” options for new parents, an onsite child care facility for children from 2 months to 6 years of age, and after-school and holiday programs for K-6 children. The University strongly encourages applications from women and other underrepresented groups.



OIST

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OIST website: [www.oist.jp](http://www.oist.jp)  
OIST Gender Equality Website URL: <https://groups.oist.jp/ged>  
Online Version: <https://groups.oist.jp/ged/diversity-report-2019>  
Design by Kaori Serakaki, OIST

# WELCOME

The Okinawa Institute of Science and Technology (OIST) Graduate University strives to achieve excellence in research, education, and innovation. To accomplish such a lofty goal, we must be able to recruit and retain the best minds from around the globe. We firmly believe that our policies and initiatives regarding diversity and inclusion play a pivotal role in reaching this goal. Therefore, we have made considerable efforts to support and encourage the recruitment and subsequent career development of our diverse workforce.

Valuing diversity and inclusion means that we embrace access to success for all members of the OIST community. By creating a research and education environment that is attractive to and supportive of all employees and students, we honor our differences and demonstrate our commitment to treating everyone with fairness and respect, irrespective of gender, age, or family status. We simply cannot be excellent without being diverse in the very broadest sense of the word.

When OIST was first established, we identified diversity and inclusion as one of our core values. The Diversity Report serves to document our commitment to these values through the promotion of gender equality at OIST. This report follows the recommendations that were set forth in the Gender Equality Taskforce Report that was approved by the OIST Board of Governors in May 2014.

We take pride in how far we have come in just four years and look forward to continually enhancing our commitment to promoting diversity and inclusion.



*President Peter Gruss*

## Diversity, Inclusion, and Gender Equality

The OIST is a five-year PhD graduate university established in 2011 with a mission to provide world-class research and education in the field of science and technology, and to contribute to the self-sustaining development of Okinawa. OIST represents the Japanese government's ambition to create a truly international, world-leading, research-intensive graduate university in Japan by providing PhD students with a world-class postgraduate education. Each student follows an individually tailored graduate program and receives tuition support, a research assistantship, and subsidized accommodation on campus.

The founding OIST leadership recognized diversity and inclusion as essential elements of a world-class university. From the beginning, OIST integrated the notion of diversity in its broadest sense when developing OIST's academic programs, infrastructure, policies, and practices. From a scientific perspective, OIST is also diverse as interdisciplinary collaborations are actively encouraged.

When the first graduate students arrived in 2012, OIST had already established the foundation for a university where diversity and inclusion is celebrated. At the same time, the first president, Jonathan Dorfan, recognized that despite the diversity of OIST community members, an essential element to quality science—gender equality—was not attained. This situation was not unique to OIST. A lack of participation from women in academia and its negative impact on the development of Science, Technology, Engineering, and Mathematics (STEM) and the general advancement of society are well documented. Universities around the world have strived to promote gender equality in STEM since the early 2000s. President Dorfan, aware of these efforts, set out to develop a strategy for gender equality at OIST.

## Gender Equality Task Force

President Dorfan established the *Gender Equality Taskforce* in October 2013 with the full endorsement of the Board of Governors (BOG). This Taskforce—co-chaired by Professor Gail Tripp and then-Vice President for Administrative Compliance Maki Kubo—consisted of 15 members (both female and male) representing the BOG, OIST executives, faculty, graduate students, researchers, and administrative staff. The taskforce was divided into four working groups, covering all aspects of employment at OIST. Each working group collected and analyzed data on the status of women, identified the areas in need of improvement, and developed action plans to address them. The taskforce then integrated each working group's products and developed the Gender Equality Taskforce report, which included 61 specific recommendations for how OIST could take action. This process is similar to that being used by AthenaSWAN to assess the status of gender equality at universities in United Kingdom (UK) and Ireland.

The Gender Equality Taskforce Report was presented to the BOG in 2014, and the BOG approved the taskforce report unanimously, directing OIST to follow up on all 61 recommendations immediately.

## KEY TASK FORCE GOALS AND RECOMMENDATION



Create a working environment that is attractive to, and supportive of, all staff irrespective of gender, age, or family status.



Appoint a Vice President for Gender Equality (hired in April 2015).

30%

Achieve gender balance within every job category and level within OIST, defined as at least 30% women, by 2020

## Inclusive Employment Policies

### Faculty Recruitment and Retention

The Vice President for Gender Equality and Human Resource Development (VPGEHR), along with the Gender Equality Committee, has worked closely with the Dean of Faculty Affairs to continue to improve the recruitment process and beyond. The focus is to ensure that OIST is competitive in attracting a diverse range of qualified candidates, and that OIST can support their success once on board.

The *Gender Equality Committee screens the wording of faculty recruitment advertisements and reviews the statement of equal opportunity* to reflect OIST's strong commitment to diversity and to ensure that the language used does not inadvertently discourage women from applying. The *Faculty Search Handbook* provides guidelines for the OIST faculty search process to remove any barriers or bias that could affect female or other underrepresented applicants.

OIST is sensitive to the needs of *dual-career couples*. Depending on the qualifications of the faculty's partner, OIST may offer a faculty or an independent non-tenure track research position. *OIST's Stop-the-Clock Policy* also allows any tenured or tenure-track faculty member, as well as any Science and Technology Group researcher, to request a postponement of their formal evaluation to accommodate for new parental responsibilities. When faculty take maternity or child-care leave, OIST provides support for the lab members to continue their research in the faculty member's absence.

### Graduate Student Support

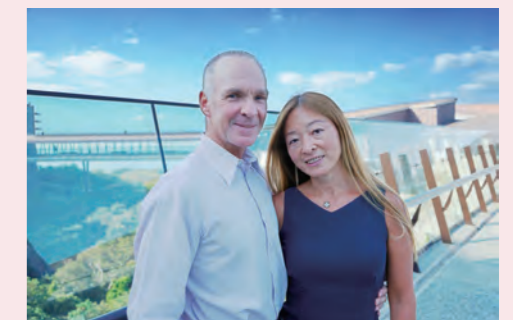
The application and selection processes for graduate students are completely gender-neutral, based on the non-discrimination policy. Once students are enrolled, the *Childbirth Accommodation Policy* ensures accommodations similar to those for faculty and employees are provided to students for up to two terms while they adjust to new child-care responsibilities.

## Dual-Career Couples

"The consideration that OIST showed us as a dual-career faculty couple was a major factor in our decision to pursue our science in Okinawa."

Like many faculty, Dr. Amy and Dr. Eliot were working at different universities in North America. Dr. Eliot was a full professor at McGill University and Dr. Amy was an Associate Professor over 4,000 kilometers away at the University of Washington. Precious family time was enjoyed during weekend trips and holiday visits. Dr. Eliot learned about OIST in 2013 and was attracted to the emphasis on interdisciplinary research, exemplified by the absence of academic departments and the structure of the graduate program. He was attracted by the freedom to do fundamental, curiosity-driven research and by the opportunity to contribute to the process of building a new graduate curriculum.

As Dr. Amy learned more, she decided to apply and was hired as a full professor as well. The supportive environment at OIST has helped them to thrive in their careers and to live together. They were even invited to Kyushu University to give a presentation on how Japanese universities can support dual-career couples.



Left: Dr. Eliot Fried, Right: Dr. Amy Shen

## Policies and Practices

### Policies and Practices for All Employees

Julia Nabholz has been at OIST for 5 years and has been instrumental in managing the growth of the Child Development Center (CDC). She has gone from overseeing 34 children in 2 single-classroom buildings with no furnishings in 2014, to managing our current facilities consisting of 2 new buildings with a total of 12 classrooms, accommodating about 215 children.

Julia and her husband Mike recently welcomed a new baby to their family. During Julia's 6 weeks of prenatal leave, she was able to relax knowing an interim director had been appointed to handle all her work until she returned 8 weeks after her baby was born. Julie was even promoted while on leave. Now back at work, she has taken advantage of the OIST benefit of reduced working hours for new parents and she can breastfeed at regular intervals throughout the day now that Tobi is on the OIST campus with her.

"Having a career and being a mother is challenging, but OIST has nurtured and supported me throughout my career. I am so proud that the CDC supports working parents by caring for children. We are a testament that OIST supports employees as they have children and still successfully manage their careers."

—Julia Nabholz



Julia Nabholz

All faculty, researchers, technical/professional staff, and administrative staff at the manager level and above have *flexibility to determine their working hours*. For non-managerial employees, there is the option to work a flexible schedule. This allows employees to better manage family responsibilities. Also, all administrative meetings must end by 5:30 pm so parents with child-care responsibilities are able to fully participate in these meetings.

*The maternity return rate at OIST is 100%*. Maternity, parental, and child care leave policies at OIST are based on Japanese law and, where possible, are set at the upper end of the flexibility allowed by law. To ease their transition back to OIST, returning mothers have the option to reduce their working hours by up to 2 hours per day to allow for child care. Time is also allocated for mothers who choose to breastfeed or express milk during their working hours. Additionally, OIST offers *business travel support* to all OIST employees as well as to invited guests who travel to OIST, providing part of the child's airfare or at-home babysitting service to parents who must travel for business.

Supervisors evaluate employee performance and assign a rating, and salary increases are associated with this rating. During this yearly process, each division head *must ensure that the overall assignment of the ratings of their staff is free from bias* in relation to the gender makeup of their staff. This is reviewed by an OIST committee, chaired by the president.

*To promote civility and respect and to prevent sexual harassment of any form*, employees must take annual sexual harassment training. OIST provides an external anti-harassment hotline staffed by two independent, bilingual counselors. There is also an internal anti-harassment hotline staffed by three human resources staff members.

## Supportive Campus

The OIST campus environment and facilities are designed to be conducive to a healthy work-life balance for all the OIST community members. The barrier-free campus is located on 85 hectares of protected land overlooking beautiful coastline and coral reefs on the semi-tropical island of Okinawa. The campus is striking architecturally, evoking a sense of harmony with nature while also providing for the needs of individuals and families. Facilities include state-of-the-art laboratories equipped with the latest instrumentation and other infrastructure that support research at the frontier of science.

OIST's *Child Development Center* provides full-day, bilingual care for children between 2 months and 6 years of age as well as after-school and holiday programs for elementary-age children. For mother's wishing to breastfeed or express milk in private, a *mother's room* is provided both at the Child Development Center and on campus. A *parent's room* and a third mother's room will be available soon. *Changing tables* are also available on every floor of all buildings on campus.



Child Development Center

OIST houses an *on-site Health Center* with three full-time, bilingual nurses to support OIST employees, students, and their families. A 24/7 on-call medical emergency help line is also provided. For the mental health needs of the OIST community, the *Ganjuu Wellbeing Service* is located in a quiet corner on campus away from the main buildings. It is staffed by licensed mental health professionals who provide confidential counselling and therapy services in both English and Japanese. Regular wellness and personal-development workshops are also offered. Campus also houses a *fitness center* and *language classes* in both English and Japanese. All of these services are available to all OIST employees and their families.

OIST's *Resource Center* supports OIST employees and their families during their transition to OIST and when navigating daily life in Okinawa. Their services include assisting with such necessities as driver's license renewal, banking and credit card applications, and cell phone and utilities contracts.

With the establishment of the Division of University Community Services in June 2018, additional services will be added in the coming years.

## Programs to Promote a Culture of Gender Equality

OIST hosts a *Distinguished Speaker Series*, inviting women who are world-class leaders in STEM to share their research, career story, and tips for success with the OIST community. In addition, *seminars and workshops* are held with invited speakers to promote women's professional development at OIST.



Dr. Hiroko Sho Dr. Florence Haseltine Dr. Margaret Leinen Dr. Maureen Hanson



Distinguished Speaker Workshop

Two *monthly networking lunches* are organized on campus, one for administrative staff and the other for research staff and graduate students. At the lunches for researchers, various speakers cover topics such as leveraging academic networks, navigating career changes inside and outside of academia, and overcoming imposter syndrome. At the

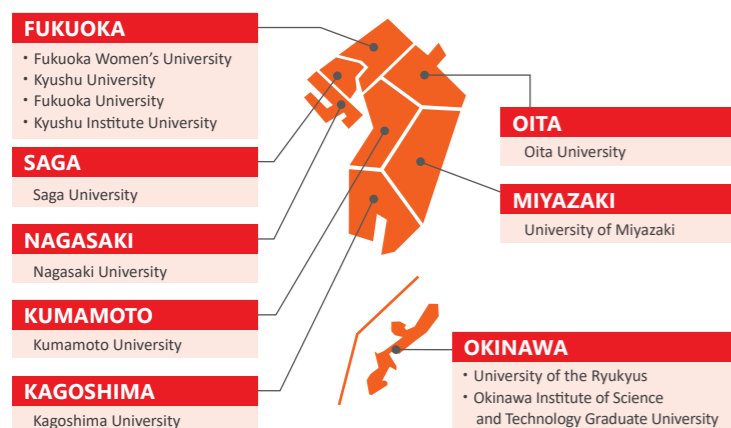


Networking Lunch

administrative staff networking lunches, groups of 10 to 30 employees discuss a broad range of topics including the effective management of work, potential career paths in academic administration, and techniques for supporting female colleagues. In 2018, in recognition of the annual *Gender Equality Week* promoted by the Gender Equality Bureau of the Cabinet Office in Japan, OIST held a series of informal lunchtime events addressing work-life balance issues. The OIST LGBTQ+ Allies group also held a bake sale to raise funds and increase awareness of their activities.

## Outreach

### The Q-Wea university network



OIST has fostered local, national, and international collaborative relationships by partnering with a broad range of academic institutions, organizations, and government offices. In 2014 OIST joined *Q-Wea (Kyushu Women's Encouragement/ Empowerment Association)*, a network of 12 universities in the Kyushu and Okinawa region, with the mission of promoting gender equality in the field of science and technology. In 2016, OIST and the University of the Ryukyus co-hosted the 9th annual meeting in Naha, which focused on the internationalization of

universities and the role of female researchers. Q-Wea has become a model regional gender equality network in Japan.

OIST and Kyushu University organized the joint annual *Women Scientists Networking Workshop at OIST* in 2015 and 2017 and at Kyushu University in 2016. This activity was designed to connect female researchers from OIST and Kyushu University and to promote and support new and ongoing research collaboration.

In May 2017, OIST hosted the *Gender Summit 10 Satellite Conference in Okinawa*, an official satellite event to the Gender Summit 10 held in Tokyo, cohosted by the Japan Science and Technology Agency (JST), Kyushu University, the University of the Ryukyus, and OIST. The satellite conference brought together 86 participants from across Japan and 11 foreign countries. Participants learned about the latest advances in a broad range of research areas, met accomplished women leaders representing the various countries in the Asia-Pacific region, and had the opportunity to form a new network of colleagues.



In March 2018, OIST held an *International Funding Agency Seminar*. This seminar drew attention to the trend in the United States, in Australia, and in European countries to integrate the national gender equality policy into competitive research funding systems. The seminar speakers represented major funding agencies in the UK, Germany, European Union, Australia, and the United States (US) in addition to the two primary funding agencies in Japan (JST and Japan Society for the Promotion of Science). This two-day seminar attracted attendees from 16 universities throughout Japan.

For the past four years, OIST, in partnership with the Okinawa Prefectural Government and the University of the Ryukyus, has offered a series of programs for high school girls entitled *Science Project for Ryukyu Girls*. The goal of the program is to inspire girls by introducing them to role models and hands-on science. OIST also works with a number of entities in Okinawa, including the US Consulate in Okinawa, on the *Women of Okinawa Power Alliance Network Program*, *The Okinawa Association of Women with Wings (Okinawa Josei no Tsubasa no Kai)*, and *The Okinawa Prefecture Gender Equality Center (Tiruru)*.

## Ryukyu Girls

OIST is committed to partnering with the Okinawa Prefecture Government and the University of the Ryukyus to offer STEM programming for high school girls. Over the past four years, we have encouraged and mentored the more than 170 girls from over 35 different schools across Okinawa who attended the annual Science Project for Ryukyu Girls.

In March 2018, the girls were introduced to engineering concepts and were encouraged to pursue their natural curiosity in science by Dr. Gail Tripp. The girls were placed in groups with students from different high schools and challenged to create a futuristic product that would solve a problem. Potentially life-changing ideas, such as a wearable device to detect disease, were proposed and presented by groups of young women who were given less than a day to prepare.

"When developing our Gender Equality Task Force recommendations 5 years ago, we understood the importance of creating a strong foundation for diversity and inclusion at OIST. Interacting with the bright, Okinawan girls during the Science Project for Ryukyu Girls sessions has been a rewarding experience and an important reminder of the value of what we are trying to achieve. I am proud to be a member of the Gender Equality Committee as we work together to meet the challenges that lie ahead."

—Gail Tripp



Dr. Gail Tripp

## Presentations and Awards

As a university located in Okinawa, OIST values its membership in the Japanese community of academic research institutions. In the area of gender equality, OIST has actively sought to establish connections to other universities by participating in key conferences and meetings and by sharing best practices through articles and talks.

As part of this effort Dr. Machi Dilworth, the Vice President for Gender Equality and Human Resource Development (VPGEHR) contributed an article about unconscious bias to the January 2016 issue of the Japanese Cabinet Office's official journal, *Kyodosankaku*. Unconscious bias was not a familiar topic in Japan at the time, although it was known in the US and Europe to be one of the primary barriers preventing women from fully participating in STEM. This article caught the attention of the Japan Inter-Society Liaison Association Committee for Promoting Equal Participation of Men and Women in Science and Engineering (EPMWSE), and the VPGEHR was invited to give a talk on unconscious bias at the EPMWSE's 2016 annual symposium. Based on the talk, the EPMWSE produced a brochure titled "*Understanding Unconscious Bias*" in Japanese in 2017 and again in English in 2018. The English version received a five-star rating from the University of Washington's Lead-it-Yourself! Program. Also, the VPGEHR has given many other invited talks across Japan on unconscious bias and how it relates to increasing women's participation in STEM.

OIST is actively presenting its gender equality initiatives and practices to the global academic community. OIST took part in the *Gender Summit 6 Asia Pacific* in Seoul in August 2015, the *EPMWSE Annual Symposium* in Tokyo in November 2015, the *ADVANCE/GSE Program Workshop* in Washington DC in October 2017, and the *AAAS Annual Meeting* in Boston in February 2017.

In recognition of these efforts to enhance the opportunities for and inclusion of people from diverse cultures, backgrounds, and experiences, OIST was awarded the Optical Society (OSA) Diversity and Inclusion Advocacy Recognition Award at the *2018 Frontiers in Optics and Laser Science Conference*. The prize money for this award is now used to seed the *Diversity Impact Fund* at OIST.

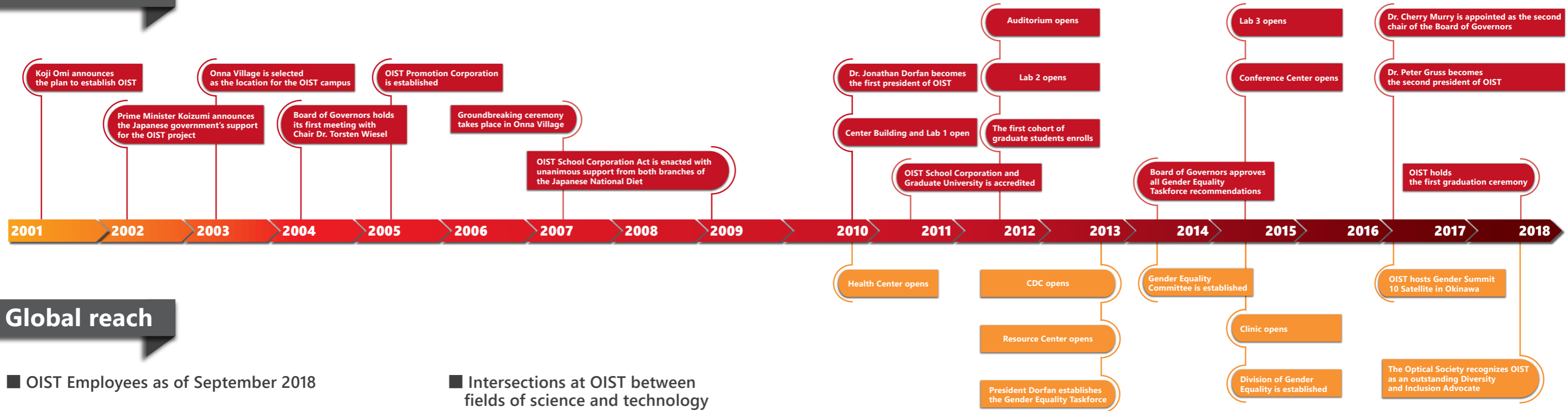
OIST continues to grow and is expected to reach 100 faculty units and 300 graduate students by 2023. Increasing the number of female faculty remains a top priority for OIST as it grows. The university aims to have at least 30% female faculty by 2023. Toward this goal OIST has developed a faculty recruitment process that is fair and transparent, in which care is taken to ensure that female applicants are not disadvantaged at any stage of the selection process. The challenge is to attract more female applicants to apply for open faculty positions. Working closely with the Dean of Faculty Affairs, the VPGEHR, and the Gender Equality Committee will make every effort to encourage the widest possible applicant pool of qualified female scientists.

At the same time, efforts will continue to create and maintain a working environment that is attractive to, and supportive of, all employees and students irrespective of gender, gender identity, gender expression, sexual orientation, age, mental or physical disability, race, ethnicity, national origin, religion, or family status. This is critical for the recruitment and retention of faculty, staff, and students. In June 2018, OIST established a new Division of University Community Services. The Vice President for University Community Services (VPUCS) is responsible for much of the work-life balance infrastructure and programs at OIST. The VPGEHR will work closely with the VPUCS to continue to evolve the working environment at OIST to meet the needs of all members of the growing OIST community.

It is five years since the Gender Equality Taskforce was created, and four years since OIST began implementing the Taskforce's recommendations. It is time for OIST to review the progress it has made through a systematic self-assessment of the status of gender equality at OIST. This process has started as part of the OIST-wide review and strategic planning for the next decade. It is fully expected that the final strategic planning document will embody the OIST culture of diversity and inclusion, reflecting its essential function within the university. To oversee this process, the Gender Equality Committee, under the leadership of the VPGEHR and the VPUCS, will provide clear plans for the implementation of additional diversity and inclusion goals as OIST continues to develop and expand its influence as a world-leading university.

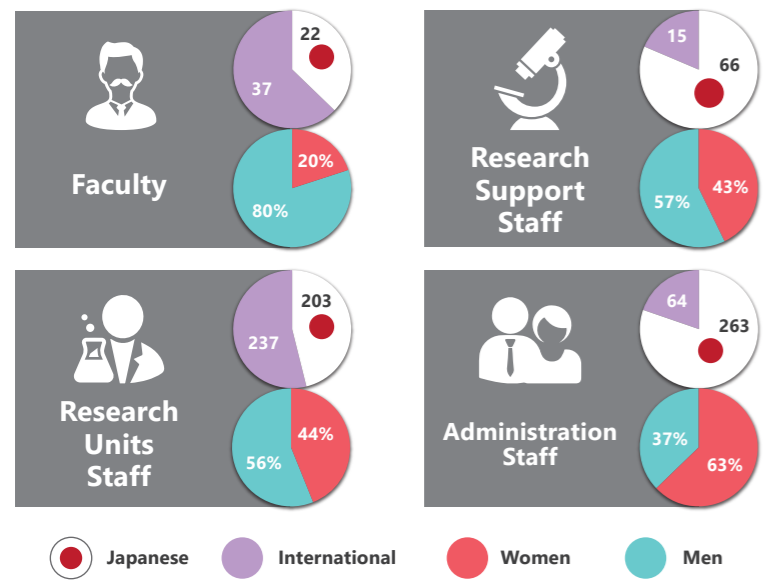
# DIVERSITY AT OIST

## Timeline

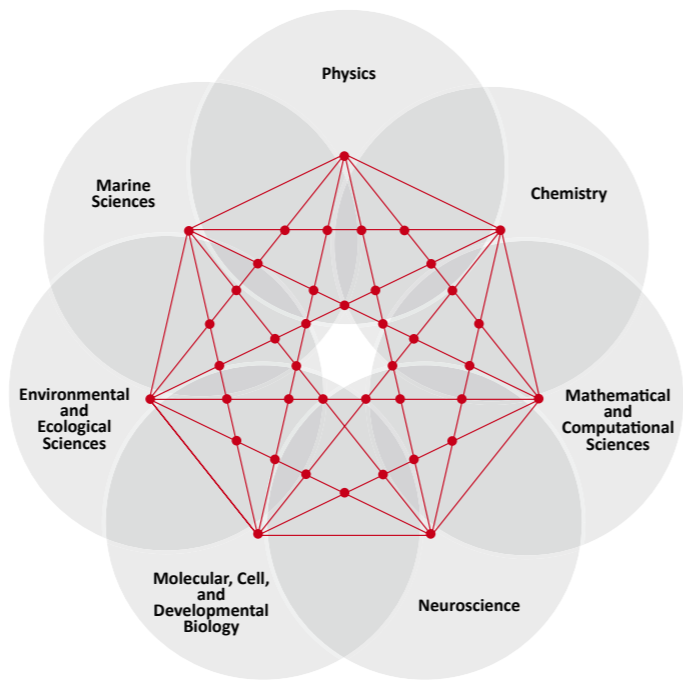


## Global reach

### OIST Employees as of September 2018



### Intersections at OIST between fields of science and technology



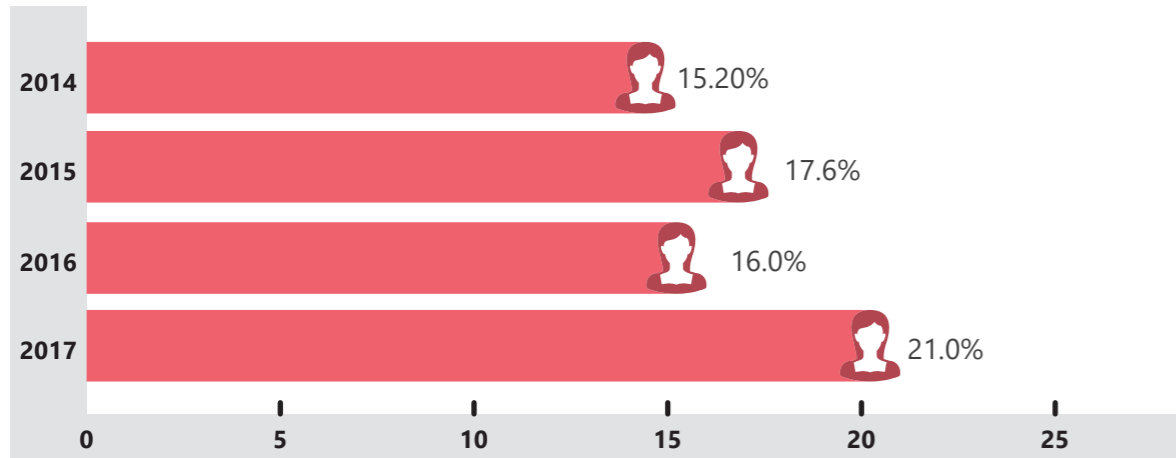
### OIST employees and students from 60 countries and faculty collaborations with 156 institutions in 29 countries

Research Collaborations [29 Countries / 156 institutions]



# Gender equality progress 2014-2017

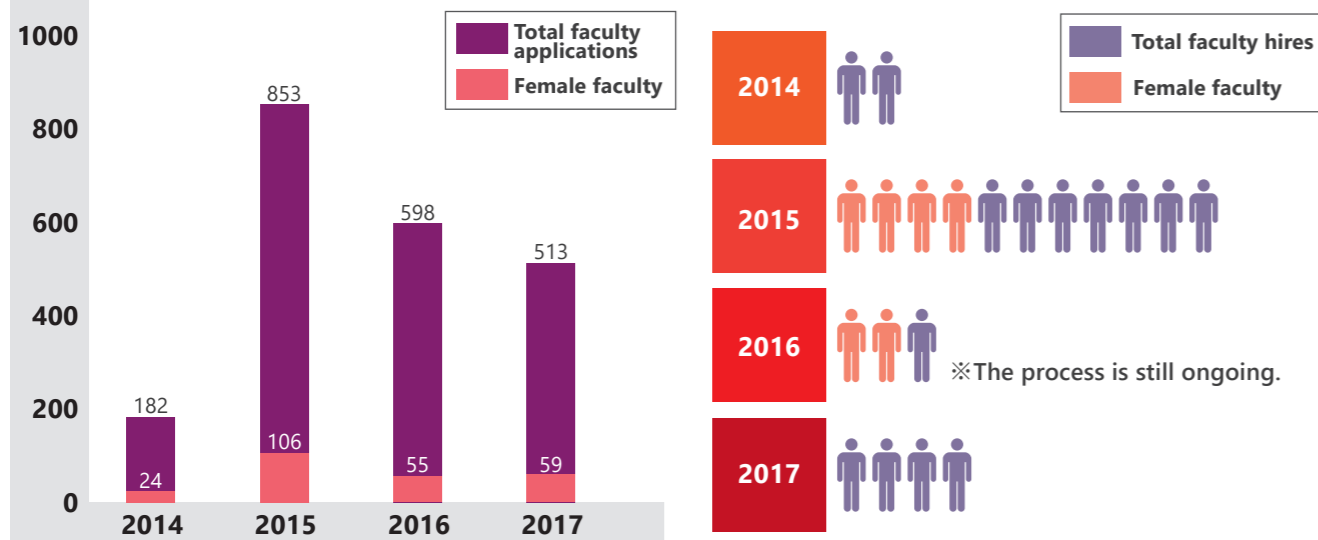
Percentage of Female Faculty from 2014 to 2017



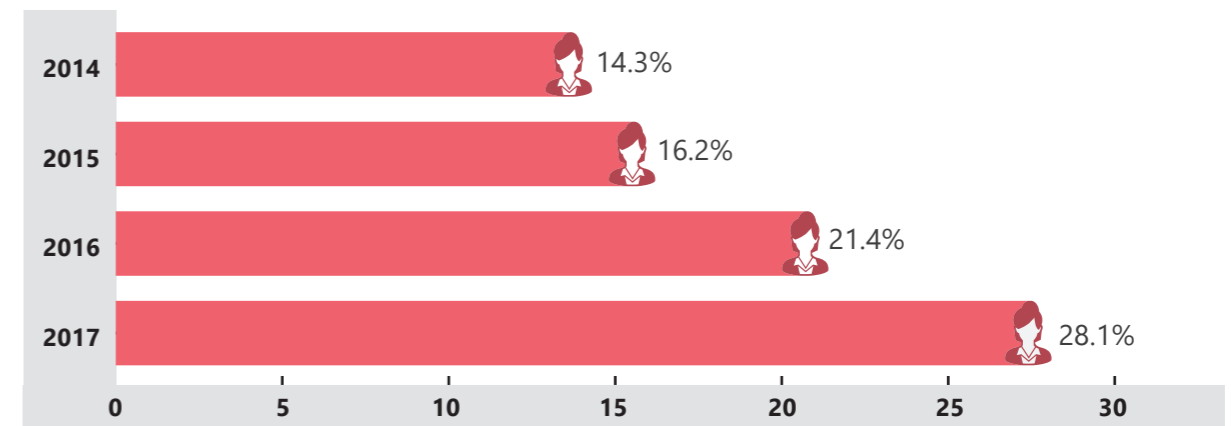
Percentage of Female Researchers and Technicians from 2014 to 2017



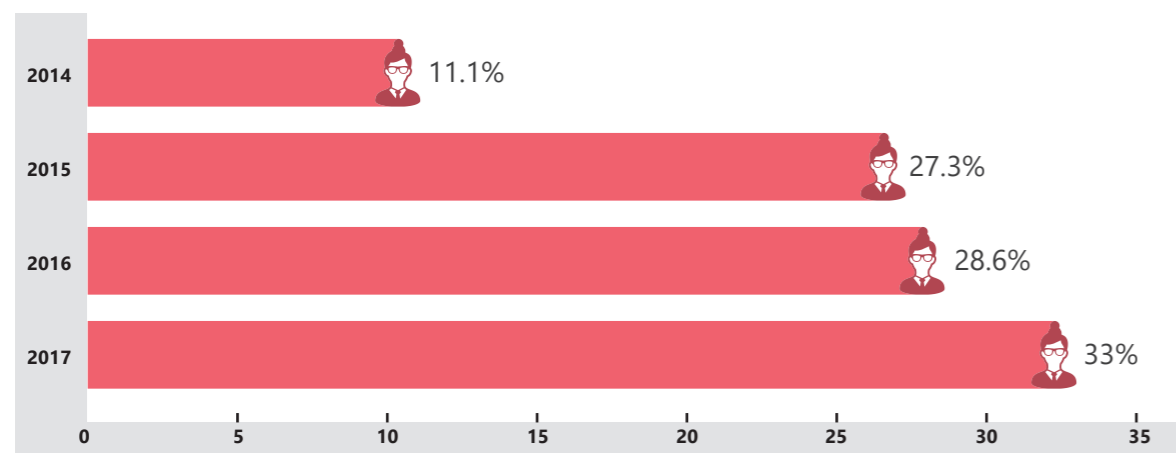
Female Faculty Applications and Hires from 2014 to 2017



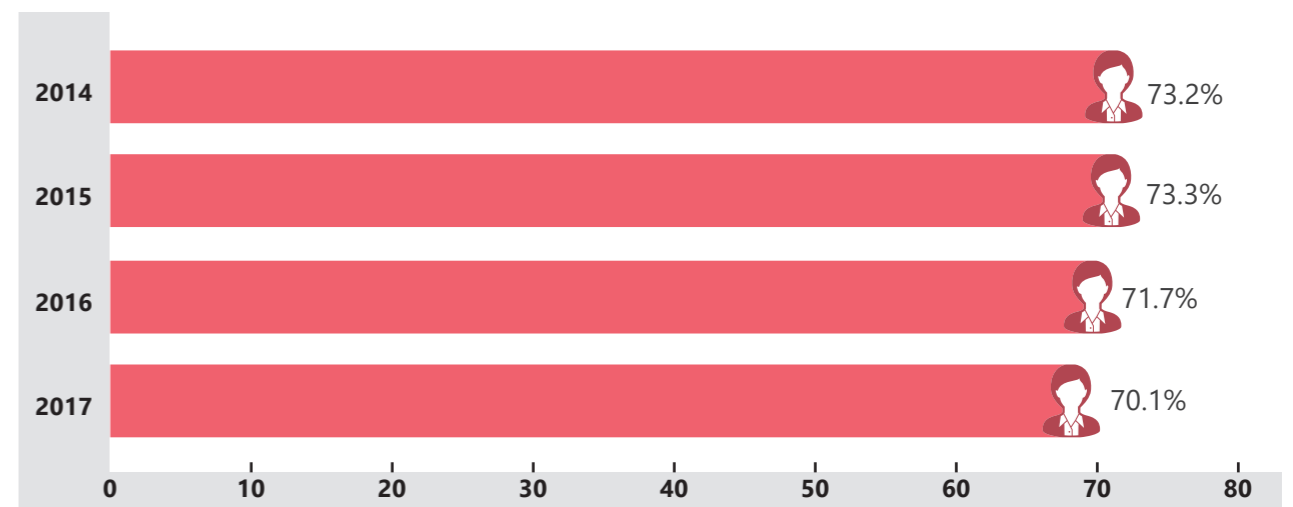
Percentage of Female Managers from 2014 to 2017



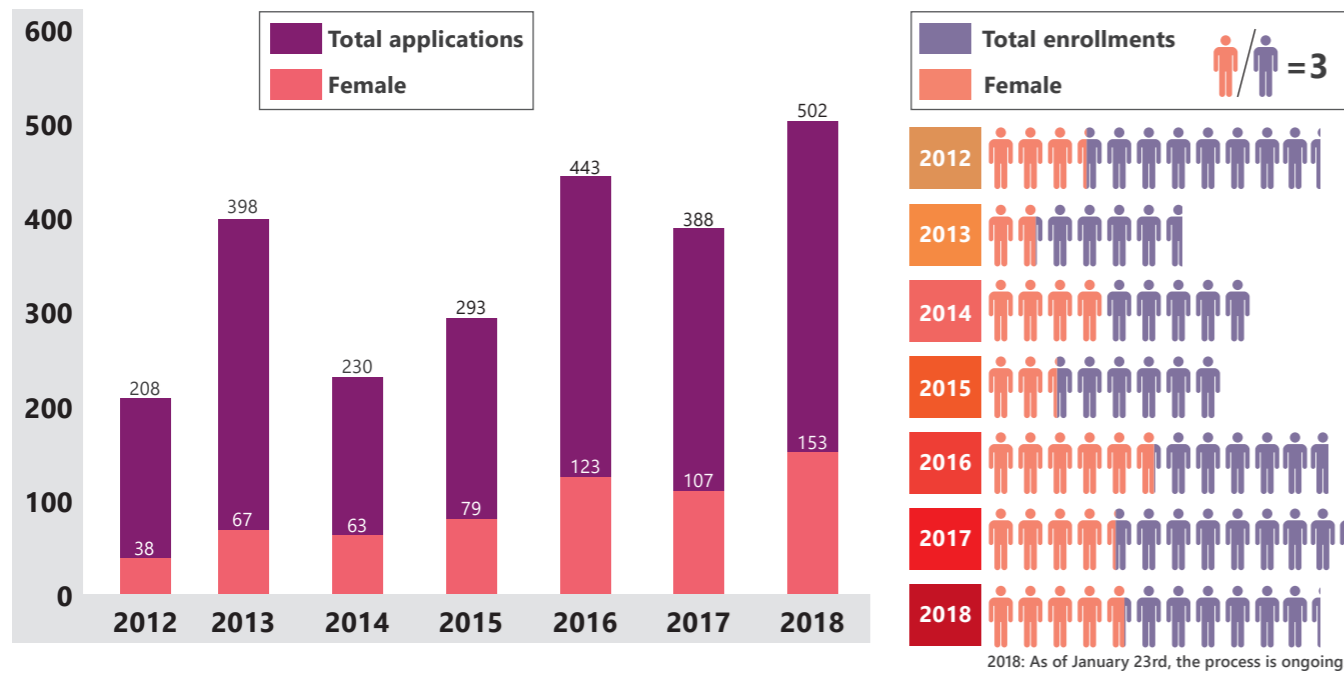
Percentage of Female Executives from 2014 to 2017



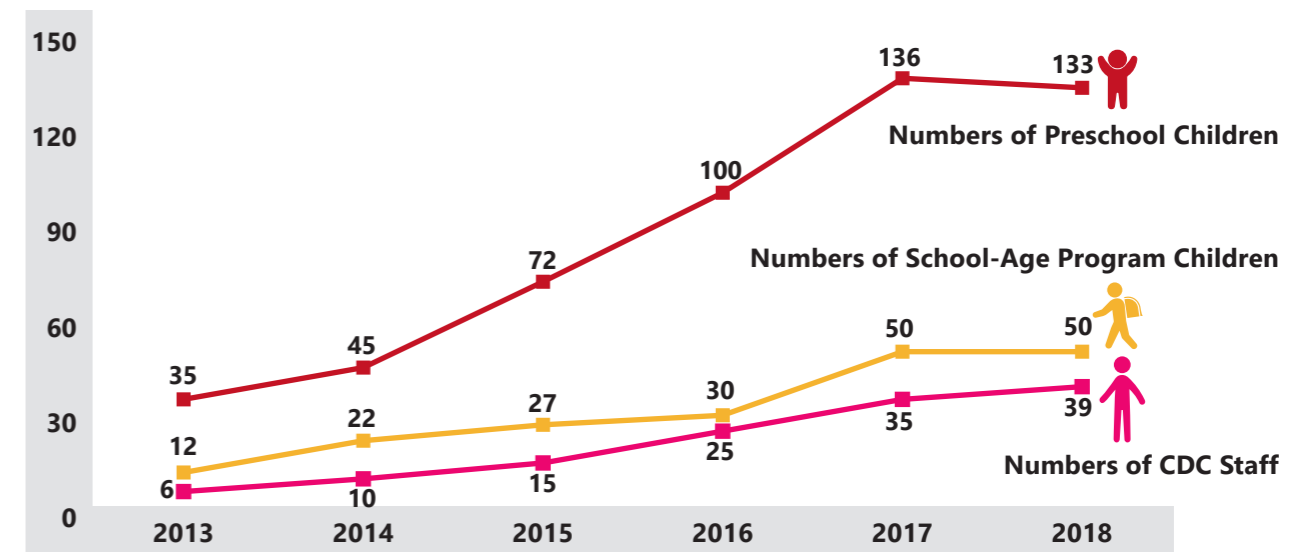
Percentage of Female Administrative Staff from 2014 to 2017



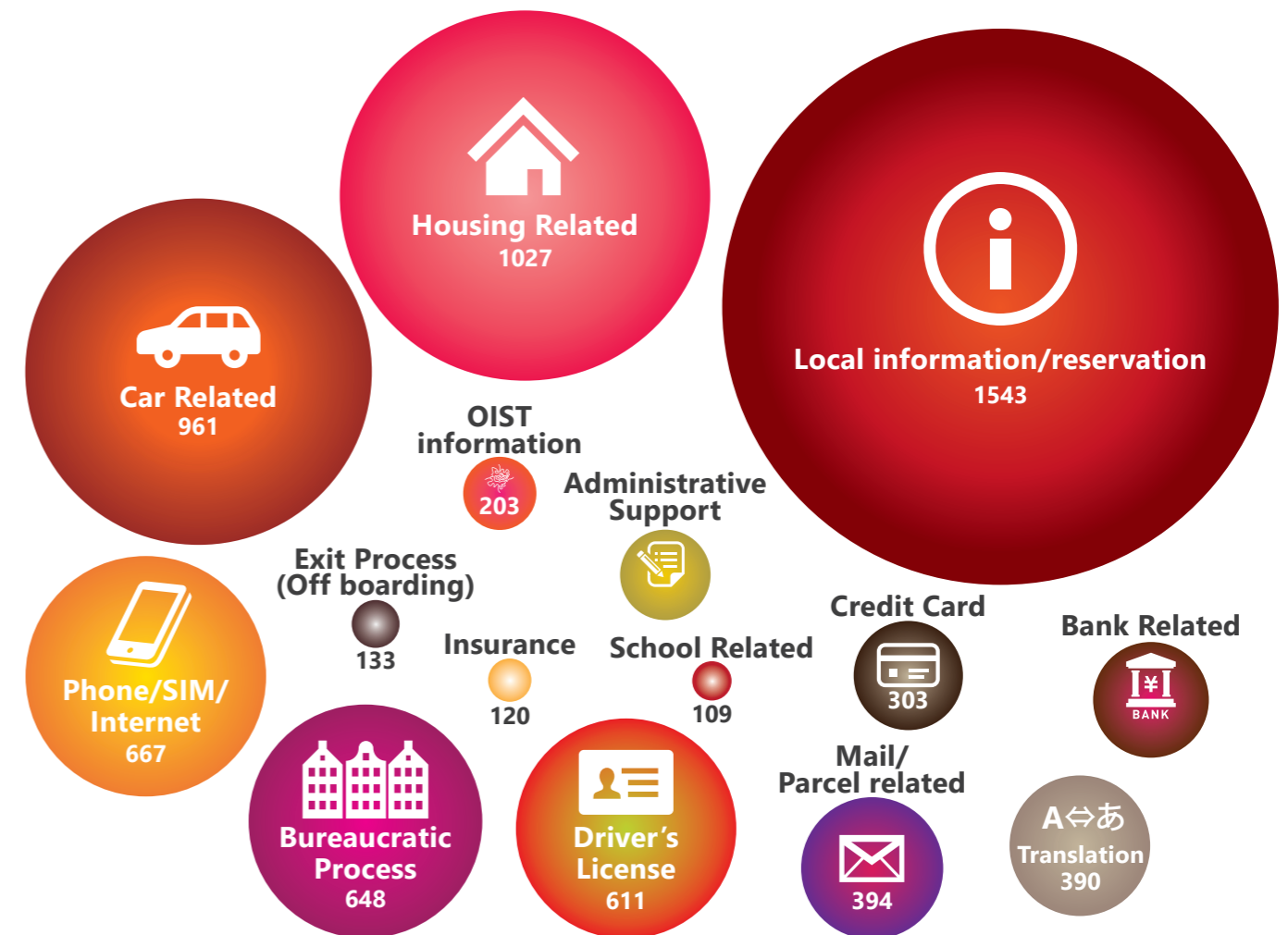
■ Percentage of Female Student Applications and Enrollments from 2012 to 2018



■ Child Development Center Growth from 2013 to 2018

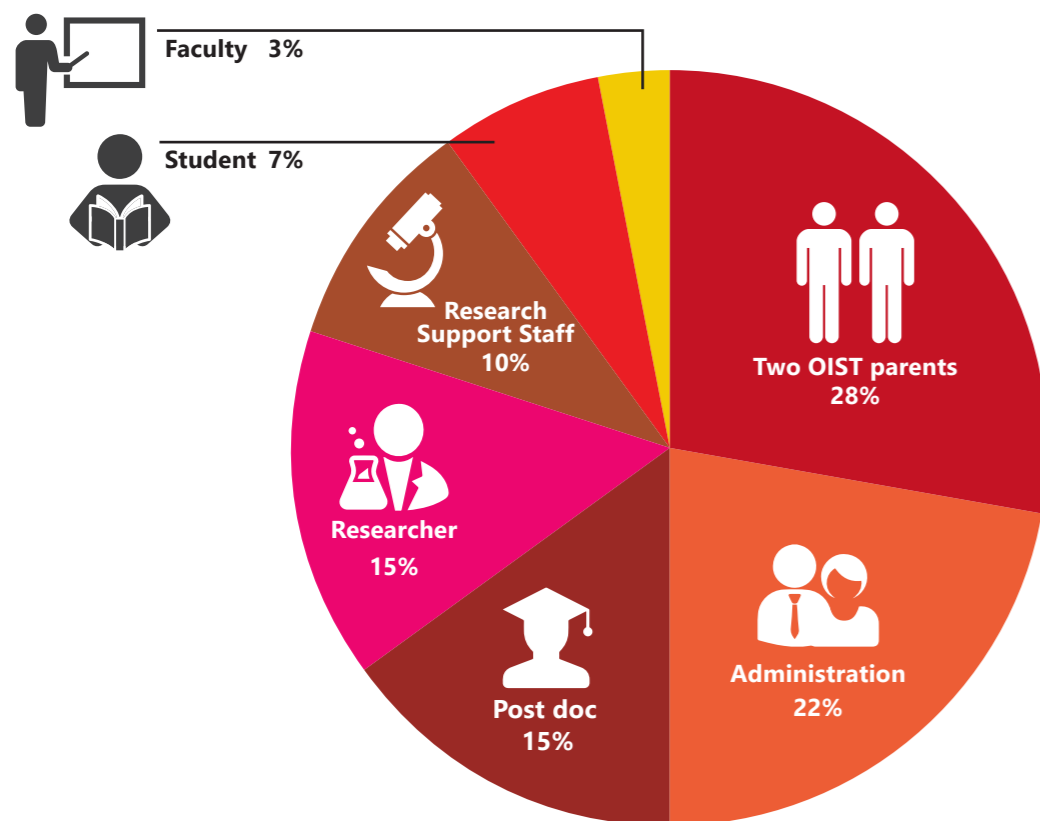


■ Resource Center inquiries by type January-November 2018 7,681 total inquiries



## Services for the OIST Community

■ Child Development Center Parent Roles at OIST in 2018



# Speakers and events promoting the culture of gender equality

## Prominent Speaker 2014 - 2018

2014

### Space as My Workplace

Ms. Naoko Yamazaki *Aerospace Engineer*

### Designing your Career: A Fulfilling Career Through Professional Development

Ms. Yoko Kobayashi *Auditor - NTT Communications*

### Gender Equality: The Swedish Experience

Ms. Anna Hamrell *First Secretary, Embassy of Sweden*

2015

### Women of Action in Okinawa and Expectations for OIST

Dr. Hiroko Sho  
*Retired Professor, University of the Ryukyus  
Former Vice Governor of Okinawa  
Member of the OIST Board of Governors and Board of Councilors  
Director of the Okinawa Association*

### Demographics Among Scientists and Engineers: Theory and Practice

Dr. Sharon Trawick *Professor of Gender Studies & History UCLA*

### Effective Communication for Supervisors

Mr. Tatsuya Ando *Trainer CuoreC<sup>3</sup>*

### Gender Equality in STEM Research and Education at US Universities Unconscious Bias in Faculty Recruitment

Dr. Yael Levitte  
*Associate Vice Provost for Faculty Development and Diversity Cornell University*

### Career Advancement for Female Administrative Staff Diversity Management as Part of the Organization's Strategic Plan

Ms. Kazuko Takamatsu  
*Executive Director Japan Institute for Women's Empowerment & Diversity Management*

2016

### Frontiers of Marine Science

Dr. Margaret Leinen  
*Vice Chancellor for Marine Sciences, Director of Scripps Institution of Oceanography  
Dean of the School of Marine Sciences  
Professor, University of California, San Diego  
Former NSF Assistant Director for Geosciences  
President of the American Geophysical Union*

### Is this Cell a Man or a Woman?

Dr. Florence Haseltine  
*Former Director, Center for Population Research, US National Institutes of Health  
Former faculty, Yale Medical School  
Founder, Society for the Advancement of Women's Health Research  
Founder and Principal, Haseltine Systems*

### A Physicist's Journey: Transition from Academia to Industry

Dr. Nancy Hecker-Denschlag *Key Account Manager m-u-t GmbH, Germany*

2016

### Career Building Workshop for Women in Science Career Launching and Acceleration in Science Workshop The Power of Persuasion

Dr. Geraldine Richmond  
*Professor of Chemistry, University of Oregon  
President, AAAS (2016-2017)  
Founder, COACH*

2018

### Biology of a Common but Neglected Disease: Myalgic Encephalomyelitis/ Chronic Fatigue Syndrome

Dr. Maureen Hanson  
*Liberty Hyde Bailey Professor of Molecular Biology and Genetics Cornell University*

## Science Project for Ryukyu Girls – 2014-2018

