

<Translation>

Fiscal Year 2019 Business Report

From: April 1, 2019

To: March 31, 2020

Okinawa Institute of Science and Technology
School Corporation

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I. Basic Information of OIST School Corporation

1 Summary of the Corporation

(1) Description of Business

- 1) Establish and operate the Okinawa Institute of Science and Technology (OIST) Graduate University
- 2) Provide students with consultations on schooling, career options, and physical and psychological health, and with other support
- 3) Undertake research commissioned by parties outside the School Corporation, conduct joint research with parties outside the School Corporation, or otherwise conduct education and research activities in collaboration with parties outside the School Corporation
- 4) Disseminate the achievements of research at Okinawa Institute of Science and Technology Graduate University, and promote their utilization
- 5) Hold research meetings concerning science and technology, and otherwise conduct business to promote exchange among researchers

(2) Address

Main campus 1919-1 Tancha, Onna-son, Kunigami, Okinawa 904-0495 Japan
Seaside House 7542 Onna, Onna-son, Kunigami, Okinawa 904-0411 Japan

(3) Number of faculty members and employees (as of March 31, 2020)

Faculty members: 66

Employees (exclude temporary staff): 797

(4) History

2011 Nov.: The Okinawa Institute of Science and Technology School Corporation Inauguration

(5) Basis law for the establishment

Okinawa Institute of Science and Technology School Corporation Act (Act No. 76 of 2009)

(6) Supervising ministries

Cabinet Office, MEXT

(7) Organizational Chart (as of March 31, 2020)

As of March 31, 2020



2 List of Officers, etc. (as of 31 March, 2020)

Fixed number: Shall be as prescribed respectively in the Article 5.1, 7 and 19.2 of the OIST Bylaws.

Term: Shall be as prescribed respectively in the Article 9.1 and 24.1 of the OIST Bylaws.

(1) Officers and Auditors

(2) Title	Name	Term	Background	
President/ CEO	Peter Gruss	From Jan. 1, 2017 To Dec. 31, 2021 (1 st Term)	1977 1980 1982 1983 1986 1990 1997 2002 2017 Jan.	Ph.D. in Molecular Biology, University of Heidelberg Expert Consultant/Visiting Scientist, NIH, Bethesda Associate Professor of Microbiology, University of Heidelberg Member, Directorate of the Center for Molecular Biology, University of Heidelberg Director, Max Planck Institute for Biophysical Chemistry, Department of Molecular Cell Biology Honorary Professor, University of Göttingen Managing Director, Max Planck Institute for Biophysical Chemistry President, Max Planck Society CEO, OIST SC President of OIST Graduate University
Executive Vice President for Technology Development and Innovation / Vice-CEO	Robert Baughman	From April 1, 2015 To Sep. 30, 2020 (Reappointed)	1975 1979 1985 1990	Ph.D. in Chemistry, Harvard University Assistant Professor of Neurobiology, Harvard Medical School Associate Professor of Neurobiology, Harvard Medical School Director, Program in Neurosciences, Harvard University

			1995	Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS
			1999	Associate Director for Technology Development, Office of the Director, NINDS
			2005	Special Research & Training Advisor to the President, OIST PC
			2007	Vice President and Executive Director, OIST PC
			2011	Provost and Vice-CEO, OIST SC
			2014	Executive VP for Sustainable Development of Okinawa, OIST SC
			2015	Executive VP for Sustainable Development of Okinawa/Acting Provost and Vice-CEO, OIST
			2016 Aug.	Executive VP for Technology Development and Innovation/ Vice-CEO, OIST
Auditor	Shinichi Okamoto	From November 1, 2017 to Oct. 31, 2020	1989	Staff of the Cabinet Councilor's Office on Internal Affairs, Cabinet Secretariat
			1990	Staff of the Personal Division, the Minister's Secretariat, Prime Minister's Office
			1991	Legislative Staff of the General Affairs Bureau for General Affairs Division, Okinawa Development Agency, Prime Minister's Office
			1992	Chief of the Personnel Bureau for Planning and Coordination Division, Management and Coordination Agency, Prime Minister's Office
			1993	Chief of the Director General's Secretariat, General Affairs Division, Management and Coordination Agency, Prime Minister's Office
			1994	Overseas Research Personnel at the National Personnel Authority
			1994	Overseas Research Personnel at

			1995	the National Personnel Authority Deputy Director, International Coordination, International Division, Science and Technology Promotion Bureau, Science and Technology Agency
			1996	Deputy Director, General Affairs Division, the Statistics Bureau, Management and Coordination Agency, Prime Minister's Office
			1998	Deputy Director, Office for the Central Government Reform Headquarters, Cabinet Secretariat
			2000	Deputy Director, Cabinet Internal Affairs Office on Okinawa Issues, Cabinet Secretariat
			2001	Deputy Director, Staff for the Director General for Okinawa Affairs, Cabinet Office
			2002	Deputy Director, General Affairs Division, Cabinet Office
			2002	Chief Deputy Director, Secretariat of the International Peace Cooperation Headquarters, Cabinet Office
			2004	Counselor, General Affairs Division, Cabinet Office
			2004	Director, Office for the Promotion of Special Zones for Structural Reform and the Promotion of Regional Revitalization, Cabinet Secretariat
			2006	Director, Unit of the Civil Service Reform, Office for the Headquarters for Administrative Reform
			2008	Counsellor, Records and Archives Management Unit, Cabinet Secretariat
			2008	Counsellor, Records and Archives Management Division, Cabinet Office
			2011	Director, Records and Archives

			2012	Management Division, Cabinet Office
			2014	Professor of Administrative Law, Faculty of Law for Fukuoka University
			2015	Director, Center for Personnel Interchanges between the Government and Private Entities, Cabinet Office
			2017	Cabinet Counsellor, Office of Policy Planning and Coordination on Territory and Sovereignty, Cabinet Secretariat
			2017	Counselor, Minister's Office, Okinawa Development and Promotion Bureau, Cabinet Office,
			2014	Auditor for Okinawa Institute of Science and Technology Graduate University
			2015	Director for Okinawa Affairs, Cabinet Office
			2016	Director of Audit Office, Japan Sewage Works Agency
			Jun.	Auditor, OIST SC
Auditor	Yoshiyuki Uehara	From November 1, 2017 To Oct. 31, 2020	1973	Joined Okinawa Prefectural Government Staff, Department of Civil Engineering and Construction, Road Construction Division
			1976	Staff, Department of Civil Engineering and Construction, Civil Engineering General Affairs Division, Okinawa Prefecture
			1980	Staff, Department of Planning, General Affairs Division, Okinawa Prefecture
			1983	Supervisor, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture
			1989	Supervisor, Department of Commerce, Industry and Labor,

				Industrial Site Promotion Division, Okinawa Prefecture
			1992	Associate Director, Department of General Affairs, Finance Division, Okinawa Prefecture
			1995	Assistant Director, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture
			1996	Deputy Councilor, Department of Planning, International City Formation Initiative Office, Okinawa Prefecture
			2000	Councilor, Department of Planning, International City Formation Initiative Office, Okinawa Prefecture
			2002	Director, Department of Planning, Reconstruction and Development Office, Okinawa Prefecture
			2004	Director, Science and Technology Promotion Division, Okinawa Prefecture
			2005	Vice Chairman, Okinawa Foundation
			2009	Chairman, Moon Beach Hotels and Resorts
			2010	Chairman, Okinawa Convention & Visitors Bureau (~2015)
			2013	Vice Governor of Okinawa
			2016	Secretary of the Prefecture, Executive Office of the Governor, Okinawa Prefecture
			2017	Director General, Department of Planning, Okinawa Prefecture

(2) Members of Governors

Name	Term	Background	
Cherry Murray	From May. 24, 2017 To	1973	Bachelor of Science (Physics), Massachusetts Institute of Technology
		1978	Ph.D. (Physics), Massachusetts Institute of Technology

	May. 23, 2020**	2001	Physical Sciences and Wireless Research Senior Vice President, Bell Laboratories, Lucent Technologies (until December, 2004)
		2004	Deputy Director for Science and Technology at Lawrence Livermore National Laboratory in Livermore, Calif. (until October, 2007)
		2007	Principal Associate Director for Science and Technology at Lawrence Livermore National Laboratory in Livermore, Calif. (until June, 2009)
		2009	Dean, School of Engineering and Applied Sciences (SEAS) (until December, 2014) and John A. and Elizabeth S. Armstrong Professor of Engineering and Applied Science, Harvard University
		2015	John A. and Elisabeth S. Armstrong Professor of Engineering and Applied Sciences and Professor of Physics, Harvard (until July 2015)
		2015	Benjamin Peirce Professor of Technology and Public Policy and Professor of Physics, John A. Paulson School of Engineering and Applied Science, Harvard (until June 2019)
		2015	Director, Office of Science, U. S. Department of Energy (on leave for government service from Harvard University, until January, 2017)
		2018 May	Chair, Board of Governors, OIST SC
		2019	Benjamin Peirce Professor of Technology and Public Policy and Professor of Physics, Emerita, John A. Paulson School of Engineering and Applied Science, Harvard University
		2019	Professor of Physics, University of Arizona, Science Director, Biosphere 2
Akito Arima	From Nov. 1, 2011 To Oct. 31, 2020*	1958	Ph.D. (Science), The University of Tokyo
		1971	Professor, The State University of New York at Stony Brook
		1975	Professor, Faculty of Science, The University of Tokyo
		1989	President, The University of Tokyo
		1993	President, RIKEN
		1998	Member of the House of Councilors Minister of Education, Science, Sports and Culture
		1999	Director-General of the Science and Technology Agency

		2000	Chairman, Japan Science Foundation
		2005	Member, Board of Governors, OIST PC
		2006	Chancellor, Musashi Education Institution, Nezu Education Foundation
		2009	President, HFSP Co-Chair, Establishing Member of OIST SC
		2010	President, Shizuoka University of Art and Culture
		2011	Vice-Chair, Board of Governors, OIST SC
		Nov.	Member, Board of Councilors, OIST SC
Yoko Aniya	From Nov. 1, 2014 To Oct. 31, 2020*	1980	Ph.D. (Medical Science), Kagoshima University
		1981	Councilor, Japanese Society of Pharmacology
		1983	Postdoctoral Fellow, University of Rochester Medical Center, U.S.A.
		1986	Associate Professor, Faculty of Medicine, University of the Ryukyus
		1990	Professor, Faculty of Medicine (School of Health Sciences, Pharmacology & Toxicology), University of the Ryukyus
		1994	Councilor, Japanese Society for the Study of Xenobiotics
		1996	Councilor, Japanese Society of Toxicology
		2001	Head, Integrated Innovation Center for Community, University of the Ryukyus Councilor, University of the Ryukyus
		2002	Dean, School of Health Sciences, University of the Ryukyus
		2003	Professor, Graduate School of Medicine, University of the Ryukyus
		2007	Professor, School of Health Sciences, Faculty of Medicine, University of the Ryukyus
		2011	Professor Emeritus, University of the Ryukyus
		2013	Board member, Okinawa Science and Technology Promotion Center
		2014	Member, Board of Governors, OIST SC
		Nov.	Member, Board of Councilor, OIST SC
Robert Baughman (Executive VP for Technology Development and Innovation/		1975	Ph.D. in Chemistry, Harvard University
		1979	Assistant Professor of Neurobiology, Harvard Medical School
		1985	Associate Professor of Neurobiology, Harvard Medical School
		1990	Director, Program in Neurosciences, Harvard

Vice-CEO)		1995 1999 2005 2007 2011 2014 2015 2016 Aug.	University Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS Associate Director for Technology Development, Office of the Director, NINDS Special Research & Training Advisor to the President, OIST PC Vice President and Executive Director, OIST PC Provost and Vice-CEO, OIST SC Executive VP for Sustainable Development of Okinawa, OIST SC Executive VP for Sustainable Development of Okinawa/Acting Provost and Vice-CEO, OIST Executive VP for Technology Development and Innovation/ Vice-CEO, OIST
Curtis Callan	From Nov. 1, 2014 To Oct. 31, 2020*	1964 1968 1969 1972 1974 1986 1989 1990 1995 1998 2004 2005 2008 2014 Nov.	Ph.D. (Physics), Princeton University Member, JASON study group Long-term Member, Institute for Advanced Study Professor of Physics, Princeton University Fellow, American Physical Society Eugene Higgins Professor, Princeton University Member, American Academy of Arts and Sciences Member, National Academy of Sciences Chair, Steering Committee, JASON study group James S. McDonnell Distinguished University Professor, Princeton University Chair, Physics Department, Princeton University Dirac Medal (International Center for Theoretical Physics) Director, Princeton Center for Theoretical Science Presidential Line, American Physical Society Chair, Physics Department, Princeton University Member, Board of Trustees, Institute for Advanced Study Member, Board of Governors, OIST SC
Rita Colwell	From Nov. 1, 2011	1961 1991	Ph.D. (Oceanography), University of Washington President of the University of Maryland Biotechnology Institute

	To Oct. 31, 2020*	1998	11th Director of the United States National Science Foundation (NSF) Co-chair of the Committee on Science of the National Science and Technology Council
		2004	Chairman and Senior Vice-President of Canon U.S. Life Sciences Distinguished Professor, University of Maryland, College Park Distinguished Professor, Johns Hopkins University Bloomberg School of Public Health
		2006	Senior Advisor and Chairman Emeritus, Canon, U.S. Life Sciences Member, International Advisory Committee, Japan Science and Technology Agency Member, President's Council, University of Tokyo
		2007	President of the American Institute of Biological Sciences 2006 National Medal of Science, U.S.A.
		2011	Member, Board of Governors, OIST SC
		Nov.	
		2013	President, Rosalind Franklin Society William Procter Prize for Scientific Achievement, Sigma XI
		2014	Prize Medal, Society for General Microbiology
Peter Gruss		1977	Ph.D. in Molecular Biology, University of Heidelberg
		1980	Expert Consultant/Visiting Scientist, NIH, Bethesda
		1982	Associate Professor of Microbiology, University of Heidelberg
		1983	Member, Directorate of the Center for Molecular Biology, University of Heidelberg
		1986	Director, Max Planck Institute for Biophysical Chemistry, Department of Molecular Cell Biology
		1990	Honorary Professor, University of Göttingen
		1997	Managing Director, Max Planck Institute for Biophysical Chemistry
		2002	President, Max Planck Society
		2017	CEO, OIST SC
		Jan.	President of OIST Graduate University
Jerome Friedman	From Nov. 1, 2011 To Oct. 31,	1956	PhD (Physics), University of Chicago
		1967	Professor, MIT
		1977	Member, Board of the University Research Association, U.S.A. Vice President, Board of the University Research

	2020*	1983 1990 1997 1999 2001 2005 2009 2011 Nov.	Association, U.S.A. Head, MIT Department of Physics Nobel Prize in Physics Member of KEK Council, Japan President, American Physical Society Chair, Council of Scientific Society Presidents, U.S.A. Member, Board of Governors, OIST PC Establishing Member of OIST SC Member, Board of Governors, OIST SC
Senapathy Gopalakrishnan	From Nov. 1, 2017 To Oct. 31, 2020	1977 2007 2011 2016 2016 2014 2017 Nov.	Master's degree (Physics), Indian Institute of Technology, Madras Executive Officer and Managing Directory, Infosys Vice Chairman, Infosys Fellow, Indian National Academy of Engineers Honorary Fellow, Institute of Electronics and Telecommunication Engineers (IETE) of India Chairman, Axilor Ventures Member, Board of Governors, OIST SC
Serge Haroche	From Oct. 1, 2015 To Sep. 30, 2021*	1971 1975 1981 1984 1991 1994 2001 2012 2015 2015 Oct.	PhD (Physics), Paris VI University Professor, Paris VI University Visiting professor, Harvard Part time professor, Yale University Member, Institut Universitaire de France Chairman of the ENS Department of Physics Professor, Collège de France (in the chair of quantum physics) President of the Collège de France Nobel Prize in Physics Professor Emeritus, Collège de France Member, Board of Governors, OIST SC
Kazuhito Hashimoto	From Sep. 1, 2016 To	1985 1980 1984	Ph.D. (Chemistry), University of Tokyo Technical Associate, Institute for Molecular Science, Okazaki Research Associate, Institute of Molecular Science, Okazaki

	Aug. 31, 2022*	1989	Lecturer, Department of Applied Chemistry, University of Tokyo
		1991	Associate Professor, Department of Applied Science, University of Tokyo
		1997	Professor, Research Center for Advanced Science and Technology, University of Tokyo
		2004	Professor, Department of Applied Chemistry, University of Tokyo
		2015	Professor, Special Assistant to the President, University of Tokyo
		2016	President, National Institute for Materials Science
		2016	Member, Board of Governors, OIST SC
James Higa	From Jan. 1, 2020 To Dec. 31, 2022	1981	Photographer, Higa Photography
		1984	Director, Product Marketing/International Marketing, Asia, NeXT Computer
		1989	VP Consumer, VP Asia, RealNetworks
		1996	Senior Director, Office of the CEO, Apple
		2001	Advisor, Innovation Advisory Board, Lawson Inc.,
		2012	Executive Director, Philanthropic Ventures Foundation
		2012	Mentor in Residence, Index Ventures
		2013	Investor Director, Kano Computing
		2013	Advisor, UNIQLO
		2013	Advisor, Airbnb
		2015	Advisor, Siemens
		2018	Board of Directors, WorldCover
		2019	Member, Board of Governors, Okinawa Institute of Science and Technology School Corporation
		2020	Member, Board of Governors, OIST SC
Motoko Kotani	From Nov. 1, 2014 To Oct. 31, 2020*	1990	PhD (Science), Tokyo Metropolitan University
		1993	Visiting Researcher, Max-Planck Society for the Advancement of Science
		1997	Associate Professor, Department of Mathematics. Faculty of Science, Toho University
		1999	Associate Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2001	Visiting Professor, Institute of Advanced Scientific Studies (IHES)
		2004	Professor, Mathematics Institute, Graduate School of Science, Tohoku University

		2008	Distinguished Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2011	Deputy Director, Professor, WPI-AIMR, Tohoku University
		2012	Director, WPI-AIMR, Tohoku University
		2014	Executive Member, Council for Science and Technology Policy Cabinet Office, JAPAN
		2014	Member, Board of Governors, OIST SC
		Nov.	
VijayRaghavan Krishnaswamy	From Nov. 1, 2011 To Oct. 31, 2020*	1983	Ph.D. (Molecular Biology), Tata Institute of Fundamental Research, Mumbai, India
		1984	Research Fellow at California Institute of Technology, U.S.A.
		1986	Senior Research Fellow at California Institute of Technology, U.S.A.
		1988	Joined National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
		1998	Senior Professor and Director, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
		2005	Member, Science Advisory Council to the Prime Minister of India
		2009	Member, Janelia Farm Research Campus, HHMI, Advisory Committee
		2011	Member, Board of Governors, OIST SC
		Nov.	
		2012	Fellow of the Royal Society
		2013	Distinguished Professor, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
			Secretary, Department of Biotechnology, Government of India
		2018	Principal Scientific Advisor, the Government of India
Kiyoshi Kurokawa	From Nov. 1, 2011 To Oct. 31, 2020*	1967	Doctor of Medical Science, University of Tokyo
		1979	Professor of Medicine, Department of Medicine, UCLA School of Medicine
		1989	Professor and Chairman, First Department of Medicine, University of Tokyo Faculty of Medicine
		1993	Science Advisor, Ministry of Education , Science and Culture
		1996	Professor of Medicine and Dean of tthe Institute of Medical Science, Tokai University

		1998	Director of the Institute of Medical Science, Tokai University
		1999	Order of Purple from the Government of Japan for Excellence in Academic Achievements
		2001	Member of Study Committee, new graduate university in Okinawa, CAO
		2003	President of the Science Council of Japan
		2005	Member, Board of Governors, OIST PC
		2006	Special advisor to the Cabinet (Science, Technology, and Innovation) Professor, National Graduate Institute for Policy Studies
		2009	Establishing Member of OIST SC Academic Fellow, National Graduate Institute for Policy Studies
		2011	Member, Board of Governors, OIST SC
		Nov.	
		2014	Visiting Professor, National Graduate Institute for Policy Studies
Erwin Neher	From Jun. 1, 2018 To May 31, 2021	1965	Vordiplom (Physics), Institute of Technology, Munich
		1967	M.Sc. (Physics), University of Wisconsin
		1970	Ph.D. (Physics), Institute of Technology, Munich
		1966	Graduate student and research assistant, the laboratory of Dr. W. W. Beeman, University of Wisconsin, Madison (until 1967)
		1968	Graduate student and post-doc, the laboratory of Dr. H.D. Lux, Max-Planck-Institute für Psychiatrie, Munich (until 1972)
		1972	Research Associate, Max-Planck-Institute für biophysikalische Chemie, Dept. "Molekularer Systemaufbau", Göttingen (until 1975)
		1975	Research Associate as a guest, the laboratory of Dr. Ch. F. Stevens, Yale University, Department of Physiology (until 1976)
		1976	Research Associate, Max-Planck-Institut für biophysikalische Chemie, Göttingen (until 1982)
		1989	Fairchild Scholar, California Institute of Technology
		1983	Director, Membrane Biophysics Department, Max-Planck-Institut für biophysikalische Chemie, Göttingen (until 2011)

		2011	Emeritus Director, Max Planck Institute for Biophysical Chemistry (-present)
		2018 Jun.	Member, Board of Governors, OIST SC
Koji Omi	From Oct. 1, 2013 To Sep. 30, 2019*	1956	Hitotsubashi University, Faculty of Commerce
		1956	Joined Ministry of International Trade and Industry
		1970	Consul General of Japan in New York City
		1976	Director of General Affairs Department, Osaka Regional Bureau of International Trade and Industry, Ministry of International Trade and Industry
		1979	Director of Administrative Division, Science and Technology Agency
		1981	Director-General of Guidance Department, Small & Medium Enterprise Agency, Ministry of International Trade and Industry
		1983	Elected to a Member of House of Representative (Elected 8 times since then)
		1995	Chairman of Committee on Finance, ■House of Representatives
		1997	Minister of State for Economic Planning
		2001	Minister of State for Okinawa and Northern Territory Affairs, and Science and Technology Policies
		2006	Chairman of Non-Profit Organization Science and Technology Society Forum
			Minister of Finance
		2013 Oct.	Member, Board of Governors, OIST SC
Ryoji Noyori	From May 1, 2018 to Apr. 30, 2021	1961	Bachelor, Kyoto University
		1963	Master, Kyoto University
		1967	Ph.D. (Engineering), Kyoto University
		1963	Instructor, Kyoto University (until 1968)
		1968	Associate Professor, Nagoya University (until 1972)
		1969	Postdoctoral Fellow, Harvard University
		1972	Professor, Nagoya University (until 2003)
		1997	Dean, Graduate School of Science, Nagoya University (until 1999)
		2002	President, The Chemical Society of Japan (until 2003)
		2003	University Professor, Nagoya University (-present)
		2003	President, RIKEN (until March, 2015)

		2005	Chair, Science and Technology Council, Ministry of Education, Culture, Sports, Science and Technology (until 2015)
		2006	Chair, Education Rebuilding Council (until 2008)
		2015	Fellow, RIKEN (-present)
		2015	Director-General, Center for Research and Development Strategy (CRDS), Japan Science and Technology Agency (JST) (-present)
		2015	Director, Science Museum, Japan Science Foundation
		2018 May.	Member, Board of Governors, OIST SC
Albrecht Wagner	From Oct. 1, 2015 To Sep. 30, 2021*	1971	PhD (Physics), University of Heidelberg
		1984	Professor, University of Heidelberg
		1991	Professor, University of Hamburg
			Director of Research, DESY
		1999	Chairman, DESY Board of Directors
		2005	Chairman, TESLA Technology Collaboration Board
		2006	Chairman, International Committee for Future Accelerators (ICFA)
		2007	Vice President of the Helmholtz Foundation
		2008	Chairman, Council of Hamburg University
		2010	Member, Board of the Joachim Herz Foundation
		2011	Member, Board of Councilors, OIST SC
		2015 Oct.	Acting CEO & Acting President, OIST SC

*Reappointed, 2nd Term **Reappointed

(3) Members of Councilors

Name	Term	Position
* Yoko Aniya	From Nov. 1 2014 To Oct. 31 2020*	Professor Emeritus, University of the Ryukyus
* Akito Arima	From Nov. 1, 2011 To Oct. 31, 2020*	Chairman, Japan Science Foundation Chancellor, Musashi Education Institution, Nezu Education Foundation President, Shizuoka University of Art and Culture
Monte Cassim	From Nov. 1, 2011 To Oct. 31, 2020*	President, Graduate School of Leadership and Innovation, Shizenkan University

Mary Collins	From Feb. 18, 2016 To Feb. 17, 2022*	Dean of Research, OIST
Erik De Schutter	From Sep. 1, 2018 To Sep. 30, 2022	Chair of Faculty Assembly, OIST
Yoshiharu Doi	From Nov. 1, 2011 To Oct. 31, 2020*	CEO, Japan Synchrotron Radiation Research Institute
Ralph Eichler	From Nov. 1, 2014 To Oct. 31, 2020*	Former President, EHT Zurich
Ali Ganjehlou	From Oct. 2, 2015 To Oct. 1, 2021*	Vice-President for Buildings and Facility Management, OIST
Frederick Gilman	From Nov. 1, 2011 To Oct. 31, 2020*	Buhl Professor of Theoretical Physics, Department of Physics, Carnegie Mellon University Director, McWilliams Center for Cosmology
Ryo Hirasawa	From Nov. 1, 2011 To Oct. 31, 2020*	Chief Director, Institute for Future Engineering Professor Emeritus, University of Tokyo Member, Administrative Council, Japan Advanced Institute of Science and Technology
Keith Hodgson	From Nov. 1, 2014 To Oct. 31, 2020*	Chairperson, Department of Chemistry, Stanford university
Irene Hirano Inouye	From Feb. 1, 2018 To Jan. 31, 2021	President, U.S.-Japan Council
Tisato Kajiyama	From Nov. 1, 2011 To Oct. 31, 2020*	Board Chairman and President, Fukuoka Women's University Former President, Kyushu University
Yoshihisa Kawakami	From Jan. 4, 2018 To Jan. 3, 2021	Chair, Okinawa Development Finance Corporation
Nasser Kazeminy	From Nov. 1, 2017 To Oct. 31, 2020	Chairman of the National Ethnic Coalition of Organizations (NECO)
Masaki Masudo	From Jan. 1, 2018 To Dec. 31, 2020	Member, Okinawa Promotion Council, Cabinet Office, Government of Japan Special Advisor, Uipath K.K.
Ryo Matsumoto	From Nov. 1, 2011 To Oct. 31, 2020*	Professor Emeritus, University of Tokyo Professor, Organization for the Strategic Coordination of Research and Intellectual Properties, Meiji University
Reiko Ann Miura-Ko	From Nov. 1, 2011	Co-founding partner, Floodgate

	To Oct. 31, 2020*	
Yoshimi Nagahama	From Feb. 19, 2015 To Oct. 31, 2020*	Mayor, Onna Village
Tomo Nagase	From Jun. 1, 2019 To May 17 th , 2021	Vice President for Human Resources, OIST
Robert Nakasone	From Nov. 1, 2017 To Oct. 31, 2020	Worldwide Uchinanchu Business (WUB) Network Founder-Advisor
Lee James O’Riordan	From Nov. 1, 2017 to Oct. 31, 2020	Computation Research Scientist, the Irish Center for High-End Computing (ICHEC)
Ken Peach	From Nov. 1, 2011 To Oct. 31, 2020*	Professor Emeritus, the Particle Therapy Cancer Research Institute, Oxford
Milind Purohit	From Apr. 1, 2018 To Sep. 30, 2022	Dean of Faculty Affairs, OIST
Jonathan Ray	From Jan. 1, 2020 To Oct. 31, 2020	Vice President for Communication and Public Relations, OIST
Masayuki Shibata	From Apr. 1, 2019 To May 17, 2021	Vice President for Financial Management, OIST
Katsuhiko Shirai	From Nov. 1, 2011 To Oct. 31, 2020*	Honorary Advisor of Waseda University Former President, The Open University of Japan Former President, Waseda University Former Chairman of Okinawa Development Council
Ulf Skoglund	From Apr. 1, 2018 To Oct. 31, 2020	Dean of Graduate School, OIST
David Swinbanks	From Nov. 1, 2011 To Oct. 31, 2020*	Chairman, Springer Nature, Australia Founder, Nature Index Senior Advisor, Digital Science Vice President, Nikkei Science
Fuji Takayasu	From Nov. 1, 2011 To Oct. 31, 2020*	Former Assistant PR Officer of the US Consulate in Okinawa
Nobuaki Tanaka	From Nov. 1, 2014 To Oct. 31, 2020*	Former Undersecretary General at the UN Headquarters CEO, GaiaContact
Moritake Tomikawa	From Feb. 19, 2015 To Nov. 5, 2020*	Vice Governor, Okinawa Prefectural Government
Gail Tripp	From Jun. 1, 2018	Vice President for University Community Services,

	To May 31, 2021	OIST
Albrecht Wagner	From Nov. 1, 2011 To Oct. 31, 2020	Chairman Emeritus, Board of Directors, DESY
Eriko Wauke	From May 18, 2015 To Oct. 31, 2020*	Principal of Kindergarten, Okinawa AMICUS International
Hideo Yamasaki	From Nov. 1, 2014 To Oct. 31, 2020*	Professor, Faculty of Science, University of the Ryukyus
Philip Yeo	From Nov. 1, 2011 To Oct. 31, 2020*	Chairman, SPRING Singapore
Keisuke Yoshio	From Apr. 1, 2018 To March 31, 2021	Chief Operating Officer, OIST
Jürgen Zöllner	From May 24, 2017 To May 23, 2020	Executive Board, Stiftung Charité

[Name] *3 persons are also governors.

[Term] *Reappointed, Second Term

**Reappointed

II. Status of business implementation

See the attachment “FY2019 Performance Report.”

<Translation>

Fiscal Year 2019 Performance Report

From: April 1, 2019
To: March 31, 2020

Okinawa Institute of Science and Technology School Corporation

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
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As of March 31, 2020

Chapter 1 Education & Research				
1.1 Ph.D. Program Goal (1)	Using feedback from 2018, refine and improve measures to ensure that student recruitment, admissions, and enrolment proceed smoothly. In practical terms, continue to go to find prospective students around the world, and create a mechanism to recruit PhD students from Research Interns.			A
1.1 Ph.D. Program Action (1)	<p>(Courses)</p> <p>1101 Continue to develop the curricula, including courses taught by newly recruited faculty, <u>and</u> external courses including online courses. Continue curriculum development process and approvals for new and changed courses.</p> <p>1102 Continue to provide the customized Ph. D. program, including pre-thesis research training and laboratory rotations and assignment of Academic Mentor for each student.</p> <p>1103 Continue to provide the programs for</p>		<p>(Courses)</p> <p>1101 Mechanisms for awarding credit after approval for online courses and external workshops and summer schools were established and have seen strong uptake amongst students, providing a valuable addition to our teaching repertoire.</p> <p>Curriculum review process has been extended to about half of OIST courses so far, and will continue. New faculty have been introduced to the OIST teaching environment and their new courses are developed in harmony with OIST teaching needs and existing courses.</p> <p>1102 The Mentor system, wherein a faculty mentor is appointed to newly enrolled students to provide academic guidance on individualized course curricula and lab rotations (in addition to ensuring the student's welfare throughout their enrollment), continues to be a successful element of the OIST PhD program.</p> <p>1103 The Professional and Career Development program</p>	

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<p>Professional Development for students including training that focuses on group activities and presentation skills, research conduct, career development, teaching experience and a program of student-invited visiting speakers.</p> <p>1104 Continue to provide the examination for progression to thesis research based on oral examination by prominent external examiner.</p> <p>1105 Conduct the final thesis examination based on oral examination by prominent external examiners, and confer degrees on completing students, using procedures refined from previous year's experience.</p> <p>1106 Continue to provide the Gap period training in language and research experience for incoming students, especially those who graduate from Japanese universities in March.</p>		<p>has been redeveloped, aided by the appointment of a new Professional and Career Development Coordinator. Courses provided in this program cover topics including project management, research ethics, scientific writing and grant writing. Speakers have provided talks on subjects including cultural awareness and career development. Mandatory group activities focus on developing the relevant skills training above, while aiming to better integrate OIST, and provide benefit to, the local Okinawan community.</p> <p>1104 Improvements in policy and procedure approved through the Curriculum and Examinations Committee have allowed for greater efficiency in the examination process while at the same time ensuring requisite academic standards are maintained. Through FY2019, 35 thesis proposal examinations (including 3 re-examinations) have been conducted.</p> <p>1105 As above. Through FY2019, 21 thesis defense examinations have been successfully conducted.</p> <p>1106 The GS Gap program continues, entirely localized to OIST to provide a more sustainable program for a greater number of applicants. Through FY2019, 7 incoming students have taken advantage of the program. Further improvements are planned, but were unable to be</p>	

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			implemented this fiscal year (these changes were reliant on outside divisional improvements only recently implemented). Further improvements to the program were postponed as they relied on reorganization of the University Community Service's Language Education Section curriculum that may have provided the opportunity to collaborate.	
1.1 Ph.D. Program Action (1)	<p>(Educational Environment)</p> <p>1107 Continue to enhance collaborative relationships with other universities by developing exchange agreements concerning interns, course credits, TA opportunities, and other exchange opportunities.</p> <p>1108 Continue to maintain and enhance student record systems for monitoring of student progress, grades and completions.</p>		<p>(Educational Environment)</p> <p>1107 Teaching opportunities are now afforded to OIST students through the Professional and Career Development program, and are undertaken at Ryukyu University and Okinawa Prefectural College of Nursing. Research internship special programs have been established with a number of universities, including Tokyo University, Hokkaido University, Osaka University locally, and Harvard University and the University of Hawaii internationally.</p> <p>1108 We newly introduced CRM (Slate) in order to more effectively manage applicants, contact students who have been interested in OIST and track their trends. This enables us to recruit future Japanese students in a targeted manner based on the results of the analysis on the data generated from this new system. Furthermore, we have been working on a project to renew the student information system (SIS) aimed to launch partially next fiscal year, in order to aggregate and analyze continuous data on not only current students but also the data from the stage of student recruiting activities to alumni management. Visualizing the data of</p>	

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	<p>1109 Continue to enhance teaching support systems to manage laboratory classes, teaching materials, lecture and tutorial rooms, AV support, computer labs, and liaison between teaching faculty and academic services section.</p> <p>1110 Increase opportunities for OIST PhD students to learn essential research skills by organizing short courses in identified topics (such as mathematics, computer programming) and special topic courses by visiting researchers.</p>		<p>student recruitment event participants and enrolled students may make our planning and executing student recruitment activities more effectively. Also, analyzing the data of current students and graduates may help us provide more effective support to them as quickly as possible.</p> <p>1109 GS continues to support teaching at OIST, and has improved logistics procedures involved. GS has appointed a dedicated Teaching Resources Coordinator from FY2020 to assist with incorporating a larger than normal intake of faculty this financial year. OHS procedures, as they relate to teaching labs, have been improved. Plans are in place to develop increased AV support to assist with online teaching in future.</p> <p>1110 OIST GS continued to develop and present short courses on a range of topics of particular interest to OIST PhD students, including math and computing skills, via not-for-credit Skill Pills (21) and for-credit Special Topics (3).</p>	
1.1 Ph.D. Program Action (1)	<p>(Student Support)</p> <p>1111 Continue to refine and improve the orientation programs for the incoming students providing information on the educational program, laws and rules, available laboratories for thesis research, and life in Japan.</p> <p>1112 Enhance international student understanding of</p>	<p>* Increase of students receiving external scholarships, etc.</p>	<p>(Student Support)</p> <p>1111 GS continued to refine orientation materials and information sessions for incoming students and has redeveloped its admissions webpage to assist with determining availability of PhD places in OIST units prior to arrival.</p> <p>1112 The Professional and Career Development program</p>	

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<p>Japanese culture by organizing cultural visits and provide opportunities for interaction with students in other Japanese universities.</p> <p>1113 Continue to provide an environment for the students entering our Ph.D. program in which they will be able to concentrate in their research activities under the living standard comparable to that of the students of the best universities in the world that we are competing with. Continue to conduct the comparative survey of financial support, and will adjust financial support if necessary, after reviewing the survey results.</p> <p>1114 Continue to track the occurrence, response and outcome of incidents involving students, and if such incidents require involvement of OIST, to deal with the incidents in cooperation with the General Counsel Office and the Chief Operating Officer in charge of compliance.</p> <p>1115 Continue to collect and provide information of external scholarship opportunities to the students.</p>		<p>now provides a “Okinawa 101” mandatory seminar, an interactive discussion of local culture to better assist with student integration with the local community.</p> <p>1113 Continued to prepare and manage paperwork such as year-end tax adjustment, income tax return, tax convention, visa application, registration of birth, etc., on behalf of students in a timely manner. Also, supported preparing scholarship applications as necessary. The study of comparative levels of support internationally at benchmark universities has been completed and in the reviewing stage.</p> <p>1114 Continued to work closely with OIST Helpline, Health Center, Ganjuu Wellbeing Center, and the General Counsel Office for better response to the incidents and kept record in the Student Database.</p> <p>1115 Continued to provide information on available scholarship/fellowship opportunities for the students. Conducted preparatory seminars and supported application filling as needed.</p> <p>Attachment 1. 1-1 Number of students receiving external scholarships, etc.</p>	

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<p>1116 Continue to support career development of students by professional development activities tailored toward a few career types available to PhD graduates. We will do this in collaboration with other divisions such as faculty affairs, Human Resources, and others. We will continue our networking with leaders of universities and research institutions in Japan and around the world to provide information concerning post-doctoral and other job opportunities. Further, we will continue to provide guidance and financial support for company visits to assist job hunting in Japan. Graduate School plans to identify the most effective way to track our graduates. We will work with other divisions to establish networking program.</p> <p>1117 Continue to provide clear information and instructions on student financial support, travel support, and welfare support to students and their family</p>		<p>1116 The Professional and Career Development program now provides greater focus on particular career paths for OIST graduates including academia and research, industry and entrepreneurship. Presently there is substantial collaboration between GS, TDIC and Faculty Affairs in this area in providing an in-depth program to the OIST community-at-large. Job-matching events have been attended by OIST students in Hokkaido and Hitachi Central Lab in Tokyo, facilitated by the Professional and Career Development Coordinator.</p> <p>In addition, we organized an individual meeting with every graduate after the student has finished his/her thesis defense, in order to learn more about their student life at OIST as well as their career plan. Later, each graduate is invited to join a private Alumni group on LinkedIn, in order to stay in touch with them and track their information up to date through social media platform. Although OIST does not yet have a dedicated section to manage alumni-related activities, we have been working with President Office's Senior Advisor, David Janes, to share alumni information for his activities related to OIST Foundation and other outreach events. During this fiscal year, he has invited several graduates for a couple of his events organized in the US.</p> <p>1117 Continued to refine websites and information package for new students and their family members to provide clear information and instructions. Started</p>	

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	<p>members for better understanding on life at OIST and Okinawa.</p> <p>1118 Continue to support student travel arrangements such as conference/workshop travel, Educational Institutional visit and career development travel for students to enhance their specialty in scientific fields, career development and networking.</p> <p>1119 Continue to provide services to special students such as Special Research Students, Visiting Research Students and Research Interns to quickly adjust to new environment without complications and worries.</p> <p>1120 Continue to emphasize dialogue with students by having regular meeting with Student Council and reflect feedback to enhance the Graduate School services.</p>		<p>implementation of ServiceNow for better information access.</p> <p>1118 Continued to provide adequate consultation and timely and smooth travel arrangements. Revised student travel guidelines and website in line with changes in OIST travel rules. Also refined guidelines to reflect student feedback for clear understanding.</p> <p>1119 Continued to provide services to special students to settle in new environment and to provide necessary support for them to concentrate on their study at OIST. Also insured accommodation off campus to reduce the unnecessary administrative.</p> <p>1120 Graduate School Dean, Vice Dean, and Managers had monthly meetings with the Student Council representatives. We also began disseminating policy updates to the entire student body by direct emails. MT</p>	
1.1 Ph.D. Program Goal (2)	Continue to attract and select the graduate students for our Ph.D. program from amongst the best available worldwide in science and technology. At least half of the students will be non-Japanese.			A
1.1 Ph.D. Program Actions (2)	1121 Review previous student recruitment and admission activities. Reflect the results of the analysis in the updated procedures and implement them effectively in a planned manner. Also effectively convey the appeal of OIST's unique educational	* Number of A excellent applicants for the Ph.D. program (Japanese and non-Japanese)	1121 We have launched a new initiative called RI-PhD Pathway to directly recruit outstanding students through the research internship program that we have conducted as one of the PhD student recruitment activities. During the internship at OIST, interviews with faculty members have	

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	<p>by providing OIST recruiting information and English training.</p> <p>*Particular attention and effort will continuously be made to advertise OIST's unique educational opportunities to Japanese undergraduates. Increase participation by Japanese students through a range of targeted approaches, via holding briefing sessions in some universities across Japan and internationally, and events at OIST such as graduate school experience workshops, Skill Pills Plus, and Science Challenge to provide experience of cutting-edge research and OIST graduate school educational experience.</p>		<p>addition, as a way to target Japanese students, we organized 2 OIST information sessions in Tokyo, and one session in Okinawa prefecture. We also worked with the Fukai Unit to organize and invite domestic students (both baccalaureate and master degree program students) to OIST during Skill Pills+ workshop. Lastly, although we had to cancel OIST Science Challenge 2020 (scheduled for the end of the fiscal year) due to the COVID-19, we're currently planning on hosting a webinar meeting with the workshop participants.</p> <p>Attachment 1. 1-2 Students Information</p>	
1.1 Ph.D. Program Goal (3)	In order to continue the effective functionality of the Graduate School to support rapidly increasing student population with finite resources, the Graduate School will undergo reorganization.			A
1.1 Ph.D. Program Goal (3)	1123 The Graduate School will undergo reorganization in FY2019 and will plan effective growth in future years. In practical terms, change the number of sections in the division from 3 to 4 sections by creating a new section dedicated for academic program development to manage curriculum development and course scheduling, and increase efficiency by cutting redundancy (i.e. travel arrangement and student records management consolidated into one section).		1123 The new section Academic Program Development launched successfully with 2 members: one Manager and one Specialist, who are able to oversee the full range of teaching delivered at OIST. Working closely with faculty, they have embarked on a review of existing courses, administered the development of new courses, and other duties related to managing the curriculum presented at OIST. Other transfer of duties across the Graduate School has improved efficiency and reduced duplication of effort.	
1.2	OIST Graduate University will continue to conduct			

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Scientific Research Goal	<p>world-class research in cross-disciplinary fields of science. OIST Graduate University is committed to the pursuit of new knowledge through basic science. We are committed to the training of an international community of students. OIST Graduate University will encourage, motivate and support its talented faculty, students and scientists by promoting a collaborative cross-disciplinary research environment, providing excellent facilities, equipment and research support, and by conducting regular and rigorous peer review.</p> <p>OIST Graduate University aspires to be responsive and relevant to the needs of society. We believe that the most significant contributions will result from the discoveries made through basic science. Following “Basic Policies for Economic and Fiscal Management and Reform” by the Cabinet, we will continue applying our science and technology to the needs of society and industry in Okinawa.</p>			A
1.2 Scientific Research Action	<p>(Promotion of cross-disciplinary research)</p> <p>1201 We will hire approximately 10 faculty members in FY2019 considering the final outcome of the FY2018 faculty recruiting. We continue to hire in a multitude of fields while encouraging incoming faculty to collaborate broadly.</p> <p>We will promote inter-disciplinary research through further interaction and research collaboration among the Faculty.</p>		<p>(Promotion of cross-disciplinary research)</p> <p>1201 In FY2019, we hired 19 new faculty members in 9 research fields advertised in the FY2019 Open Search as follows: 1) Chemistry, 2) Computer Science, 3) Ecology, Evolutions, and Environmental Sciences, 4) Engineering and Applied Science, 5) Life Sciences, 6) Marine Science, 7) Mathematics, 8) Neuroscience, and 9) Physics and Materials Science. Those professors have a diverse background and came from research institutions in 11 countries.</p>	

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<p>1202 We assign incoming faculty to available space on a first-come first-served basis, which automatically leads to a diverse set of faculty in every building. This and the diverse student body that we admit has proved successful in producing multi-disciplinary research. Starting in FY2018, we instituted Faculty Lunch Talks which are short and present broad brushstroke view of faculty research. These germinate new cross-disciplinary research not only among the Faculty, but also across all researchers including students and postdocs.</p> <p>Common facilities such as large microscopes and machining areas and other such facilities increase interactions between researchers and lead to further cross-disciplinary research.</p> <p>Administrative work committees bring together faculty</p>		<p>To promote new cross-disciplinary research, we invited faculty, researchers, postdocs, and students in all fields to attend their seminar and to meet with them during interviews.</p> <p>We conducted Target of Opportunity hiring of new Adjunct Professors to fill special needs that we could not fill with a full-time appointment. Two of these new faculty, one in Bioinformatics of Genes, and another in Evolutionary Anthropology, already have plans to conduct collaborative research with multiple Units if they come to OIST.</p> <p>1202 We have held an annual faculty retreat as well as a faculty development training program with consultants from hfpc. These events bring faculty together which further promotes inter-disciplinary research.</p> <p>New faculty have actually arrived and are moving into Lab 4 and other areas. Although faculty in Lab 4 are necessarily subdivided by interests, they share a building which helps them to intermingle and discuss research across fields. [Faculty in physics for instance have to use labs based on solid rock to minimize vibrations, chemistry labs are all together because of fume hoods and ventilation, math faculty and physics theorists tend to have similar space requirements. Thus they cannot just be randomly mixed in a new building.]</p> <p>Common equipment has also been purchased and used by units, which has further fostered inter-disciplinary research.</p>	

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	from different backgrounds and encourage exchanges of ideas which also lead to multi-disciplinary research. Attachment #1-1 lists the Research Units at OIST as of February 2019. Attachment #1-2 lists the major scientific areas of research.		Faculty Lunchtime talks continue to be held as before and they promote inter-disciplinary research.	
1.2 Scientific Research Action	<p>(Research Support)</p> <p>1203 In order to provide necessary research support for newly recruited faculty as well, Research Support Division will continue to strengthen our research support environment and services. A new support section for terrestrial field work will be launched for promoting ecology and environmental sciences. We will prepare and implement support plan with additional needs on common research equipment for the research activities in Lab 4 building. We will continue promotion of common/shared use of research equipment and tools and also operation of the research equipment re-distribution system to maximize utilization of our research resources, by transferring low use equipment to a new user unit or section.</p> <p>1204 Animal Resources Section will develop the production of genetically modified animals which was started last year. We will investigate new equipment and apparatus for animal care and husbandry in Laboratory</p>		<p>(Research Support)</p> <p>1203 To strengthen our research support for ecology and environmental sciences, Okinawa Environmental Research Support Section was launched for terrestrial field work support.</p> <p>We've prepared and started support plan on additional needs on common research equipment for the research activities in Lab 4 building. We continued promotion of common/shared use of research equipment and tools and also operation of the research equipment re-distribution system to maximize utilization of our research resources.</p> <p>We also granted 5 joint research proposals and accommodated researchers from Japanese universities and research institutions under "Jumps" joint research program which utilizes our cutting-edge core facilities and aiming at enhancing our network with universities and research institutions in Japan and also developing the skills of our technical staff.</p> <p>1204 Animal Resource Section conducted education and training of staff for development of genetically modified animal production service. For labor saving and considering occupational health and safety, we reviewed about</p>	

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<p>V animal facilities with taking into consideration of robotics. We will prepare and submit documents, and reply to the site visit for continuous full accreditation of AAALAC International. OIST Marine Science Station will be added on Onna-Campus as laboratory animal facilities.</p> <p>1205 DNA sequencing section will continue to support research activities using the latest multi-paralleled DNA sequencers, and also will start new service using high throughput single molecule real-time sequencer which was installed in FY2018. Additionally, the section will continue to improve the existing experimental protocols and to develop new protocols for library preparation with a long-term prospective of future needs.</p> <p>1206 Mechanical Engineering and Microfabrication Support (MEMS) will further improve services based upon the recommendations of the peer review carried out in FY2018. MEMS will also carry out the</p>		<p>introducing some robotics into animal facility, Washing area in laboratory V. We prepared and submitted the program description; documents of animal care and use program of OIST animal facilities (Animal facilities in Onna Campus and Okinawa Marine Science Station), for continuity of AAALAC International accreditation. We counter-measured to the findings by the site visitors.</p> <p>1205 The massively parallel high throughput sequencer, NovaSeq6000 from Illumina, was achieved its table operation by being optimized the standardized protocol. Run sharing service of NovaSeq was also started and it improved usability as users can obtain data with small units. High throughput long read sequencer, PromethION from Oxford Nanopore, was started its regular service, and know-how on operation related to relationship among data yield and DNA quality/input amount/size has been piled up. Regarding library preparation, wide variety of protocols were standardized in the Section and it enabled further preserve the data quality. New application, MIG-seq (Multiplexed ISSR genotyping by sequencing) of which demand is expected in near future, was verified and added to our services.</p> <p>1206 The Engineering Support Section (Previously MEMS), has improved services based upon the recommendations of the peer review panel. Examples of this are:</p>	

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<p>expansion of common laboratory spaces in Lab 4 to provide safe and ergonomic X-ray and optical characterization spaces. In conjunction to this MEMS will plan extensively with the designers of Lab 5 for a larger cleanroom room planned to be included there.</p> <p>1207 Scientific computing and Data Analysis Section (SCDA) will continue to promote and provide high-performance computing and research storage to the increasing number of OIST researchers and to their increasing volume of computation, by consolidating the usage of the actual main general purpose cluster, Sango, and the AI-computing oriented cluster, Saion (expanded in FY2018). The consolidation will include improvement of support for tuning of user computation resource parameters, and the deployment of containerized computing.</p> <p>The SCDA will also work towards the procurement and delivery of the next generation OIST high-performance scientific computing system.</p> <p>1208 We will continue to provide an operating system and information of common research facilities</p>		<ol style="list-style-type: none"> 1. The addition of QUICK jobs to the machine shop, allowing much faster processing of small requests 2. Greater support for electronics, in particular circuit board fabrication 3. Movement towards the suggested staffing structure <p>The section has successfully opened a new optical area in Lab 4. Planning for a new cleanroom space has proceeded successfully, with detailed discussions taking place between the section and Lab 5 designers.</p> <p>1207 Scientific Computing and Data Analysis (SCDA) Section, mitigated the record demand for computing by consolidating the user support of the main computing and AI computing systems and tuning computing resource usages. SCDA also increased the promotion and usage of containerized computing and make use of (external) cloud computing services to offload some computing and research events (for example: workshops).</p> <p>SCDA designed and purchased the next generation OIST high performance computing system (named Deigo), which will replace the main computing system (Sango).</p> <p>1208 Research support information has been improved by further developing website of the Research Support Division,</p>	

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<p>and services, according to the development and expansion of the Research Support Division.</p> <p>1209 We will continue to promote research ethics, by organizing research ethics training and seminars.</p> <p>1210 Grants and Research Collaborations Section will encourage further collaborations with other sections, such as Faculty Affairs Office, to provide better support on application and management of external research funding for faculties, researchers and student and continue proactive actions to collect grants information and delivery of the information. They will run our KICKS and JUMPS funding programs to promote collaboration.</p> <p>1211 Imaging Section will take a peer review by experts from international and domestic universities and/or institutes to promote quality of research support. The light microscopy of the imaging group is now well established and we will maintain its full function to meet the needs of the upcoming new PIs in 2019. The cryoEM group will also become functional to engage</p>		<p>including pages of a new section Okinawa Environmental Research Support Section and new services on basic laboratory support.</p> <p>1209 We uploaded "The Lab", interactive movie training material for all OIST members can watch. In addition, OIST maintained the access to the eAPRIN training material for awardees of public research funding to promote research ethics training.</p> <p>1210 The Grants and Research Collaborations Section (GRC) received information on newly assigned faculty members from the Faculty Affairs Office (FAO). Then the GRC introduced the information on the external research funding to them through interviews. This action resulted in one successful application for KAKENHI (Home-Returning Researcher Development Research). Under the supervision of the Dean of Research, the GRC planned and operated the internal research grant (KICKS), which promotes joint research.</p> <p>1211 Next to the core task to keep our instruments in best conditions for OIST users, including teaching and support, IMG is involved in scientific projects with publications and in teaching of national and international courses. In FY19 we organised at OIST a high-resolution light microscopy course (ABiS Advanced Light Microscopy Training workshop), a CryoEM course and the 8th Plant Imaging Meeting (the last</p>	

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<p>fully in the supporting activity of the BINDS project in 2019. Further we want to offer special courses in light and electron microscopy for the OIST community but also on national and international level to put OIST and Okinawa on the world map of high quality microscopy.</p> <p>1212 Instrumental Analysis Section (IAS) will reorganize the service contents, instrument and staff activities so that IAS support can be expanded based on the results of external review. Continue to improve the standard operating procedures of analytical instruments and the training courses for users to provide the lab that can be used by many researchers. Addition to this, improve the skills of staff so that they can provide enough support for advanced research. IAS will also discuss and cooperate with analytical instrument centers in other universities in order to make effective use of</p>		<p>had to be cancelled due to corona virus). Further, we setup several collaborations: 3 with Ryukyu University, 1 as an OIST stimulated JUMPS program with Tokyo University, and 3 with international universities, UFMG (Brazil), KRIBB (Korea), and Veterinary School of the University of Zurich(Switzerland) and 2 Japanese industrial partners. More collaboration agreements are in preparation. In addition to local courses IMG is involved in teaching on international level, at universities and research institutions in Brazil, Germany, Denmark and China. In FY19 we also accepted 2 intern students from Germany and Taiwan and hosted a professor from Korea for a sabbatical leave. In the context of the BINDS grant to IMG we were teaching 10 trainees for 1 month each in cryo-electron microscopy. Our contributions have resulted in the co-authorship of 10 scientific publications.</p> <p>1212 Instrument Analysis section has been enhancing support based on the results of external reviews of last year. This not only for the enhancement of the instrument, but also improved the level of services that meet the needs of users by exchanging information with users. To that, we have implemented a staff training program at research facilities in abroad so that we can respond to research at the world top level. Regarding cooperation with outside of OIST, JUMPS program made the facilities to open to other university in Japan and enhanced the joint research works.</p>	

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<p>OIST instrument and effective research output using them.</p> <p>1213 Okinawa Marine Science Support Section will apply international standard in its management of marine life at the OIST Marine Science Station to enable accreditation by the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC International) which promotes the ethical and humane treatment of marine life in science. We will hold an open day for local residents for communication and PR of our research. We will also organize the 4th Okinawa Marine Science Workshop and further enhance our local marine science network.</p>		<p>1213 Under the initiative of Animal Resources Section, in December, Okinawa Marine Science Support Section applied for the accreditation by the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC International) which promotes the ethical and humane treatment of marine life in science. In February, we received the on-site review by the AAALAC International. We organized the 4th Okinawa Marine Science Workshop in December and further enhanced our local marine science network. We also put up the booth at the Ocean Sciences Meeting in San Diego in February and enhanced our international marine science network.</p> <p>The new Okinawa Environmental Research Support Section were entrusted with the Okinawa Prefecture's Alien Species Countermeasures Project and the Environment Research and Technology Development Fund and placed a cross-governmental organizational cooperation network with the Ministry of the Environment, the Naha Port Management Association, Okinawa Prefectural Government, and other Okinawan administrations, and the private sector and contributed to development of technologies for invasive species countermeasures, especially the Fire ants.</p> <p>In the case of the CSF swine fever problem that occurred in early 2020, the section provided the latest distribution data of</p>	

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		<p>Ryukyu wild boar obtained from our camera monitoring network in response to Okinawa Prefecture's request and contributed to its virus control.</p> <p>In school education, the section conducted joint research on ants with four local high schools.</p>	
<p>1.2 Scientific Research Action</p>	<p>(Publication and communication)</p> <p>1214 Whenever we hear of an important new result from a faculty member, we encourage them to communicate this to our Communications and Public Relations Section.</p> <p>Queries from government sources such as MEXT have led us to compile lists of our top publications. These are also used by Nature Communications Index and other such comparative studies.</p> <p>We publicize journal publication results in our website and make sure that these are available in the OIST Institutional Repository. We continue to encourage the Faculty to sign the license forms necessary for items in this repository.</p> <p>1215 Continue to provide accessible information about OIST research and its results to the scientific community and to the general public in Japan and overseas through OIST Web articles, press releases, press conferences, OIST newsletter, brochures, and the OIST social media.</p>	<p>(Publication and communication)</p> <p>1214 The OISTIR continues to be the go-to place for downloading OIST publications. Since it started in FY17, about 650 publications are registered in the OIST IR in total. Our OA rate (Open Access rate) is as high as 91%, 96%, and 92% for FY17, FY18, and FY19, respectively. During FY19, the number of downloaded publications was over 12,000. The number of graduate theses published in FY2019 is 16.</p> <p>Our institutional ranking in the Nature Index Communications research quality index table continues to be high – we are at #9 internationally and #1 in Japan.</p> <p>Attachment 1. 2-1 FY2019 OIST Publications and Presentations</p> <p>1215 The OIST Newsletter has been replaced with a more flexible email marketing platform, the cloud-based Active Campaign, and website search, the last remaining on-campus CPR web service, has been moved to cloud hosting on Pantheon.</p> <ul style="list-style-type: none"> • Due to the lack of personnel of the Media Section (Media Section Lead from April to September, and Media 	

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<p>- Standardize OIST administrative websites on the open source Drupal CMS as much as possible in order to optimize staff training and expertise and avoid being tied to a proprietary CMS owned by a single company. To enable Digital Services staff to focus on design and development of new and enhancement of existing websites, at the end of FY2018, OIST websites were migrated to a cloud hosting vendor with more established tools and processes, better support for updates and maintenance, more mature development tools, and a stronger focus on Drupal CMS. The hosting vendor's expertise with Drupal and the additional maintenance and update support will result in better security: the biggest danger for a public website is outdated code with well-known security vulnerabilities. Digital Services is a very small team, so this update support will ensure that our main websites are up-to-date and secure. By using a CMS instead of a static website, OIST administrative staff can update the website content related to their duties by themselves, thus reducing cost and increasing the frequency of website updates. This focus on outsourcing low-level infrastructure duties to allow small teams to focus on projects essential to the mission of the university is consistent with changes made by OIST IT. To maximize the effectiveness of content creators outside of CPR,</p>	<p>(monthly), press briefing sessions with Tokyo-based journalists (quarterly basis), press releases on major research outcomes (throughout year)</p> <p>* Number of research honors</p> <p>* Number of awarded research grants (number and amount)</p> <p>* The number of use of our research facilities by external organizations, etc.</p>	<p>Relations Specialist from September to March,) the section has been unable to hold the Press Conference or Press Science Cafes in Tokyo as last year. However, the section has managed to hold 4 press events in total both in Tokyo and Okinawa, including the one in which President Peter Gruss briefed to Japanese major newspapers and TV's senior writers and commentators in Tokyo. These events were not only covered by attended journalists, but also helped establishing good relationship with media. Taking advantage of the Nature Index Ranking which has been published in June, the Media Section has coordinated long and many interviews. As a result, OIST has gotten prominent and positive coverage of many influential Japanese media such as Yahoo! News Special Issue, Nikkei Business Magazine, NHK, NewsPicks and major newspapers. These coverage has been shared and diffused in social media and many of those had positive comments. As a part of proactive media outreach strategies, The Media Section has successfully renewed the contract with the Asahi Shimbun GLOBE+, the prime online media of The Asahi Shimbun GLOBE, and continued to contributed columns monthly. The collaboration with local media was strengthen through the contribution of biweekly column by President Peter Gruss from July to December and a monthly column for OIST Science Talk Series in Ryukyu Shimpo.</p> <ul style="list-style-type: none"> • As part of the international and domestic media outreach, the Media Section has published 60 web articles on 	

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<p>move website support trouble ticketing and manuals to the ServiceNow platform used for IT support and increase face-to-face user training and support resources like help desk and orientation. Move OIST newsletter to an external service to better reach global audience of stakeholders and student and employee recruitment targets without compromising the integrity of the OIST email system and to give CPR more flexibility and control over newsletter contents.</p> <p>-In <u>FY2018</u>, OIST continued to receive significant press coverage resulting from proactive media outreach strategies targeting print, broadcast, and Web-based. This will continue in <u>FY2019</u> to put in place effective media strategies to generate further press coverage, including those by major media outlets in Japan and overseas. As part of this effort, OIST will continue to produce press releases and articles about scientific outcomes, and other research and education activities at the university, which will then be disseminated to local, national, and international media through Japan's press clubs, and electronic clearing houses such as AlphaGalileo and EurekaAlert!.</p> <p>-Continue utilizing social media to disseminate OIST research and education activities. If a new</p>		<p>research outcomes or other important activities in each language (English and Japanese) and 23 press releases in each language on the OIST website and distributed 27 press releases to the press clubs. Utilizing actively news platform such as Alpha Galileo and EurekaAlert! as well as Japan's press clubs, OIST press releases were covered by international and Japanese media outlets on a continuing basis.</p> <ul style="list-style-type: none"> • With the assignment of Multimedia Communications Specialist, who is mainly in charge of social media and multimedia contents, we made efforts to strengthen the engagement of the fans and followers by more frequent and regular postings to the social media such as Facebook, Twitter, Instagram and LinkedIn. On top of the frequency, we have improved the quality of the posting with short video clips exclusively created for social media. 23 new high quality videos were created and put being available on YouTube and Vimeo. We have uploaded photos on Flickr regularly and paid attention to its usability. From this fiscal year, the Media Section launched the OIST Podcast to introduce science through easy-to-understand interviews with OIST scientists and distinguished scientists and guests from all over the world. • As a continued effort from the last year, we have participated the activities of Japan Association of Communication for Science and Technology (JACST) and Japan Sci Com Forum (SCF) organizers group proactively. This enabled us to strengthen the network with 	

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			roughly 20% of the working hours were dedicated to Lab 4 AV system tender preparation, which was completed on time and within limited budget thanks to diligent vendor negotiations.	
1.3 Faculty Affairs Goal	The University will continue to recruit international and Japanese scientists, with a mixture of senior scientists with an established record of excellence in research and junior scientists with excellent scholarship and creativity in research, to strengthen leadership in interdisciplinary research and its global presence			A
1.3 Faculty Affairs Actions	<p>(Appointment)</p> <p>1301 In FY2019, we intend to continue to recruit a mixture of international and Japanese scientists as well as senior and junior researchers.</p> <p>The number of applicants in FY2018 exceeded 1500. Based on the final number of new hires in FY2018, we will hire approximately 10 faculty members in FY2019 to reach the total of 75 faculty members. In FY2019, we will decide the areas to hire new faculty members from the following 9 areas:</p> <p>(1) Computer Science (2) Ecology, Evolution and Environmental Sciences (3) Marine Science (4) Physics and Materials Science (5) Neuroscience (6) Chemistry (7) Life Science (8) Engineering and Applied Science (9) Mathematics</p> <p>We are actively pursuing options in specific areas including Mathematics, for instance.</p>		<p>(Faculty Recruitment)</p> <p>1301 In FY2019, we hired 19 new faculty members so far in all 9 advertised fields from the FY2018 Open Search.</p> <p>We could not conduct an Open Search in FY2019 because we faced a shortage of space for faculty offices and labs while we waited for the completion of Lab 4. Instead, we conducted the following two targeted searches (ToO).</p> <p>For distinguished Adjunct Professor ToO, we made an offer to two candidates. We plan to pursue one more candidate in FY2020.</p> <p>The ToO targeting female faculty, that started FY2019, will continue into FY2020.</p>	

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	Our experience with the FY2018 hiring will be examined to create a more streamlined procedure for FY2019.			
1.3 Faculty Affairs Actions	<p>(Faculty/Research Evaluation)</p> <p>1302 In the new approach mentioned in FY2018, letters will be sought for tenure applicants from external advisers, and we will also conduct an on-site review process akin to the unit reviews that we currently conduct. In exchange for this enhanced review, applicants who do extremely well will be directly appointed as full professors.</p> <p>1303 Continue the evaluation of research units by external committees consisting of world-class prominent scholars at the internationally highest standard – the committees will rigorously evaluate the achievements, uniqueness, future possibilities, and</p>	<p>* Number of research units evaluated</p>	<p>(Faculty/Research Evaluation)</p> <p>1302 In FY2019, we made modifications to the new tenure review system which includes on-site review by internationally eminent scientists in order to enhance further involvement of OIST faculty and a more time efficient process.</p> <p>One out of the four tenure reviews started in FY2019 was implemented under the modified new tenure review system which is a combination of a unit review by external review committee members and the pre-existing tenure review system conducted by another review committee which consists of mostly internal faculty members who analyze evaluation letters provided by external reviewers (letter writers). The unit review was supposed to be conducted on-site in March 2020. However, the on-site review was switched to a video review due to the worldwide outbreak of COVID-19.</p> <p>Of the 4 tenure review cases, one was promoted to untenured associate professor, and 3 are on-going.</p> <p>1303 We conducted 8 unit reviews in FY2019 which included 7 regular unit reviews and the above-mentioned unit review implemented as a part of a tenure review. These reviews are conducted with the highest international standards. Most of the units received evaluations from</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>other elements of the research unit with fair and transparent standards. The evaluation results will be used in judgments of continuation of the research units. In FY2019 we plan to review around 8 faculty.</p> <p>1304 In addition to the existing Tenure Review Evaluation Committee (composed of OIST faculty members and an external member), we will implement a new tenure review system to be assessed by the Committee (all external members) who are world-class prominent scholars and will conduct the review using internationally highest standard. In FY2019, we will conduct tenure review of 3 faculty.</p> <p>1305 In the new planned system of Faculty Annual Performance Appraisals, the Dean of Faculty Affairs (and if necessary, the Provost) will review individual faculty research, teaching, and university service, and external grants received, if applicable, as elements of an appraisal. Faculty will be assured that <i>individual</i> (as opposed to aggregated) information will not be made available outside of OIST. In addition, we will check whether faculty members have published on their websites their Annual Reports describing their research publications and other research and teaching activities, and if they have not, we will encourage them to do so.</p>		<p>“Outstanding” to “Good”. Some units received mixed evaluations including “Satisfactory” or “Poor” in some projects or items.”.</p> <p>1304 <i>(Please refer to 1302)</i> Performance description for 1304 is combined with 1302, since the both sections are about tenure review.</p> <p>1305 The Faculty Annual Performance Appraisals was conducted as a trial run last year, and this fiscal year it has been fully implemented. We are currently reviewing individual faculty research, teaching, university service, and external grants received, if applicable. We also checked the Annual Reports published on their websites and registration status of their publications and articles at OISTIR, to fulfill the accountability in using public expenses for the research projects. Appraisals so far indicate that the availability of Annual Reports has improved.</p> <p>Attachment 1. 2-2 FY2019 Research Honors Attachment 1. 2-3 FY2019 Outreach by Faculty and</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
			Researchers	
1.3 Faculty Affairs Actions	(Research Productivity Report) 1306 In order to implement more efficient implementation of the OIST Institutional Repository which started last fiscal year, we will enrich contents (increase the number of research items registered) and enhance support system for Open Access university wide.		1306 With the increase in the number of registered research publications in the OIST Institutional Repository, we have also seen an increase in the number of research publications opened in the IRDB (Institutional Repository Data Base). This has made it possible for OIST's research publications to be searched via a wide variety of databases helping to promote research productivity and make it more visible. In addition, as OIST was the first Japanese university to implement the use of the Open Access percentage in the Faculty Annual Performance Appraisal. By doing so, the awareness of Open Access within the university has increased and publication of OIST's research results has been well established. Attachment: 1.3-1 OISTIR (Institutional Repository) Performance	
1.3 Faculty Affairs Actions	(Senior Appointment & Post retirees) 1307 We expect that in this year that several faculty over the retirement age of 70 will be reviewed to determine whether they merit an extension of their research units for a few years. As part of our faculty searches in FY2018, we are considering several senior applicants who might join OIST as tenured faculty in FY2019.		1307 Unit reviews for senior faculty who will go beyond the retirement age of 70 were conducted this year. The unit review is a rigorous scientific evaluation to determine their academic contribution to the University, and contracts of the 3 faculty members were extended following their evaluations.	
1.3	(Faculty Development)			

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
Faculty Affairs Actions	<p>1308 We plan to have a Faculty Retreat in FY2019 just like the one planned for February 6, 2018. In these retreats, we will invite speakers with established credentials in delivering soft skills to faculty and other researchers. We will continue to attract inspiring distinguished scientists to the Presidential Lectures at OIST.</p> <p>In FY2019, we will begin the planning process for a Center for Teaching and Learning to assist faculty by providing an environment where they have ready access to teaching methods and the ability to exchange teaching materials with their peers.</p>		<p>1308 FAO has organized a Faculty Retreat in February 2020. The retreat focused on “Building nurturing environment for high performing research teams” and featured Drs. Gruss, Collins and Rankin, Professor of Physics at the University of Colorado Boulder, USA. In addition to the retreat, FAO coordinated a 2-day leadership course for faculty members. The course was attended by 14 PIs and has been highly rated by the participants.</p> <p>Moreover, Faculty Lunchtime Talks have been steadily attracting greater numbers of researchers, students and community members. This year these lunches have become open to the public, which in turn has resulted in more science outreach and impact.</p> <p>As the concept for a Center for Teaching and Learning is being developed, FAO and GS have been working together to create a series of “brown bag” lunches to provide a venue where the faculty members can exchange teaching materials with their peers. The series is planned to start during Fall 2020.</p>	
	<p>1.3 Faculty Affairs Actions</p> <p>(Postdoctoral Career Development)</p> <p>1309 Our Postdoc Career Development Specialist continues to focus most of her attention on postdoc career development. She has conducted surveys for exiting OIST postdocs and counsels both incoming postdocs as well as at any time during their stay here. She is preparing Research Environment Guidelines</p>		<p>1309 During FY19, we have developed the Research Environment guidelines to outline the best practices of leading productive research teams. Aligned with the strategic plan and OIST values, these guidelines have been published on the FAO division page and have also become a part of our new faculty on-boarding procedure.</p>	

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	which will help create a better atmosphere in our research units. She also provides postdocs with useful career information via talks and other meetings.		Regarding the researcher professional development, our Postdoc Development Specialist has collaborated across the campus to deliver workshops, seminars, and lectures on a wide variety of professional and career development topics. As a result, over 40 events have been offered to our researchers, student, faculty, and administration members. Importantly, about 50% of these events have been conceived or facilitated by FAO internal staff members resulting in cost savings.	
1.4 Global Networking Goal	OIST Graduate University will continue to create strong networks with the international science community. It will do this, for example, by joint symposium with universities and institutions, by hosting academic workshop and by receiving interns. OIST will increase its reputation as an International Graduate Research University committed to the betterment of society through conducting leading basic research and training the best scientists.			A
1.4 Global Networking Actions	1401 Continue to foster collaboration with other universities involving students; Develop exchange agreements concerning reciprocal student visits. Continue to expand collaborative relationships with other universities and institutes domestically and internationally for improving quality of research support sections. In order to enhance our activities regarding networking a new VP for Research will dedicate a substantial part of his time towards this end.	* Number of international courses and workshops * Number of participants of international courses and workshops	1401 New Dean of Research dedicated a substantial part of his time to enhance our activities regarding networking such as concluding an agreement on Science and Academic Cooperation with RIKEN.	

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<p>1402 Continue to host international courses and workshops at the highest level in the world and provide students and young researchers with the opportunities of learning forefront science and interacting with outstanding peers. In addition, invite world-class international conferences to OIST venue to increase opportunities for the OIST researchers and students to establish networks with other researchers through academic and social events. Maintain flexible and efficient operation of each workshops by encouraging co-hosting and sharing expenditure with other institute to reduce the cost. Travel support model for participants and lecturers will be improved for more efficient and economical travel and accommodation procedures in view of wider recognition and reputation of OIST, and to ensure the scalability of staff support for increased number of research units.</p> <p>1403 Further develop the Research Internship Program to host top undergraduate and Master's students in residential courses and laboratory placements and create a pipeline to matriculate them into the PhD program as a way to identify qualified students with success potential at OIST.</p>	<p>* Number of students accepted from domestic and international universities</p>	<p>1402 Held 8 OIST Workshops, 4 Mini-Symposia and 7 jointly funded workshops, including highly prestigious international conference "The 20th International Conference on Systems Biology (ICSB2019)". Due to COVID-19, 1 OIST Workshop has been canceled, and another OIST Workshop and 1 jointly funded workshop are postponed to FY20. OIST Workshops and Mini-Symposia are recommended by the Conference and Workshop Committee through strict judgment process to meet the criteria of world-class programs. In total 1,595 people participated, of which 835 were from overseas. The category of travel support “travel bursaries” was successfully expanded to include invited speakers to OIST Workshops, Mini-Symposia and Jointly-funded Workshops. The travel bursaries for invited speakers have three price categories, which further helped reduce the travel support cost for the workshop participants and to reduce the workload of the section staff.</p> <p>1403 During FY2019 the Research Internship pathway to the OIST PhD program has been successfully developed and implemented. Providing an equivalency to the standard admissions process, but one better positioned to match students with supervisors, the program has been most successful, with 10 applicants successfully admitted to the OIST PhD program.</p>	

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	1404 Continue to implement special research student programs, and through those programs, accept students from universities in Japan and around the world for practical trainings in research units.		1404 The special research student program continues with Hokkaido University, with new programs organized in FY2019 with Tokyo University, Osaka University, Keio University, Harvard University and The University of Hawaii at Manoa. Attachment 1. 4-1 FY2019 List of OIST Funded Workshops/Mini-Symposia	
Chapter 2 Governance & Administrative Transparency and Efficiency				
2.1 Basic structures for governance and business operations Goal	The Board of Governors (BOG), which consists mainly of non-executive members based on the OIST SC Act and the OIST Bylaws unlike the case of most Japanese traditional institutions, takes ultimate responsibility for operation of the OIST SC and OIST Graduate University. The Board of Councilors (BOC) reviews the operations of the corporation with broad views of the society, including those of the local community. These two boards play key roles together in ensuring effective and transparent governance of the OIST SC in accordance with pertinent Japanese laws and the OIST SC Bylaws. The CEO/President will continue to provide the leadership in the execution of the Business Plan and accountable to the BOG. The governance of OIST SC especially features the appropriate relationship between these boards and the CEO/President. Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the corporation.			A

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
2.1 Basic structures for governance and business operations Actions (1)	<p>(Basic Management)</p> <p>2101 Commences the <u>eighth</u> year since the School Corporation began. Regular BOG meetings will be held in May, September/October and February, and regular BOC meetings will be held in May and February 2019. In the BOG meeting in May, the performance and achievements of FY2018 will be reported and evaluated. The results of this assessment are made available to the CAO for public sharing.</p>		<p>(Basic Management)</p> <p>2101 The BOG met in May and October 2019 at OIST, and in February 2019 over video conference. The BOC met for 2 days in May 2019 and by teleconference in February 2019. Both the BOG and BOC reviewed the FY2018 Performance Report prior to and during the May meeting. The Report was approved by the BOG and made available to the CAO for public posting.</p>	
	<p>2102 BOG and BOC meetings in May and October will have about one extra day meeting each, in addition to the two-days main meetings, in order to accommodate more discussions focused on the relevant role of each BOG and BOC. BOG and BOC subcommittees will have the opportunity to pre-discuss important issues. The BOG Steering Committee will continue its practice of meeting with the Faculty Council during the pre-meetings.</p>		<p>2102 New format of the BOG subcommittees was adopted to give opportunities for more focused discussions before the May and October meetings. The BOG Steering Committee continued its non-standard practice of meeting with the Students, Faculty Council and the Cabinet Office during the pre-meetings.</p>	
	<p>2103 The CEO/President will continue to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the Business Plan.</p>		<p>2013 The CEO/President both exercised strong and effective leadership in all matters of daily operation of the OIST SC and the OIST Graduate University. The Business plan was utilized as the guide to management.</p>	
	<p>2104 Auditors will continue to conduct rigorous regular audits of all aspects of business operations,</p>		<p>2104 A periodic audit was conducted between November 2019 and April 2020 on all aspects of the business</p>	

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	including budget execution, tendering and contracts, and the status of compliance, based on the Auditing Plan developed in advance while coordinating with internal audits and accounting audits, and conduct special audits in addition when deemed necessary. While keeping appropriate independence, Auditors will continue to maintain effective communications with the university management and will be provided sufficient information and staffing necessary for conducting their duties. Plan and result of Auditors' audit will be presented at BOG meetings, etc. for recommendations to reflect on business operations.		operations. Additionally, an audit on the Personal Information Protection was implemented. The Auditors' Audit Report for FY 2019 will be submitted to BOG and BOC in May 2020. Aside from the periodic audit activities, the Auditors made efforts to understand the state of the University's operation through regular meetings with the Associate Vice President of the Office of the Chief Operating Officer and, as necessary, by conducting interviews with the President, Executive Vice President, COO, Provost, and each Vice President on the status of University's business operations.	
2.1 Basic structures for governance and business operations Actions (1)	(Expansion of the University) 2105 As a central recommendation, the Peer Review Panel 2015 endorsed the general plan of growth suggested in the Framework Document II, aiming at a goal of approximately 100 outstanding research groups, with a proper balance among different fields of research, and a graduate school of a few hundred students in one decade by the mid 2020's. Toward the end of this decade of development, further growth of OIST should be deliberated and planned. <u>In order to plan further future growth of the university, OIST began the strategic planning process, the report will be presented to BOG in May 2019. In November 2019, another External Review by the renowned international scientists is scheduled to be held.</u> Recruitment of new faculty will continue, under the		(Commence Expansion) 2105 The expansion of the University continued as planned. A draft of the Strategic Plan whose development began in August 2018 was presented to and strongly endorsed by the BOC and BOG in May 2019 and completed in July. The full Strategic Plan was published in January 2020 in English and Japanese, together with a summary in both languages. The Strategic Plan was reviewed and strongly endorsed by a high-level External Peer Review Panel at a comprehensive on-site visit on 7 th and 8 th November 2019. Lab 4 was completed in December 2019 and occupation began in January 2020. The site for Lab 5 was prepared, ready for construction to start in 2020. The Incubator Facility was opened and is fully operational. The three sites for new campus housing were prepared and construction started on two of them, with construction on the	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	guidance of the Faculty Development Working Group enriched by the recommendations delivered from the Perspective Council. Construction of Lab 4 will be completed in FY2019, design of Lab 5 will continue and its construction will start. In regards to the Incubator Facility, based on the operational status of the Facility <u>developed in FY2018</u> , future development, etc. will be considered. Regarding accommodation, preparation will start for new on-campus housing, and discussion will be made for future development of off-campus housing.		third to start in FY20. The development of a plan for long-term housing provision on the North Campus and elsewhere continues.	
2.1 Basic structures for governance and business operations Goal (2)	OIST Graduate University will continue to build and maintain the administrative organizations by which a world-class international graduate university will be effectively administered. While being autonomous, OIST Graduate University will keep close contact with the Cabinet Office (CAO) to be accountable for its budget execution and business operations to the Japanese Government.			A
2.1 Basic structures for governance and business operations Actions (2)	2106 Continue to hold regular meetings with the President/CEO, Vice CEO, and other executives to prepare major decisions, to share information and review the status of business operations. Continue to hold the bi-monthly information sharing meeting between the Executive and the Faculty Assembly to improve the flow of information between senior management and the Faculty. Continue to hold meetings of the Salary Review Committee as needed.		2106 The Executives and the Chair of the Faculty Assembly continued the practice of a regular bi-weekly meetings. The meetings were conducted under an agenda and recorded. Regular weekly management meetings were conducted by the President with Provost, COO and EVP. President also continued regular meetings with individual Executives. The Executives also constitute the membership of the Salary Review Committee that has the mission to establish and maintain equitable compensation and	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>Weekly meetings of the President, Executive Vice President, COO and Provost should facilitate a smooth coordination between the individual executives.</p> <p>2107 Maintain close communication with CAO and continue the periodical meeting to share information such as the implementation status of the Business Plan. In addition, prepare business sketch and budget requests for FY2020 well in advance through close discussion with CAO.</p> <p>2108 Provide a high quality of IT service, in alignment with the missions of the University.</p>		<p>associated policies at the University.</p> <p>2107 Maintained close communication with CAO through the Quarterly Meetings in April, July, October and January and other meetings held for specific issues. Appropriately and timely shared necessary information such as progress in FY2019 Business Plan, FY2020 Business Sketch, budget request for FY2020, and preparation of FY2020 Business Plan, etc. In light of securing sufficient budget, there is yet room for further improvement and strengthening of cooperation and communication with CAO.</p> <p>2108 OIST IT has built atop the service portal introduced last year, adding automated, self-service request forms for most common requests. Through the automation of requests, the IT service desk has been able to support an increasing volume of requests from users. The further roll-out of the service portal to the Graduate School and Building and Facilities Division was intended to be completed within FY19, but is ongoing and will be completed in FY20 instead. The redesign of the OIST network is behind schedule owing to the departure of two key staff, this has lead to delays in configuring special isolated networks to researchers in some areas. IT has worked closely with</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2109 Continue to ensure that clear and concise documentation and education programs exist to allow users to capitalize on IT resources and services.</p> <p>2110 Identify, evaluate, design, deploy and maintain infrastructure to support the business of the University, ensuring that infrastructure deployed can scale with the growth of OIST. Ensure that support infrastructures for research and education are as automated and efficient as possible. Work to create a more flexible and secure network environment, in response to growing demand for isolated research networks.</p>		<p>researchers to work around the delays, and has contracted with a vendor in FY20 aid in the design.</p> <p>2109 This year has seen a review and update of almost all IT service documentation. The IT service portal tracks how many times each documentation is viewed and allows feedback from users. This has enabled IT to focus effort on the most popular documentation, and improve all documentation based on feedback.</p> <p>2110 The deployment of the network, audio visual and other services to support the newest and largest laboratory building at OIST, Laboratory 4, has been a major achievement for IT this year. A range of improvements have been made of the year to the OIST identity management system (IDM), enabling IT to provide information to downstream systems and services, increasing automation. The completion of works last year to establish geographic network redundancy for the campus have allowed IT to progress further in migrating services to cloud and software as a service (SaaS) providers. An audit of the network over the year has identified a range of items for improvement, many of which have already been completed. The network audit also serves as an input in planning to redesign the network, planning for which will occur in FY20. In better serving administrative and researchers in secure off-campus access to OIST</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2111 Ensure the alignment of IT with the business through the development of an IT strategic plan. Ensure the alignment of the plan with the business and best practice through an external review of IT.</p> <p>2112 Continue to develop or assist in the specification of enterprise systems and services that support the research and administrative activities of the University. Work to develop systems that will increase the quality of the student experience, and lead to increased student retention and success.</p>		<p>resources, IT has deployed a Virtual Desktop Infrastructure and a private cloud platform. A range of upgrades have been made to services over the year to increase security, resilience, and availability of critical systems. However, despite excellent efforts by all sections and their members over the year, staffing shortages have meant some projects to upgrade services could not be completed and have been delayed until FY2020. These projects have no major user impact at this time.</p> <p>2111 The present IT strategic plan was drafted 4 years ago and has run until the end of FY19. With the completion of the OIST Strategic Plan 2020-2030 the IT strategic plan will be revised in FY20. A peer review of OIST IT was scheduled for June 2020, with experts from Japan and abroad agreeing to participate, sadly with COVID-19 this will need to be delayed. IT continues to work closely with Divisions and Research Units, holding regular interlock meetings to ensure governance and align expectations.</p> <p>2112 The student recruitment process has been greatly streamlined through the introduction of a cloud-based student recruitment system, SLATE. Using this system, the Graduate School has been able to eliminate burdensome email communications with students, and screening processes with faculty. IT has supported the faculty affairs office to further its use of the Interfolio system to not only screen potential faculty</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>2113 Best position the University within relevant local and global IT initiatives to enhance and support the research and administrative activities of the University, and best promote Okinawa.</p>	<p>candidates but also serve as part of the regular review process. A range of minor updates and upgrades have been made to the Finance and HR system (HEART), increasing efficiency, addressing emerging security issues or meeting changing legal requirements. Research support systems such as those covering research protocols and chemical management have been upgraded and migrated away from the legacy single-sign-on system.</p> <p>2113 In furthering the information security at OIST and nationally the CISO has delivered an exemplary year of performance, giving a public presentation at both the “Information Security EXPO” and “AI Seminar” events. The CISO was further recognized by IBM as an “IBM global security champion”, a high accolade recognizing the market leading AI security monitoring platform deployed at OIST. In networking with our local University partners, the Service and Support Architect has coordinated and led meetings with Okinawan University IT representatives. The culmination of this networking effort has been a joint meeting between Okinawan university IT representatives and the next generation SINET. This meeting best placed this group to communicate the present shortcomings in the redundancy of the service SINET provides in Okinawa. OIST members also attended a range of conferences, including Axies, Educause and Scientific Computing events networking with university counterparts and building knowledge.</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>2114 Further standardize the operating environment provided to the administration, simplifying operation while reducing operating costs and increasing security.</p> <p>2115 Continue to increase information security through increased information security education, multiple factor authentication and <u>device-based</u> access control. Further enhance existing monitoring capabilities, allowing for the detection of malicious software or activity which may reduce the integrity of OIST networks or systems.</p>		<p>2114 Automation of device management has progressed further over the last year, with changes to use cloud services allowing for management of devices both on and off-campus. There have also been significant improvements through made in the implementation of more modern security technologies such as conditional access and multi-factor authentication for users on and off campus.</p> <p>2115 The CISO developed a mandatory online training program for all staff covering “Personal Information Protection”, this training seeks to educate all members of OIST in the basics of Japan's Personal Information Protection Law. The CISO has then bolstered this training by conducting interactive, face-to-face sessions with key stakeholders and groups. These sessions give the opportunity to better understand how to put into practice OIST’s information security policy, with highly positive feedback received from participants. The CISO engaged an external consultant to conduct an Information Security Risk Assessment, with the results presented to the executive, president and key stakeholders from divisions. As a result, agreeance was obtained to resolve issues related to Information Security, including structural changes. These changes best place OIST to further improve information security in the coming year. Cybersecurity monitoring services have been enhanced using AI/Machine Learning. Cyber security threats are now flagged in real time, preventing and mitigating information security</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>2116 Provide legal advice in connection with legal issues arising at the relevant divisions at OIST, and ensure legally appropriate operation of the OIST SC by providing overall legal support in drafting, negotiation and execution of the agreements handled by relevant divisions at OIST.</p>	<p>incidents.</p> <p>We have also introduced a pilot electronic signature system, which will be evaluated for further deployment in the coming year.</p> <p>2116 By the executed umbrella agreements for a part of simple Material Transfer Agreements to continuously improve efficiency, the number of reviewed Material Transfer Agreements has been 66 (the same as FY2018). 283 complicated agreements requiring negotiation, including Collaborative Research Agreement (Industry / Academic), Patent Licensing Agreement, Sponsored Research Agreement, Non-Disclosure Agreement and Collaborative Agreement with other universities, have been drafted, negotiated, and concluded (13% increase from FY2018). In addition, 134 legal consultations (29% decrease from FY2018) have been provided to the divisions at OIST, in the matters of human relations, faculty affairs and compliance matters. By responding to these demands in a timely and appropriate manner, the appropriate operation of the OIST SC has been maintained.</p> <p>- In the late FY2019, the General Counsel was replaced. However, the General Counsel Office at OIST (one General Counsel, one legal counsel and one paralegal/executive assistant) has made best effort to perform timely, more efficiently and carefully its increasing responsibilities including dispute resolution and drafting and negotiation of contracts with third parties.</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>2117 Defend OIST SC from claims in and out of court and avoid financial damage and reputational risk.</p> <p>2118 In order to prevent any misconduct in and out of OIST, all employees, faculties and students will be required to take a program on Japanese laws and rules annually (especially on drug restrictions, drinking and driving, carrying weapons, criminal procedure/deportation, OIST discipline).</p>	<p>2117 Regarding the lawsuits, one remaining Tenure Review related lawsuit is currently pending at the Naha District Court since 2016; out of 3 filed Petitions for Order of Provisional Disposition, OIST won 2 of them, the Petitioner withdrew 1 of them. Out of 2 cases which OIST won, the petitioner appealed to the Fukuoka High Court Naha Branch, and the case is pending. In addition, OIST filed a lawsuit at Naha District Court against a newspaper company which published defamatory articles, and the case is pending.</p> <p>Regarding the claims out of court, GCO supported the HR department in the harassment related investigations, and also FAO in the research misconduct related investigations.</p> <p>2118 Continued to provide educational program on Japanese laws and rules (especially on drug restrictions, drinking and driving, carrying weapons and knives, criminal procedure /deportation and OIST disciplinary action) to new employees at the time of hiring and existing employees annually (mandatory annual training), thereby raised awareness of compliance.</p> <p>- In early December with many drinking occasions, a warning against drinking and driving has been posted at TIDA (inter university website) to raise awareness against drinking and driving, thereby avoided any potential incident and accident by OIST employees and students.</p>	
2.2	On executing the budget including government		

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
Budget allocation and execution Goal	<p>subsidies, OIST Graduate University will make appropriate and effective allocation and execution of budget, by reviewing the cost performance, to fulfill its accountability to the government, sponsors, and general public. In particular, under the prevailing severe fiscal circumstances, the university will make efforts to improve cost efficiency to maintain and develop research and education.</p>			A
2.2 Budget allocation and execution Actions	<p>2201 By holding Resource Allocation Committee, formulate high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, Equipment budget, and Space. For the purpose of appropriate allocation of the university resources, the proposals will be reviewed by the Executive Committee and then approved by the President/CEO.</p> <p>2202 Continue to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to</p>		<p>2201 By holding Resource Allocation Committee, formulated high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, Equipment budget, and Space. For the purpose of appropriate allocation of the university resources, the proposals were reviewed and then approved by the President/CEO.</p> <p>The Resource Allocation Committee(RAC) was transformed into the Strategic Resource Allocation Committee(SRAC) by abolishing sub-committees attached to the RAC. The SRAC consists of President, Executive Vice-President, Provost, COO and the Chair of the Faculty Assembly. This streamlined Committee enabled much quicker decision making for the resource allocation from FY 20 budget onward.</p> <p>2202 Continued to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit.</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>each budgetary unit.</p> <p>2203 Continue to reinforce the budget allocation and reporting process by collaboration with the budget analyst assigned in each division. The status of budget execution will be reported monthly to the President/CEO at the monthly Budget Review Meeting in order to ensure appropriate and integrated budget management of all funds including the Subsidy for Facilities. In addition, report the budget execution status to CAO on monthly basis.</p> <p>2204 For new faculty member's swift lab start-up, we will support confirmation of resource requirement for lab start-up.</p> <p>For unit review, we will continue to provide resources summary to external peer reviewers to obtain advice on appropriateness of resource allocation.</p> <p>2205 Mid-year review in September and another review in January, at the beginning of the fourth quarter will be conducted. These are the time when all the research-related budgets are reviewed and adjusted when needed. This fine-tunes the expenditures to optimize spending. The reviews provide opportunities to check and to ensure capital purchases are in line for delivery and acceptance by the end of the Fiscal Year.</p>		<p>2203 The budget allocation and reporting process was reinforced by actions such as front-loading the schedule through the collaboration with the budget analyst assigned in each division. The status of budget execution was reported monthly to the President/CEO at the monthly in order to ensure appropriate and integrated budget management of all funds including the Subsidy for Facilities. In addition, reported the budget execution status to CAO on monthly basis.</p> <p>2204 For lab start-up, resource requests from new faculty members have been examined for fair allocation, while avoiding unnecessary redundancy among each other or with existing resources.</p> <p>For unit review, information of resources usage has been provided to the external review committees.</p> <p>2205 Conducted Mid-year review in August and September and year-end review in November and December. Appropriate budget reallocation was made by taking into account the delivery and acceptance of capital purchases by the end of the Fiscal Year.</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>2206 Continue to implement the procedures to comply with laws and University policy and rules – the procedure in budget execution includes reviews by the person in charge of compliance when individual budget expenditures exceed a predetermined threshold.</p> <p>2207 Conduct internal audit, as well as develop human resources through sending our staff to training courses provided by government agencies, etc. on regular basis, to ensure proper contract, procurement and accounting procedures.</p> <p>2208 In order to ensure proper implementation, a committee consisting of external experts will review contracts concluded by the University, taking into consideration whether appropriate procedures have been applied to <u>and whether competitiveness and</u> transparency have been ensured. At the same time, the University will seek comments from the committee concerning measures for improvement of procurement procedures. In addition, exert efforts in ensuring fair and transparent procurement through measures such as establishing a committee including external experts and having their review on specifications of large research tools/equipment for each purchase based on the University's policy and rules.</p>		<p>2206 As cases of negotiated contract are broken into some patterns when individual contract expenditures exceed a predetermined threshold, the section leader in charge of compliance reviewed the appropriateness of the negotiated contracts which do not exceed 5M JPY and the COO/AVP reviewed the ones which exceed 5M JPY.</p> <p>2207 Conducted internal audit based on the internal auditing plan under the Chief Compliance Officer. Continued to develop human resources through sending our staff to training courses provided by government agencies, etc. on regular basis, to ensure proper contract, procurement and accounting procedures.</p> <p>2208 Held the Contract Review Committee consisting of external experts twice and the committee reviewed contracts concluded by the University to ensure proper implementation of the tendering. And improved contracting procedures based on their advice.</p> <p>The number of holding of Specification and Technical Review Committee concerning large scale research tools/equipment is 3.</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	2209 The RSD Section Leaders will organize users group meeting to discuss with users about effective use of core facilities and its upgrade.		2209 The RSD Section Leaders continued to organize users group meeting to discuss with users about effective use and upgrade of core facilities and introduced new equipment.	
2.3 Efficiency of business operations Goal (1)	OIST Graduate University will continue its efforts to improve efficiency in its business operations.			A
2.3 Efficiency of business operations Actions (1)	<p>2301 Support research activities, such as utilizing the methods of unit price contracts, bulk purchase for research materials and reagents, and multi-year contracts.</p> <p>2302 Reduce costs of system and research equipment maintenance by reviewing the methods of maintenance etc.</p> <p>2303 Increase the number of the available items at the Internal Supply Store for supporting research activities efficiently and effectively.</p>	<p>* Reduction of costs by unit-price contracts and bulk purchase</p> <p>* Increase of use of the internal supply store</p> <p>* Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount)</p>	<p>2301 Promoted unit price contracts, bulk purchase, and multi-year contracts research materials and reagents. The number of unit price contract: 28 items.</p> <p>2302 Reduced cost of research equipment maintenance by reviewing the methods of maintenance and by price negotiation. Streamlined the contract process for such item that only one vendor will be able to provide the maintenance, by utilizing negotiated contract under the approval of Procurement Committee.</p> <p>2303 Increased the items of the internal supply store, and hence expanded and enriched the service to facilitate research activities.</p> <p>Number of items: 2,657(FY18)⇒2,832(FY19) (6.6%up) Amount of sales: 64MY⇒80MY (25.2%up) Number of customers: 5,758⇒12,993 (125.7%up)</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2304 Contracts of the University shall be based on the principle of ensuring sufficient transparency and competitiveness, and in case of making a negotiated contract, thorough information disclosure will be ensured, such as by disclosing the reason for the negotiated contract. Monitor procedure for negotiated contract continuously. At the same time, review procurement policy, rules and procedures continuously from the perspectives of efficiency and simplicity. Continue streamlining the segregation and procedures related to procurement for the future expansion of the University.</p>		<p>Increase of use of the office supply store</p> <p>Amount of sales: 13MY ➡ 17MY (23.2%up)</p> <p>Number of customers: 5,526 ➡ 5,241 (5.2%down)</p> <p>Use of online store for reagents</p> <p>Amount of sales: 231MY ➡ 304MY (31.3%up)</p> <p>Number of customers: 7,605 ➡ 8,600 (13.0%up)</p> <p>2304 To ensure proper and efficient implementation of tendering and contracts, we held the Contract Review Committee consisting of external experts, which reviews contracts concluded by the University. The 16th (July 26, 2019) and the 17th (Jan 31, 2020) meetings were held in FY2019. Reported to the Committee the measures which were taken for cost reduction, and the measures for further improvement on procedure for tender and contracts. Held the internal Procurement Committee and reviewed 91 contracts.</p> <p>Also, established Specification Formulation Committees and Technical Examination Committee consisting of external experts to have their review on specifications of large research tools/equipment for each purchase exceeding 50MY, to ensure impartiality and competitiveness on the tender procedure.</p> <p>The number of the Committee: 3</p> <p>Thorough information disclosure was ensured, such as by disclosing the reasons for the negotiated contracts when those expenditures exceeded a predetermined threshold,</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2305 Based on the fruit of the previous investigations on price differences between Japanese and international markets, continue to take actions to decrease the said differences and to promote cost-saving.</p>		<p>5MY.</p> <p>Started to take measures for further optimization for contract process while ensuring appropriate monitoring process for negotiated contracts.</p> <p>Reviewed the stipulations related to the PRP28 and procurement policy, rules, and procedures from the perspectives of compliance, efficiency and compatibility with the other rules and regulations.</p> <p>Set up a WG to review the PRP of procurement for further optimization of negotiated contracts and streamlining of procurement procedure.</p> <p>The threshold for the unit/division purchase has been raised to 1.5 MY from 0.5 MY to streamline the purchase . On-line bidding system was fully introduced.</p> <p>Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount)</p> <p>Contract number: 118 (61.8%) [FY2018 95(53.7%)]</p> <p>Contract amount: 15,850MY (91.5%)</p> <p>[FY2018 3,331 MY (62.1%)]</p> <p>2305/2306 Exchanged information with the other research institutes (International Research Center for Neurointelligence of the University of Tokyo, Tokyo Institute of Technology, Ryukyu University, Lease company O, IT company R, and International logistic company F) to improve knowledge, skill, sense of compliance of the procurement staff, and enhancement of supply chain.</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2306 Based on the collected reference data comparing prices of supplies and equipment etc. in Japan and abroad, provide information for internal users on how to negotiate prices effectively with manufactures/agents/vendors to improve cost efficiency of purchasing.</p> <p>2307 Take necessary actions in preparation for the change of consumption tax.</p> <p>2308 Support those efforts for administrative internationalization made by national universities and other institutions through conducting a training program at OIST to their staff members and enhance administrative efficiency by absorbing their knowledge and experience on university operation and management.</p>		<p>2307 The preparation for change of consumption tax including modification of HEART system was fully carried out and its information was disseminated appropriately, so that there was no confusion.</p> <p>2308 Contributed to their administrative internationalization by receiving two trainees from Tohoku and Osaka university. Enhanced administrative efficiency of the University by absorbing their knowledge on and experience in university operation and administration.</p>	
2.3 Efficiency of business operations Goal (2)	OIST Graduate University will continue to make the best use of its facilities and equipment.			A
2.3 Efficiency of business operations Actions (2)	2309 Continue efforts for optimization of use of academic and administration spaces, and research equipment through regular survey of current spaces in the existing buildings, close coordination with Research		2309 Space Allocation Subcommittee became a committee in FY2019 and has become more organized under the new dean of Faculty Affairs. BFM successfully implemented space allocations designated by Space	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>Support Division, and meeting and interviews with the research units to understand their needs.</p> <p>2310 Continue repairs a of the Seaside House facilities and optimization of the use of the available space.</p>		<p>Allocation for an unusually high number of new units and changes in existing units.</p> <p>2310 The new lounge successfully started operation at Seaside House Building. The space vacated by a research unit was immediately converted to afterschool. 100% of the building is used now, and a new feasibility study for development of a hotel at the site was done in FY2019.</p>	
2.4 Personnel management Goal	<p>OIST Graduate University will continue to improve the HR system toward a more effective organizational structure to provide better competitive compensation and benefits. It aims at hiring qualified employees, who have internationalized mind-sets and capabilities for the university operation. At the same time, as a corporation operated with the largely financial support from the Japanese Government, OIST Graduate University will continue to make efforts to contain overall personnel costs and to set the proper range of compensation. Moreover, the standard of employees' salary will follow the statement established by "Review of Salary Level of Independent Administrative Institutions, Special Public Corporations, etc. (distributed in Related Ministers' Meeting in December 2012)." The University will use the standard along with the Government's goal for the University in ensuring accountability by embodying actions following "On the Salary of Officers and Employees of Special Public Corporations, etc. (by Management Bureau, Ministry of Internal Affairs and</p>			A

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
2.4 Personnel management Action	Communications on December 24, 2015)			
	<p>(Recruitment)</p> <p>2401 Establish the HR plan considering the prospective view. We also continue to maintain a timely and fair recruiting process in accordance with the Personnel Budget Sub Committee's decisions. In addition, we continue to operate the HEART system as an alternative to the ERP system for the productive HR operation.</p> <p>2402 As the university expands, administration growth is expected. We will continue to make efforts to simplify and streamline administrative functions and operational processes as well as supporting professional development of employees, including job transfer, etc. It may include reassignment of employees among divisions, particularly for those who are categorized to the revision of the employee contract, converting fixed-term employees to a new category of non-fixed term employment ensured by the Japanese employment contract laws.</p> <p>2403</p> <ul style="list-style-type: none"> •Review available information on applicants, interviewees and offers for candidates to ensure equal access for all persons in accordance with OIST policies. 	<p>* Number of employees (by job categories, nationalities, and gender), by seniority</p> <p>*Ratio of staff in administrative divisions to the total headcounts</p> <p>*Ratio of labor costs to the total operational budget</p>	<p>(Recruitment)</p> <p>2401 Revisited and positioned the Personnel Budget Committee as a subset of the newly established Strategic Resource Allocation Committee (SRAC). During the transition period, discussed all new and backfill positions at the regular upper management meeting (comprising of President & CEO, Vice CEO, COO and Provost) and allocated the positions to divisions with their approval.</p> <p>2402 All open positions are posted on OIST Website where employees are encouraged to seek internal opportunity by checking the advertised job descriptions. Subsequently, some employees have been promoted from non-manager to manager or team leader positions while some others changed their job within or across divisions to develop their career.</p> <p>2403 Some successful diverse recruiting cases are 1) hiring male new employee into traditionally female-dominant role (CDC pre-school teacher), and 2) placing two new female managers into division with no female management representative before. To ensure fair selection</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<ul style="list-style-type: none"> •Analyze the current ratio of gender balance among all job levels and categories •Identify strategies to improve the balance <p>2404</p> <ul style="list-style-type: none"> • Consolidate available data and perform gap analysis on necessary data required for developing and implementing evidence-based strategies to accomplish the Taskforce Goals • Promote gender equality in all aspects of university management through diverse methods • Review best practices in developing a Gender Policy Code of Conduct in order to design one for OIST employees • Ensure the OIST Gender Policy Code of Conduct and other gender policies, rules and procedures are properly incorporated into the PRP document • Deliver unconscious bias and gender equality training for all managers who assess employees • Provide high quality sensitivity training for harassment and discrimination and educate all OIST staff on the process for reporting incidents through the OIST hotline and other communication mediums. • Collaborate with Buildings and Facilities Management Division to plan, design and outfit appropriate, world-class facilities for pregnant women 		<p>process, interviewers include internal key stakeholders in addition to the hiring manager. Also, HR interview became a part of all hiring process to insert neutral and consistent evaluation on culture and integrity, as well as to provide transparent information on employment terms and selection process to improve candidate experience.</p> <p>2404 All OIST members have gone through the mandatory online training and have taken it. A comprehensive listing of multiple channels such as newly established Ombuds Office, OIST Hotline etc. to raise concerns about disrespectful or inappropriate behaviors have been posted in OIST Website to ensure OIST staff are aware of the channels.</p> <p>Preliminary work was completed to request anonymous salary data for all A1-A4 employees for the purpose of analyzing salary equity by gender and other factors. Best practices for work at home policies in other universities and non-profit organizations were assessed. Policy options for implementation at OIST were discussed. Expanded flex time options were presented to managers at the monthly all-managers meeting for discussion.</p> <ul style="list-style-type: none"> ▪ Identified female role models in science to provide seminars and meet with stakeholders at OIST to share gender equality ideas and best practices. ▪ Reviewed best practices from other universities, corporations, and non-profit organizations to develop a 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>and working parents in each OIST building</p> <ul style="list-style-type: none"> • Continue to offer networking opportunities for female OIST employees • Determine an appropriate assessment methodology of all prior collaborative programs/projects with Okinawa Prefecture and universities in promoting science to middle/high school girls; build on previous successes by further developing relationships and implementing more high-quality programs/projects <p>2405 Collaborate with appropriate stakeholders (e.g., Occupational Health Section) to develop and implement policies to promote the health and safety of persons with disabilities at OIST by the revision of Act on Employment Promotion etc. of Persons with</p>		<p>Gender Code of Conduct. Collaborated with OIST stakeholders to create one for the OIST community.</p> <ul style="list-style-type: none"> • Ensured the OIST Gender Policy Code of Conduct was incorporated into the PRP document. Adjusted language of other policies in the PRP to ensure the language was consistent. • Preliminary work was done to research appropriate content and prepare modules on unconscious bias and gender equality training for managers. • VPHR • Collaborated with Buildings and Facilities Management Division to plan, design, and outfit the new parent room and mother's room for Lab 4. • Collaborated with staff in the Faculty Affairs Office, graduate students, and researchers to offer networking lunches on the topics of effective networking, gender dynamics at work, and having difficult conversations for female OIST employees. • Continuously developing positive relationships with University of the Ryukyus and Okinawa Prefecture and exploring opportunities to implement more high-quality programs. <p>2405 Additional work required to reestablish networks to support OIST staff and students with disabilities due to changes in senior personnel responsible for these actions.</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>Disabilities scheduled for 2018. Provide counsel and input on removing barriers for providing equal working opportunities, as appropriate.</p> <p>2406</p> <ul style="list-style-type: none"> • Improve data collection process in the Resource Center to identify opportunities to improve service to OIST stakeholders • Collaborate with staff at the Medical Center and Ganjuu to further improve service-related functions for OIST employees • Develop and implement an effective Children's Development Center staffing model to ensure continuous high-quality child care services • Evaluate CDC budget and spending history to streamline processes and reduce expenses • Identify, plan and deliver more robust after-school STEM programming to increase opportunities for K-12 children of OIST employees • Continue to provide with the service-related function, information, and facilities possessed under OIST to the faculty, employee, student, their family members, and external employees for the short-term accommodation. To achieve the goal, the HR service-related function will be reinforced through child-care services, family 		<p>2406</p> <ul style="list-style-type: none"> • The Director reviews the data on a regular basis and communicates with staff on any issues. • In addition to attending the Health and Safety Committee monthly meetings, the Ganjuu Wellbeing Service and the Health Centre have met on a monthly basis to discuss service related care and worked closely. • As part of the staffing model improvements, Assistant Director of the CDC was given more administrative responsibilities to support a more effective administrative staffing model. In addition, Team Leads were appointed for each age group and some basic administrative tasks were assigned to them. • A business manager was hired to evaluate CDC budget and spending history. This work began but was not able to be completed because the business manager resigned before the evaluation was completed. A review of administrative processes was initiated and this work will continue into the next fiscal year. • Science-themed programming was provided to the participants in the school aged programs. This included hands-on activities demonstrating basic concepts in physics and aerodynamics, among other scientific principles. 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>support, food services, health/medical services, and living needs.</p> <ul style="list-style-type: none"> • The Health Center will establish the rule and the method with which OIST can provide its employees/students with the health checks based on the rational standards which fulfill the legal requirements. The clinic on campus will be re-opened. 	<ul style="list-style-type: none"> • The coordination of University Community Services into one division has facilitated enhanced communication and collaboration between services to provide support for the entire OIST community. • The Health Center consistently provides statutory medical examinations to the OIST community. In addition, specific procedures for conducting medical examinations have been compiled as instructions and approved by the Health and Safety Committee. OIST clinics provide regular medical care. • Health center streamlined its preparation steps for health checks of employees/students and became enabled to provide the health checks in more efficient way while fulfilling the legal requirements from FY2020. OIST clinic adjusted its opening hours and continued to provide clinical services. <p>Attachment 2. 4-1 FY2018 Number of Employees</p> <p>Ratio of staff in administrative divisions to the total headcount; 32.4%</p> <p>Ratio of labor costs to the total operational budget: 36.7% (current estimate)</p>	
2.4 Personnel management Action	<p>(Compensation)</p> <p>2407 Referring to salary levels of national government employees and those of academic institutions in and outside of Japan, embody and</p>	<p>* Salary Level of employees (average salary by job category)</p> <p>(Compensation)</p> <p>2407 Raised 0.2% on all salary levels in response to the national government level based on “On the Salary of Officers and Employees of Special Public Corporations, etc.”</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	implement actions following “On the Salary of Officers and Employees of Special Public Corporations, etc. (by Administrative Management Bureau, Ministry of Internal Affairs and Communications on November 17, 2017).		(by Administrative Management Bureau, Ministry of Internal Affairs and Communications on October 11, 2019) Attachment 2. 4-2 FY2019 Salary Level of Employee	
2.4 Personnel management Action	<p>(Career development, training and evaluation)</p> <p>2408 Deliver competency-based learning programs and management planning tools to support management succession planning and professional development.</p> <p>2409 Establish a menu of online and in-person learning modules and provide learning guidelines to strengthen selected workforce group competencies. Evaluate each learning program effectiveness</p> <p>2410 In line with OIST’s PRP directive, continue to provide a monthly orientation to new incoming staff. Orientation will consist of general orientation about the university, its procedures and Japanese laws along with practical orientation on OIST administrative systems/rules for administrative staff.</p> <p>2411 In FY2019 OIST will continue to maintain the</p>	<p>* Number of employees taking training programs</p>	<p>(Career development, training and evaluation)</p> <p>2408 2408 Held leadership trainings for Faculty as well as “leadership in Science” training for a selected members from research, education and administration. Administrative staff’s competencies have been reviewed and defined precisely. A planning phase for a series of management trainings for FY2020 has been completed.</p> <p>2409 Delivered online training to strengthen selected talent groups competencies. Additional work required to redesign in-person learning modules to support OIST’s strategic goals due to departure of senior staff responsible for these actions.</p> <p>2410 Provided monthly orientations to new employees. The program contains general orientation about the university, its procedures and Japanese laws along with practical orientation on OIST administrative systems/rules for administrative staff. In addition, focused on the mandatory online training for OIST staff including new joiners, significantly improved the completion ratio year to year (by 11 percent points).</p> <p>2411 In FY2019, the Language section offered 43</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>number of language courses given to staff and family members. There is a very strong demand for language training and the ability to communicate in English and Japanese is a foundation of the success of the University.</p> <p>2412 Continue to manage the Annual Performance Evaluation system based on the set objectives/metrics of each fiscal year. In addition, implement the Competency-based goal setting and performance evaluation defined to match its desired behaviors for each job grade and enhance Annual Performance Evaluation for its future improvement activities. Furthermore, through quarterly review, self-assessment and review by the reviewer, ensure to reflect the evaluation results in employee salaries, through fair and transparent evaluation and a reliable process with the advice from the Salary Review Committee. In addition, implement training on a regular basis to provide newly promoted managers as well as newly hired employees, with necessary updates to the process.</p>		<p>Japanese courses and 31 English courses. In addition, more diverse learning opportunities for the OIST community were offered such as short seminars and language exchange events.</p> <p>2412 Revised and clarified the definitions of Competencies for A1 and A2 Administrative staff to depict the desired behaviors for each job grade, help appropriate goal setting and performance evaluation. Throughout the year, hand-held newly appointed managers and/or managers with employees whose performance need to be improved, providing them concrete advice and guidance for their further execution. Created managers guide on evaluation, clarified methodology, key points to focus as well as effective feedback documentation.</p> <p>Attachment 2. 4-3 FY2019 Number of Employees Taking Training Programs</p>	
2.5 Compliance Goal:	OIST Graduate University will ensure compliance in all aspects of the university operations.			A
2.5 Compliance Actions	2501 Continue to review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures		2501 Continued to review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures from a	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>from a view point of compliance.</p> <p>2502 Continue to establish and revise policies, rules and procedures appropriately in cooperation with the General Counsel Office at the right time in response to revision of relevant laws and regulations or changing situation, and hold the PRP review committee periodically to maintain consistency in policies, rules and procedures as a whole. Provide legal advice to each policy owner division in drafting and revising the policies, rules and procedures.</p> <p>2503 Continue to ensure appropriate creation, management and retention of documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and University Policy and rules that are developed accordingly.</p> <p>2504 Handle personal information properly based on the Act on the Protection of Personal Information held by Incorporated Administrative Agencies etc. (Act No. 59 of 2003), the Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure (Act No. 27 of 2013) and the University policy and rules that are developed accordingly. In addition, awareness on personal information is to be improved through</p>		<p>viewpoint of compliance.</p> <p>2502 Established and revised policies, rules and procedures appropriately in cooperation with the General Counsel Office at the right time in response to revision of relevant laws and regulations or changing situation. Besides, held the PRP Review Committee in February to maintain consistency in policies, rules and procedures as a whole. Reported to the committee on the revision of OIST By-laws in connection with the revision of Private Schools Act. Provided legal advice to each policy owner division in drafting and revising the policies, rules and procedures.</p> <p>2503 Ensured appropriate creation, management and retention of documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and University policy and rules developed accordingly.</p> <p>2504 Gave advice to relevant divisions, handled personal information properly based on the Act on the Protection of Personal Information held by Incorporated Administrative Agencies etc. (Act No. 59 of 2003), the Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure (Act No. 27 of 2013) and the University policy and rules developed accordingly. In addition, efforts were made to improve the awareness on</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>obligation for faculty and employees to observe the University policy and rules including maintenance of a ledger or etc. that manages retained personal information.</p> <p>2505 Through Auditors' audit and internal audit, provide rigorous review of the status of compliance including the implementation of the policies and rules, and reflect the result as necessary</p> <p>2506 To facilitate evaluation of situations that may give rise to conflicts of interest, formal written disclosure of external activities and commitments is required of all University officers and employees each year, based on the PRP Section 22.3.1 in "Avoiding Conflicts of Interest & Commitment".</p> <p>2507 Review of research protocols by review boards and professional staff will continue to ensure that our research activities are compliant with pertinent</p>		<p>personal information through making training materials for staff in cooperation with CISO.</p> <p>2505 Conducted internal audits based on the internal audit plan under the Chief Compliance Officer to ensure proper contract, procurement and accounting procedures. When negotiated contract expenditures exceed a predetermined threshold, the section leader in charge of compliance reviewed the appropriateness of the negotiated contracts which are less than 5M JPY and the COO/AVP reviewed the ones which exceed 5M JPY. Concerning compulsory training in compliance, we provided the e-learning programs for all faculty and employees (mandatory training for newly hired).</p> <p>2506 To facilitate evaluation of situations that may give rise to conflicts of interest, COO required all university officers and employees to disclose their external activities and commitments on a formal basis based on the PRP Section 22.3.1 in "Avoiding Conflicts of Interest & Commitment", and implemented its management and operation.</p> <p>2507 After reviewing of research and experimental plans by the Field Work Safety Committee, Biosafety Committee, Human Subject Research Review Committee, Laser Safety</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>regulations and laws.</p> <p>2508 For proper management of competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research), we will continuously and thoroughly implement proper management to the researchers through posting Misconduct prevention plan.</p> <p>In addition, to prevent misconduct of research funds, various measures will be taken, including initiatives for ensuring through familiarization of all faculty members and researchers with rules of use of research funds, and increasing the awareness of thereof from the time they decided to join OIST. We will explain about our rules of use of research funds to new faculty members at the preliminary meeting before their start. Also after their arrival, we will explain the rules in more details.</p> <p>2509 All OIST researchers and students will be required to take research ethics education in order to promote responsible conduct of research. (See1.2).</p>		<p>Advisory Committee and Radiation Safety Committee, all research activities were ensured to comply with relevant laws and regulations. We dispatched our specialists to conferences and workshops on safety and health such as Academic Consociation of Environmental Safety and Waste Management, Academic Association for Promotion of Genetic Studies etc.</p> <p>2508 As a prevention measures for research misconduct allegations, the Provost and DFA have visited labs and discussed research ethics and best practices with several units.</p> <p>Misconduct prevention plan was communicated through our web site. In addition, all new employees took “proper use of public research funds” as on-line training.</p> <p>We also explained about our rules of use of research funds to new faculty members at the preliminary meeting before their start and provided more detailed explanation after their arrival.</p> <p>2509 All OIST researchers and students were required to take “Responsible Conduct of Research” as a mandatory training.</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2510 We will continue to manage research data archiving at research unit closing or at resignation of a researcher.</p> <p>2511 Through the Shohei Suzuki Research Safety Fund which was established in November 2017, we will promote research safety awareness and training at OIST and enable students and junior researchers or technicians from OIST to undertake fieldwork while developing the necessary skills including research safety training. We will also continue the Safety Enhancement Month in November and make enforcement of measurement for health and safety at OIST. Also, strict review of field work plan by the Field Work Safety Committee continues in FY2019. We will continue the revision of Field Work Safety Manual toward safer field work, and enhance on-site inspection of field work by site inspection of marine research field by newly hired Diving Safety Officer.</p>		<p>2510 Research data and lab notebooks have properly been archived to the server and to the storage, respectively.</p> <p>2511 To promote research safety awareness and training at OIST, call for application to financial support by Shohei Suzuki Research Safety Fund was made. During the Safety Enhancement month, to raise safety awareness, seminars on VDT syndrome and back strain prevention was taken place. Additionally, the student council organized a university-wide quiz event on health and safety. Strict review of field work plan was continued to be carried out by the Field Work Safety Committee. Prior to the overall revised version of the field work manual, the preparation of diving manual has been started. As a part of enhancing on-site inspection of field work, inspections by Diving Safety Officer were conducted on February 27 and March 3 for snorkeling activities.</p>	
2.6 Information Disclosure and Public Relations Goal:	<p>The fast growth of the Graduate University requires OIST to guarantee transparency of academic and administrative operations, and accountability to the general public. In order to obtain broad support for OIST both from Japan and overseas, and to enhance worldwide recognition of the Graduate University, we will communicate actively with various stakeholders and promote OIST.</p>			A
2.6 Information	<p>2601 Continue to disclose the information</p>		<p>2601 Continued to disclose the information timely and</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>Disclosure and Public Relations</p> <p>Actions:</p> <p>appropriately on the OIST website etc. to comply with the School Education Act (Act No. 26 of 1947) and the Act on Access to Information held by IAI's (Act No. 140 of 2001).</p> <p>2602 Digital Services in the CPR division maintains OIST's internal and external web functions at the highest level. There are three staff positions in the section; two positions are currently open to replace two staff who resigned in 2018.</p> <p>2603</p> <ul style="list-style-type: none"> -Continue organizing press briefing sessions and press conferences in Okinawa and on the mainland, and generate press visits to OIST, in order to maintain consistently positive press coverage of the Graduate University. -Continue working with other Japanese universities and research institutions through initiatives of the Japanese Association for Communication in Science and Technology (JACST) <u>and organizers of Japan Science Forum (JSF)</u>. In so doing, continue enhancing OIST's presence in the academia and among journalists in Japan and overseas. 		<p>appropriately on the OIST website etc. to comply with the School Education Act (Act No. 26 of 1947) and the Act on Access to Information held by IAI's (Act No. 140 of 2001).</p> <p>2602 In March 2019, one developer joined Digital Services, and another candidate was successfully identified in March 2020. The new team member will take up the position in the first half of FY2020, depending on coronavirus travel restrictions.</p> <p>2603 The Media Section has organized 4 press events in total both in Tokyo and Okinawa, including the one in which President Peter Gruss briefed to Japanese major newspapers and TV's senior writers and commentators in Tokyo. These events were not only covered by attended journalists, but also helped establishing good relationship with media. Within this fiscal year, OIST has gotten prominent and positive coverage of many influential Japanese media such as Yahoo! News Special Issue, Nikkei Business Magazine, NHK, NewsPicks and major newspapers. Also, a member of the section participated in the activities of the Japan Association of Communication for Science and Technology (JACST) and Japan Sci Com Forum (SCF) organizers group, working proactively and strengthening the network with</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2604 Continue improving the OIST Graduate School Website, publication database and News Center to facilitate retrieval of information about the OIST Ph.D. program and publications by OIST researchers, and to encourage use of OIST photos on Flickr, videos in Vimeo, and other multimedia.</p> <p>2605 Continue increasing effective use of social media including Facebook, Twitter, Flickr, Vimeo, and Instagram to propagate excitement about the OIST Graduate University and to generate followers and fans of OIST, which include potential Ph.D. students, scientists, faculty, industry collaborators and donors</p>		<p>international and domestic journalists as well as science communicators. This is helping to build OIST's reputation as a leader in science communication best practice in Japan.</p> <p>2604 We have continued to help promoting OIST high quality research so people who are interested in the scientific research and OIST Ph.D. program can easily access information. We have published 60 articles in each language (English and Japanese) and 23 press releases in each language on the OIST website. We have used photos, video and audio in order to meet the needs of the times.</p> <p>2605 We made efforts to strengthen the engagement of fans and followers by more frequent and regular postings to social media such as Facebook, Twitter, Instagram and LinkedIn. On top of the frequency, we have improved the quality of content with short video clips exclusively created for social media. 23 new high quality videos were created and made them available on YouTube and Vimeo. We have uploaded photos on Flickr regularly and enhanced usability. From this fiscal year, the Media Section introduced the OIST Podcast to introduce science through easy-to-understand conversation with OIST scientists and distinguished scientists and guests from all over the world. As</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>2606 Continue to maintain and improve the library of OIST Policies, Rules and Procedures on the website.</p> <p>2607 In case of any incident, consult the General Counsel Office and the Chief Operating Officer to release duly and timely information in consideration of reputation risk.</p>		<p>social media is becoming one of the main sources of information for the target audience including potential Ph.D. students, scientists, faculty, industry collaborators and donors, we have created these target touch points effectively.</p> <p>2606 Maintained and improved the library of OIST Policies, Rules and Procedures on the website.</p> <p>2607 In case of any incident, VP CPR, the Media Section has worked with the General Counsel Office, the Chief Operating Officer and concerned parties and successfully controlled the reputation risk of OIST through media.</p>	
Chapter 3 Finance				
3 Finance Goal:	Based on the OIST Mid-Term Strategy for External Funding revised in FY2018, OIST Graduate University will continue to broaden its financial basis strategically by proactively increasing the amount of research grants, donations, and other income sources for more independent operation in the future.			A
3 Finance Actions:	<p>(Grants)</p> <p>3101</p> <p>(a) Increase opportunities to deliver grant information, available application support, importance of networking etc. to OIST researchers through Grants and Research Collaborations Section's website and visit to their offices.</p>	<p>* Increase of the number of application for external research grants</p> <p>* Increase of the number of awarded</p>	<p>(Grants)</p> <p>3101 (a) The Grants and Research Collaborations Section (GRC) shared information on research grants through the GRC website and emails. Also, the GRC provided individual grant information to new faculty members through meetings according to their interests. The GRC announced support opportunities for grant applications such as seminars. As one</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>(b) Make effort to recruit more external grant facilitators according to the research field where more OIST scientists wish to receive advice from the facilitators.</p> <p>(c) Under the leadership of Dean of Research, we strive to strategically prepare applications for the large-scale subsidiary program in which collaboration with domestic research institutions is indispensable.</p> <p>3102 The Grants and Research Collaborations Section continue to collect information about grant opportunities in Japan and abroad and communicate these on a regular basis to members of our research community. In addition, the section will actively visit</p>	<p>research grants (number and amount)</p> <p>* Increase of the number of external funding to OIST (total amount and breakdown)</p>	<p>of the speakers, the GRC manager gave a lecture to explain the significance and importance of obtaining external research funding, especially to young researchers.</p> <p>(b) The GRC made an effort to secure more external grant facilitators through a human network and further discussed how the grant facilitators should function for practical support in a grant application process.</p> <p>(c) The Dean of Research and the GRC increased contact points with various stakeholders, organized workshops with potential applicant partner universities, and visited them for future application of large-scale subsidy programs to ask for cooperation in advance. For example, after the open call for the Moonshot Research and Development Program (MS), we worked together with the OIST program manager to organize a team consisting of multiple universities and research institutions and prepared for application. As another example, the GRC manager worked with an FAO staff to build a network with a university applying for a MEXT (Ministry of Education, Culture, Sports, Science and Technology) program. As a result, the university's proposal was awarded, and OIST became one of the partner institutions.</p> <p>3102 The GRC has distributed grant information to the OIST research community using the on-campus information portal site TIDA and emails. The GRC also visited and exchanged information with major funding agencies to learn about current discussions on science and technology policy.</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>major funding agencies to collect information about any precursory activities leading to announcements of new grants.</p> <p>3103 Encourage researchers to apply for private sector and industry-related grants and provide proactive application support such as translation, editing, and budgeting.</p> <p>3104 We anticipate healthy proportional increase of third party income hoping for added income encouraged through incentive systems.</p>		<p>The visits included MEXT, Japan Science and Technology Agency (JST), and New Energy and Industrial Technology Development Organization (NEDO).</p> <p>3103 TDIC pursues funding from government and private foundations. TDIC promoted more than 40 external funding opportunities from private foundations, supported 38 applications by providing translation and administrative services, and 3 were selected.</p> <p>3104 We continued our incentive scheme to provide research fund to postdocs for KAKENHI applications. In this program, postdocs receive review of their application before the submission by leading Japanese scientists who have experience reviewing KAKENHI applications. In addition, we continued another incentive scheme for professors and STG members to provide a one-off salary bonus in proportion to the amount of funding received.</p> <p>Attachment 3. 1 FY2019 External Grants and Donations Table</p>	
3 Finance Actions:	<p>(Donations)</p> <p>3105 OIST has started to establish a Development Office to manage gift and donation solicitation including representation in the USA. This office will expand its function by adding a representation in Japan.</p>		<p>(Donations)</p> <p>3105 The OIST Foundation in the U.S. was officially launched with proper governance set up and started building strategic network through a variety of events in partnership with distinguished organizations in the U.S.-Japan relations such as the Japanese Embassy, Silicon Valley Japan Platform, the U.S.-Japan Council, and the Japan-America</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
			<p>Societies across the U.S.. The new relationships expanded the prospective donor base beyond OIST's own alumni and employee population and led to initial donations to the Foundation in support of OIST.</p> <p>In Japan, the registration with the Promotion and Mutual Aid Corporation for Private Schools of Japan (日本私立学校振興・共済事業団) was complete to receive corporate donations for the Sustainable Living Accelerator program at TDIC, which would be solely funded with external funding. A Strategic Relationship Specialist for Japan was hired and will start working in August 2020.</p>	
Chapter 4 Contribution to Self-sustainable Development of Okinawa				
Contribution to Self-sustainable Development of Okinawa Goal:	<p>The Cabinet Office “Basic Policy on Economic and Fiscal Management and Reform 2017” includes measures to develop Okinawa as a driving force in stimulating the Japanese economy and advocates support for the formation of a global intellectual and industrial cluster in Okinawa. The Technology Development & Innovation Center (TDIC) reflects the university's commitment to national policy and to its founding objective to contribute to the self-sustaining development of Okinawa, as stipulated in the OIST School Corporation Act of 2010.</p> <p>The mission of the Technology Development & Innovation Center is to foster innovation at OIST and in Okinawa by promoting the transfer of discoveries made in the research laboratories to industry for societal and economic benefit. TDIC proactively supports proof-of-</p>			A

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>concept research, inventions and patents, collaborations with industry, entrepreneurship and start-ups, and partnerships with other public and private organizations that promote innovation in Okinawa</p> <p>In <u>FY2019</u>, TDIC will continue to implement the following broad measures:</p> <p>(a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer</p> <p>(b) Manage the proof-of-concept program to support innovative technology research and drive inventions towards commercialization</p> <p>(c) Foster entrepreneurship and the creation and incubation of startup companies with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa</p> <p>(d) Expand collaborations with industry as a mechanism to develop new technologies and promote technology transfer</p> <p>(e) Strengthen regional, national, and international partnerships with innovative public and private organizations with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa</p> <p>(f) Understand the components and indicators of successful innovation in science and technology and measure their socio-economic impact on Okinawa</p>			

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	Self-sustaining development of Okinawa also depends on the dynamic, inclusive, and diverse engagement and participation of local citizens. To this end, OIST cares deeply about its social impact on Okinawa and engages with the local community through campus tours, science festivals, and educational events. The university also strives to develop its campus as a center for cultural and community activities.			
4 Contribution to Self-sustainable Development of Okinawa Actions:	<p>(a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer</p> <p>(b) 4101 Ensure that invention disclosure procedures capture the intellectual assets of OIST while complementing its basic research mission by proactively engaging with faculty and researchers.</p> <p>4102 Expand the panel of international external experts for efficient and strategic management of the university's intellectual property. Enhance quality of the Invention Evaluation Committee and patent filing with the expanded panel of external experts.</p>	<p>* OIST intellectual property (number of invention disclosures, patents filed and awarded, etc.).</p>	<p>(Identify, Patent, and Promote Research Discoveries)</p> <p>4101 OIST research continues to result in new discoveries that have the potential for commercial applications.</p> <p>In FY2019, the OIST intellectual property portfolio was further expanded. The total number of patent applications reached 448 and that of awarded patents reached 144 by the end of the year.</p> <p>Attachment 4.1 Patent Status</p> <p>4102 2 new external patent experts (2 from Japan) were integrated into the IP Specialist Network. The network now totals 39 members from 5 countries. The internal invention evaluation process was also updated to reflect feedback from industry at an earlier stage in evaluating the marketability of inventions. These enhancements have led to the following</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>4103 Utilize an intellectual property assets evaluation platform on which industrial partners, competing technologies and infringement risks are periodically reviewed to effectively protect the intellectual property assets and accelerate technology transfer activities.</p> <p>4104 Expand awareness of inventions and protection of intellectual property throughout the university by organizing training courses, seminars, and workshops for students and researchers.</p>	<p>achievements this fiscal year.</p> <ul style="list-style-type: none"> • 12 new invention disclosures evaluated • 43 new patent applications filed • 33 new patents awarded <p>4103 An intellectual property assets evaluation platform, PatSnap, was widely utilized for invention evaluation and market assessment. Using the platform, potential applications were identified which allowed wider claim coverage in patent applications and helped identify potential companies for licensing.</p> <p>4104 TDIC continued activities to strengthen awareness of inventions and intellectual property by targeting specific segments of the OIST community:</p> <ul style="list-style-type: none"> • Graduate Students: “Introduction to Intellectual Property” for 1st year graduate students conducted by an intellectual property expert • All Staff: Introducing intellectual property policies and procedures to all new employees at orientation • Researchers: “Intellectual Property for Researchers” courses conducted by intellectual property experts; Training inventors to pitch their technologies at the JST Technology Showcase • Research Units: Frequent visits to research units to discuss intellectual property and introduce TDIC services • Faculty, Researchers, Students: Technology Licensing 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>4105 Hold an international conference to increase visibility of the university as a center of technology development and innovation in Asia.</p>	<p>Specialists conduct one-on-one meetings with faculty, students, and researchers at their request</p> <ul style="list-style-type: none"> Current and past OIST Startup Accelerator Program participants: Technology Licensing Section provides advices on protection and utilization of their intellectual property. <p>4105 OIST continues to increase its visibility as a center for technology development and innovation by being part of the global community of practice for technology transfer. TDIC staff participated as expert panelists/invited speakers/organizing committee members of the following technology transfer and innovation conferences around the world:</p> <ul style="list-style-type: none"> World Intellectual Property Presidents' Summit (Osaka, Japan) Tech Planter by Real Tech Fund (Tokyo, Japan) ResorTech (Okinawa, Japan) STS Forum India (New Delhi, India) Convergence Gap Funding Conference (Virginia, USA) European Research Council POC Expert Reviewer Panel (Brussels, Belgium) Designing Climate Ecosystems Conference (Nicosia, Cyprus) Silicon Valley-Japan Platform Roundtable (Silicon Valley) Roundtable on Entrepreneurship at OIST in Okinawa 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
		(Silicon Valley) Attachment 4. 1 Patent Status	
4 Contribution to Self-sustainable Development of Okinawa Actions	<p>(b) Enhance the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization</p> <p>4106 Manage and support ongoing POC projects by continuing to provide funding, market reports and analysis, hands-on project management, educational courses and events, and access to industry experts. Maintain connections to completed POC projects to ensure continued commercialization efforts.</p> <p>4107 Expand and strengthen the panel of industry reviewers, experts, and mentors for the POC Program by attending industry conferences to identify experts,</p>	<p>(Expand R&D Projects with Industry Collaborators and Diversify Funding Sources)</p> <p>4106 Proof-of-Concept Program</p> <ul style="list-style-type: none"> 15 projects selected in previous years were funded during FY2019. 2 new projects were selected and funded during FY2019: Phase II in the area of renewable energy, and Phase I in the area of new materials. 7 projects were selected in FY2019 and will be funded in FY2020: <ul style="list-style-type: none"> Phase I (1 project): new materials Phase II (2 projects): chemical analysis, agriculture ITR (2 projects): materials, diagnostics Technology Pioneer Fellows (2 projects): biomedical research tool, wastewater treatment. <p>Since the POC program was established in FY2016, 34 total projects have been supported.</p> <p>4107 The POC Program continues to expand its Specialist Network of external technical and industry experts to enhance peer-review and mentorship of projects</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	coordinating meetings with POC project teams, and organizing networking events.		it supports. In FY2019, 5 global technical and industry experts were added to the network, which now totals almost 80. Attachment 4. 2 FY2019 Industry-related Collaboration and Innovation Seminars and Events	
4 Contribution to Self-sustainable Development of Okinawa Actions	(c) Foster entrepreneurship and the creation and incubation of startup companies with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa 4108 Support entrepreneurs and startups in the Startup Accelerator Program, including providing access to facilities and equipment, assisting fundraising, and making connections to commercialization experts. Form partnerships with business, legal, and financial organizations in support of startups.	* Number of POC projects, including Phase 1, 2 and Innovative Technology Research (ITR)	(Foster the Creation of Entrepreneurial Spinoff Companies) 4108 Startup Accelerator Program Launched in FY2018, the Startup Accelerator Program aims to attract innovative entrepreneurs from anywhere in the world to move to Okinawa and incubate their startup companies at OIST. In FY2019, OIST increased its external funding support for the Program from ¥15M to ¥19M. This allowed us to expand the cohort to 2 startup teams. <u>EF Polymer (India)</u> <ul style="list-style-type: none"> Company aim: convert organic waste into super absorbent polymers to enhance agricultural yield in water-scarce regions Won the 2019 Carbon Tech Award at ClimateLaunchPad, the European Union's main startup competition centered around climate change Successfully incorporated a new company in Okinawa in March 2020; continues tenancy in the OIST incubator 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	4109 Continue the entrepreneurship education	<p><u>Medical Microwave Radiometry (Russia)</u></p> <ul style="list-style-type: none"> • Company aim: develop microwave radiometry as a biomedical measurement tool and diagnostics device • Exhibited prototype at BioJapan, Tech Pitch and other events to connect with partners (doctors, clinics, hospitals) in Okinawa/Japan • Working to raise funds to incorporate company and continue R&D and marketing <p>TDIC provided the startup teams with funding, space in the incubator facility (office and lab), access to research equipment, entrepreneurship education seminars and coaching by the Entrepreneur-in-Residence, introductions to local and national business partners, and administrative assistance to support living in Okinawa.</p> <p>Local Industry Support for Startups</p> <p>In FY2019, TDIC received a donation from Nikken Housing, an Okinawa-based developer of housing, hotels, and environmental businesses. The donation establishes the Nikken Housing Entrepreneurship and Innovation Fund to catalyze projects in the Startup Accelerator Program in 7 areas: energy, health, mobility, water, agriculture, shelter, and materials. The donation is part of a multi-year ¥30M pledge to be distributed in installments over three years. The Fund will support one team in the Startup Accelerator Program in FY2020.</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>workshop, with a focus on supporting the commercialization of technologies in the Proof-of-Concept (POC) Program and other technologies at OIST. Open the workshop to students and researchers from other universities in Okinawa to promote entrepreneurship in the prefecture. Expand the workshop by training instructors to provide the courses in Japanese.</p>	<p>4109 Entrepreneurship Education</p> <p>Lean Startup Entrepreneurial Training Program</p> <p>TDIC organized the 7th OIST Entrepreneurship Training Program with participants from 7 units and 2 Startup Accelerator Program teams. 4 teams were formed around 4 technologies and all teams conducted customer discovery interviews. 4 TDIC members who were trained as “trainers” in FY2018 helped coach the teams in identifying potential customers and partners.</p> <p>TDIC also organized the 3rd Introduction to Entrepreneurship Course (1-day course) which included 15 participants, including faculty members, from 12 OIST research units.</p> <p>Entrepreneur-in-Residence</p> <p>OIST recruited an Entrepreneur-in-Residence (EIR), with experience in founding, funding, and exiting startup companies, to help advise aspiring entrepreneurs at OIST on a wide variety of business topics, including fundraising, team building, growth strategy, and customer discovery. In FY2019, the EIR provided the following support to the OIST entrepreneurial community:</p> <ul style="list-style-type: none"> • OIST Startup School: an extracurricular course to expose aspiring entrepreneurs to best practices, advice, and helpful resources on running a startup company • OIST DeepTech Island Entrepreneurship Club: an informal forum hosted at OIST where aspiring entrepreneurs in Okinawa can share knowledge, 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>4110 Operate space in the Technology Development Labs (Lab 3 Level A) to nurture new technologies and proof-of-concept research towards commercialization.</p> <p>4111 Market and operate the incubator facility to serve as a launchpad for startups and a collaboration space for OIST researchers and industry partners to foster collaboration and seed an innovation ecosystem centered around OIST. The incubator will support entrepreneurs, startups companies, companies collaborating with OIST, POC projects, mentors etc.</p>	<p>experiences, and networks with their peers</p> <ul style="list-style-type: none"> Personalized one-on-one coaching through office hours <p>4110 The Technology Development Labs in Lab 3, Level A continues to be integral to the implementation of the POC Program and the development of OIST technology transfer research. The Labs hosted the following projects in FY2019: Perovskite solar cells (Qi), Nanotechnology sensors (Sowwan), Wave energy (Shintake), environmental monitoring (OKEON), and the first OIST startup company (OkPT).</p> <p>4111 Innovation Square Incubator In May 2019, OIST opened its first facility on-campus committed to incubating startup companies. The 500m² building, named the <i>OIST Innovation Square Incubator</i> or <i>I-Square</i>, provides 160m² of office and “dry” lab space, 140m² of “wet” lab space, and 100m² of common meeting and event space. The unique design of the facility supports interdisciplinary dry/wet lab work and accommodates the needs of diverse startups, from seed-stage to early-stage, by combining the co-working model with larger private suites under one roof.</p> <p>OIST hired an Incubator Coordinator, with experience in providing customer support to startup companies, to oversee the day-to-day operations of the I-Square incubator. Frequent meetings were also conducted with the Okinawa Science and</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
			<p>Technology Promotion Center, which operates an incubator facility in Okinawa, to exchange best practices and cross promote resources.</p> <p>As of March 31, 2020, 13 companies and OIST projects have been approved to use the incubator: 10 companies, 3 OIST projects (2 Startup Accelerator teams, 1 POC project).</p> <ol style="list-style-type: none"> 1. Company: Shoreditch-son 2. Company: Savory 3. Company: SPEC 4. Company: Beans Labo 5. Company: HanaHanaWorks 6. Company: Luup 7. Company: Miratsuku 8. Company: Southern Knights 9. Company: Maneria 10. Company: Hayato 11. Startup Accelerator: EF Polymer 12. Startup Accelerator: Medical Microwave Radiometry 13. POC Project: Kaleidocycle 	
4 Contribution to Self-sustainable Development of Okinawa Actions	<p>(d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer</p> <p>4112 Promote collaborative research with industry by proactively identifying potential partners, building</p>		<p>(Drive Inventions towards Commercialization through the Proof of Concept Program)</p> <p>4112 In FY2019, TDIC conducted more than 200 meetings with companies to promote OIST research and</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>long-term relationships, and hosting company visits and exchanges.</p> <p>4113 Pursue new OPG funded projects that are aligned with the Okinawa Science and Technology Roadmap. Monitor and support existing OPG projects by contributing to meetings and symposia to enhance knowledge and technology transfer.</p> <p>4114 Promote OIST technologies and strengthen relationships with industry by participating in industrial exhibitions, workshops, and conferences nationally and</p>		<p>technology and discuss opportunities for collaboration and technology transfer.</p> <p>For example, TDIC and Hitachi co-organized a symposium at Hitachi Central Research Labs (Kyoso-no-Mori) in Kokubunji-shi, Tokyo, to promote OIST technologies to Hitachi researchers. As a result of the event, OIST and Hitachi are exploring joint research collaborations in several areas.</p> <p>These and other promotion efforts have resulted in the following achievements:</p> <ul style="list-style-type: none"> • 23 collaborative research projects • 18 non-disclosure agreements • ¥190 mil. acquired through joint researches, etc. <p>4113 TDIC continues its long-standing relationship with Okinawa Prefectural Government to pursue projects aligned with the <i>Okinawa Prefecture Science and Technology Promotion Roadmap</i>. In FY2019, OPG funded 8 projects at OIST ranging from energy, environment, and health to entrepreneurship.</p> <p>Attachment 4-2 FY2019 Industry-related Collaboration and Innovation Seminars and Events</p> <p>4114 TDIC promoted OIST technologies at 8 national and international industry conferences in FY2019:</p> <ul style="list-style-type: none"> • BioJapan 2019 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
internationally.		<ul style="list-style-type: none"> Okinawa Venture Market nano tech 2020 ResorTech Okinawa Okinawa Promotion Seminars in Osaka and Tokyo Taiwan Innotech Expo JST Technology Showcase* Hitachi - OIST Joint Symposium** <p>Event highlights:</p> <p>* TDIC organized with JST the 3rd OIST technology showcase to exclusively present 4 patented OIST technologies to nearly 200 participating companies and organizations. OIST inventors conducted one-on-one meetings with industry participants to explore licensing and collaboration opportunities.</p> <p>** TDIC and Hitachi co-organized a symposium at Hitachi Central Research Labs in Kokubunji-shi, which was attended by 150. The event served to promote OIST technologies to Hitachi researchers. As a result of the event, OIST and Hitachi are exploring joint research collaborations in several areas.</p>	
4115 Expand external funding by identifying relevant sources of public and private-sector funding, encouraging researchers to apply, and supporting the application process.		4115 TDIC pursues funding from government and private foundations. TDIC promoted more than 40 external funding opportunities form private foundations, supported 38 applications by providing translation and administrative services, and 3 were selected.	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>4116 Enhance business development activities by strengthening internal expertise in business and marketing of science and technology by encouraging staff participation in professional development courses.</p> <p>4117 Work closely with the Office of the General Counsel to build university expertise in negotiating and administering complex agreements with industry, including non-disclosure agreements, materials transfer agreements, collaborative/sponsored research agreements, licenses, consulting agreements, and MOUs.</p>	<p>4116 TDIC members continued to strengthen their professional expertise in technology transfer best practices by participating in more than 25 professional development courses and seminars in Japan and abroad on topics such as: international patent filing, venture capital for startups, best practices in contract negotiations for academic-industry collaborations, and others.</p> <p>4117 TDIC continues to work closely with the General Counsel Office and improve templates for agreements/contracts to help streamline negotiations with industry partners. For example:</p> <ul style="list-style-type: none"> • A new Option-to-License Agreement template and an improved Collaborative Research Agreement template were completed to facilitate more efficient negotiations with industry • Revisions and updates were made to OIST PRP Chapter 14 “Intellectual Property and Technology Transfer” • TDIC hired a Coordinator for Corporate Development with legal expertise in corporate M&A, new venture creation, VC funding, and contract writing and negotiation 	
4 Contribution to Self-sustainable Development of Okinawa	<p>(e) Strengthen regional, national, and international partnerships with innovative public and private organizations with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa.</p>	<p>(Support Research in Areas that Offer Breakthroughs in Technology through the R&D Cluster Research Program)</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
Actions	<p>4118 Proactively coordinate interactions with local and national organizations that encourage innovation and technology transfer.</p>		<p>4118 A key part of OIST strategy is to connect with organizations that share our interest in strengthening innovation in Japan. Many of these connections are coordinated by TDIC, where staff members join as members and frequently participate in meetings, committees and advisory panels.</p> <p>TDIC has on-going and frequent interactions with the following local, national, and international organizations: Keidanren, Keizai Douyukai, Kenmin Kaigi, Okinawa Industry Promotion Public Corporation, Okinawa Development Finance Corporation, Ryukyu Bank, Okinawa Bank, Okinawa University Consortium, American Chamber of Commerce Okinawa, IT Innovation and Strategy Center Okinawa (ISCO), Asia Society Japan, Silicon Valley-Japan Platform, University Network for Innovation and Technology Transfer Japan (UNITT), Association of University Technology Managers (AUTM), and others.</p> <p>In addition to the on-going connections, TDIC established new relationships in FY2019:</p> <ul style="list-style-type: none"> • OIST signed an MOU with National Tsing Hua University (NTHU) in Taiwan to strengthen R&D connections between Okinawa and Taiwan and became a new member of the NTHU Global Research and Industry Alliance (GLORIA) • OIST became a member of the Life Science Innovation Network Japan (LINK-J), an association based in Nihonbashi that fosters exchanges and cooperation 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>4119 Develop a long-term strategic plan for how the incubator facility, Startup Accelerator Program, and other entrepreneurial programs will contribute to the development of an innovation ecosystem centered around OIST. Host global experts in entrepreneurship to advise on strategy to accelerate startup activity in Okinawa.</p> <p>4120 Work closely with the Cabinet Office, Okinawa Prefectural Government, and other key entities on actions to establish an innovation ecosystem in Okinawa.</p>	<p>between universities, startups, and major corporations in the pharmaceutical and life science industries. LINK-J includes 300 member organizations from Japan and abroad and hosts networking events, training programs, and consulting services.</p> <p>4119 OIST initiated a conceptual design of the R&D Zone, a 4-hectare area in the west side of the campus that currently includes the 500m² I-Square incubator facility. As originally outlined in the OIST Master Plan, the R&D Zone is designated as a space for academia, startups, and major companies to come together in an open innovation platform. TDIC worked closely with BFM and Planus architectural design firm to visualize the Zone, incorporating the goals, objectives, and intended uses of the area and buildings.</p> <p>4120 OIST strengthened its outreach to key stakeholders in government and the private sector in its efforts to establish the innovation ecosystem in Okinawa. Regular exchanges were conducted with Cabinet Office, the Okinawa Prefectural Government, Kenmin Kaigi, External Panel on Future Challenges for OIST, and Onna Village on research, community engagement, entrepreneurship, promoting industry, and incubating startups.</p> <p>In addition, TDIC staff participate as committee members to help develop the Okinawa Science and Technology Roadmap and the next 10-year Okinawa Promotion Plan.</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	4121 Organize international seminars, workshops, and symposia on the theme of innovation, entrepreneurship, and R&D cluster development to increase global awareness of Okinawa and to strengthen local expertise in international relationships.		4121 TDIC organized 16 seminars, workshops, and symposia related to innovation and entrepreneurship, reaching more than 500 people. Topics covered included intellectual property, innovations in AI and medicine, fundraising for startups, and teambuilding. Participants were able to connect with distinguished speakers from Japan, USA, Canada, and Taiwan.	
4 Contribution to Self-sustainable Development of Okinawa Actions	(f) Understand the components and indicators of successful innovation in science and technology and measure their socio-economic impact on Okinawa. 4122 Establish partnerships necessary to advance analysis of innovation indicators at OIST and in Okinawa. Establish methods that produce and aggregate statistical data to develop indicators of technological innovation in Okinawa and analyze their impact.	* Number of symposiums, meetings, workshops organized or hosted by OIST around topics related to innovation, technology development and R&D cluster development. * Number of participants in events, courses, symposia, meetings, workshops, and seminars on topics related to innovation, technology development, and R&D cluster development.	(Strengthen Regional, National, and International Partnerships for R&D Cluster Development) 4122 As part of evaluations of OIST research, education, and innovation activities by an External Peer Review Panel and a CAO Review Panel, OIST developed more comprehensive means of quantifying and describing its performance and impact. Statistical information such as publications, external funding, career advancement, patents, and startups, were supplemented by quantitative and qualitative measures of interdisciplinarity, diversity, strength of academic-industry connections, and community engagement.	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
4 Contribution to Self-sustainable Development of Okinawa Actions		*Number of entrepreneurial projects supported by the Startup Accelerator Program, incubator facility, and entrepreneurship programs		
	(Networking with local institutions and communities)		(Networking with local institutions and communities)	
	4123 Organize joint science and technology research seminars and meetings for information exchange with other organizations and universities in Okinawa.	* Number of visits and visitors (including visitors on the Science Festival Day)	4123 Various events were held at the OIST venue, such as conferences on medical or environmental conservation, seminars on educational activities for women in science. Examples are "Satoumi Conference in Onna-son 2019" organized by Onna Village, etc, and the prestigious "Harvard Medical School Clinical Research and Education Program" by the Okinawa Asian Clinical Research Collaboration (OACIS).	
	4124 Support large number of visitors (including companies and etc.) to the campus.	* Number of local students who visited the campus * Number of lectures and talks for local students	4124 Providing the tour information to the Prefectural Board of Education and schools, and posting the information on OIST website, we welcomed 25,290 visitors including 5,200 to OIST Science Festival.	
	4125 Hold the 10 th OIST Science Festival (Open Campus Day) at the OIST Campus. Promote the involvement by school students and local residents.		4125 Held 2019 OIST Science Festival, and 5,200 visitors enjoyed the science programs. OIST faculty, research staff, students, and administrative staff helped the event. Junior high school students in Onna joined the event as volunteer in public address.	
	4126 Continue to invite school children in Okinawa		4126 Sending the tour information to each school through	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>to the OIST campus to give them the opportunities to see and learn about cutting-edge research facilities, with the aim of increasing their interests in academic and professional careers in science and technology. Continue the campus visit program for all senior high-schools in Okinawa in close collaboration with the Okinawa Board of Education and individual schools. Also invite the elementary and junior high school students.</p> <p>4127 Continue and strengthen visits program for mainland Super Science High Schools, which provide advanced science and technology education programs, in collaboration with OPG and tourism organizations.</p> <p>4128 OIST will maintain as series of talks to all levels of school children given by faculty and other well-known scientific figures.</p> <p>4129 Organize the 10th Onna/OIST Children's School of Science in collaboration with Onna Village.</p>		<p>Prefectural Board of Education and each education office, we welcomed 1,021 students from 14 high schools, 497 students from 12 junior high schools, and 1,213 students from 18 elementary schools. (Total 2,731 students)</p> <p>4127 We joined the School Trip Fair organized by Okinawa Convention and Visitors Bureau in Tokyo and Osaka, and had 97 students from 4 Super Science High Schools visited OIST. (Total number of mainland schools: 335 students from 11 schools)</p> <p>4128 We planned "Science Talks at a bookstore in Naha" by 5 OIST students, and 3 students gave a talk, 2 talks were postponed to FY2020 due to rapid rise in cases with COVID-19. We welcomed a speaker from Department of Physics and Earth Sciences, Faculty of Science, University of the Ryukyus for the science talks at OIST Science Festival.</p> <p>4129 Held the 10th Onna/OIST Children's School of Science, and welcomed 138 students. 29 OIST teaching staff, 41 OIST administrative staff, 10 staff from Onna</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>4130 Organize a series of cultural events such as concerts and exhibitions both in the Auditorium and other facilities, to attract the local population to the University.</p> <p>4131 OIST will continue to assist local schools to enhance their English language initiatives and cross-cultural understanding by participating in meetings on English education hosted by local Education Boards. OIST will also continue to work with the Onna elementary school to provide an international classroom environment for non-native Japanese speakers, including regular meetings between OIST University Community Services staff and senior management at Onna elementary school.</p>	<p>Village Office, 30 school teachers in Onna helped the program. Also 8 local university student interns helped the classes.</p> <p>4130 Held one Art exhibition in collaboration with Okinawa Prefectural University of Arts, three music concerts, one Ryukyuan Traditional Performing Arts, and many local citizens joined. One music concert was cancelled due to rapid rise in cases with COVID-19.</p> <p>4131 OIST representatives attended the Board of Education Junior High School Integration Promotion Council meetings and provided input on ways OIST can support English education in the new Unna Junior High school. Members of senior management continued to meet with the principal of the new Unna Junior High School to explore future collaboration opportunities. OIST provided a volunteer teacher to support to non-native Japanese speakers in the international classroom in Onna Elementary school. OIST provided support to Onna Elementary school by translating documents into English for the parents of children who are non-native Japanese speakers. OIST staff attended special events at Onna Elementary school to provide English translation support. OIST members have established a working relationship with the new principal at Onna Elementary School. OIST members have continued strengthen their relationship with the new principal of Unna</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation																						
4 Contribution to Self-sustainable Development of Okinawa Actions	(Other matters concerning Okinawa development) 4132 Continue to employ talented people from Okinawa by holding community-based job fairs and participating in an information session regarding job opportunities for the students of the National Institute of Technology, Okinawa College.	* Number of employees from Okinawa (researchers and staff) * Number of externally organized international conferences and workshops and number of the participants at the OIST venue.	Junior High School. (Other matters concerning Okinawa development) 4132 Continued to employ talent from Okinawa by various community-based recruiting activities. This includes leveraging local government job bank (Hello Work) and local vocation schools. OIST temp staff, mainly sourced by local Okinawan workforce, can view and apply for OIST job opening, providing accessible opportunities to convert to regular employees and develop career at OIST.																							
	4133 As we participated in events such as Okinawa Sangyo Matsuri and others, we will continue to have OIST representation at major cultural, industrial or academic events in Okinawa. OIST will continue to work with the U.S. Consulate and the OPG to organize the science event for the high school students' research for enterprise, "SCORE," which is becoming one of the major science education competitions on the island.		<table><tr><td></td><td>Admin. etc</td><td>Technicians</td><td>Researchers</td><td>Total</td><td>Ratio</td></tr><tr><td>Okinawa</td><td>147</td><td>38</td><td>19</td><td>204</td><td>23.6%</td></tr><tr><td>Others</td><td>184</td><td>97</td><td>378</td><td>659</td><td>76.4%</td></tr><tr><td>Total</td><td>331</td><td>135</td><td>397</td><td>863</td><td>100%</td></tr></table> 4133 We participated "OKIDEN Exhibition of Science Work by Students", Okinawa City Science Festival", and did science demonstrations. Held 8 th SCORE, and 12 teams from 8 high schools competed in science projects with the application proposals for the society.		Admin. etc	Technicians	Researchers	Total	Ratio	Okinawa	147	38	19	204	23.6%	Others	184	97	378	659	76.4%	Total	331	135	397	863
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FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>4134 Elaborate the plan of OIST FAN Club, and establish and provide to the club members information of OIST, chance to join the events, and help OIST staff.</p> <p>4135 Continue internship program with University of the Ryukyus and other universities in Okinawa, and provide the chance to work at CPR, OIST and promote the exchange with OIST students.</p> <p>4136 Continue the science classes in remote islands of Okinawa with the help of OIST young researchers and students.</p> <p>4137 Increase the number of externally organized international conferences and workshops at the OIST venue, in collaboration with OPG and the Okinawa Convention and Visitors Bureau, in addition to the support programs for MICE Ambassador program sponsored by JNTO. This will strengthen the academic reputation and networking of OIST researchers and students, thus contributing to the recruiting of new faculty etc. These MICE events will bring in direct impact to Okinawan economy as well as increased opportunity of STEM outreach activities by visiting researchers.</p>		<p>4134 We laid aside the program due to shortage of the manpower, as the priority of the program was not so high as other science events.</p> <p>4135 We had 6 intern students from the University of the Ryukyus for 2 weeks, 1 for community relations work and 5 for interpretation. Students experience the work at OIST and had interactions with staff, researchers, and students. They also worked for Onna/OIST Children's School of Science.</p> <p>4136 We had a science talk and demonstrations in Miyako Island with the help of OIST researchers. Program in Ishigaki Island was cancelled due to rapid rise in cases with COVID-19.</p> <p>4137 Provided meeting facilities such as Conference Center to 23 external academic conferences/workshops and 42 other externally organized non-academic events. In total 5,363 people participated in these events. Highly prestigious events such as the "Harvard Medical School: Introduction to Clinical Research Training-Japan", which was held for the fourth time this year, as well as the "Max Planck-Croucher Symposium 2019: Matter to Life" were held at OIST.</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
Chapter 5 University Campus and Community Development; Safety and Environment Protection				
5.1 Campus Development Goal	OIST Graduate University will continue to develop the campus as planned.			A
5.1 Campus Development Actions:	<p>5101 Continue study and updating of 2014 Master Plan based on phased expansion of OIST.</p> <p>5102 Complete design of Lab 5 Building and plan the construction and identification of contractors for the building.</p> <p>5103 Complete design of the infrastructure and civil works necessary for construction of Lab 5 and plan construction work for infrastructure.</p> <p>5104 Continue feasibility study and cost analysis of infrastructure and civil work for the future R&D Zone and on-campus housing.</p>		<p>5101 5101 A public announcement was made for selection of a consultant for design of a new Master Plan in FY2019. A qualified consultant was selected and design of first stage of master plan has been successfully completed.</p> <p>5102 As planned, concept design of LAB-5 Building was completed and after a long process of bidding and evaluation, a highly qualified “Design/Build contractor has been selected.</p> <p>5103 As planned, design of civil works necessary for construction of Lab 5 has been completed and the work is now under construction by contractor. The design and construction work for infrastructure will continue in parallel with construction of Lab 5 Building.</p> <p>5104 Design of infrastructure and civil work for on-campus housing is completed, construction for that work has already started and will continue in parallel with the construction of the buildings which are scheduled to start in FY2020. Due to decline of budget by CAO for incubator, infrastructure work for R&D Zone excluded from housing. The progress for this work is described below.</p>	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
	<p>5105 Continue preparation of the site, programming of the future incubator facility, and planning the infrastructure work.</p> <p>Programming of future incubator buildings will be based on successful operation of the 500m2 incubator building.</p> <p>5106 Operate and maintain the completed campus buildings, facilities.</p> <p>5107 Based on the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000), continue to promote disclose of pre- and post- tendering and contract information such as tendering schedule and result, etc., to ensure transparency.</p>	<p>5105 Studies for programming of future incubator facility exceeded expectations and we were actually able to complete a concept design for master plan of R&D zone including concept design of the first incubator.</p> <p>5106 In FY2019 size of OIST facilities increased considerably, however the number of staff remained same due to shortage of PEREX. Lab 4 with close to 20,000m² of floor area was added to the facilities in December 2019. That was seamlessly added to the maintained facilities.</p> <p>5107 Transparency and disclosure of information in bidding process is highly observed within all divisions and units of OIST. Among several thousand contracts, major bids included several constructions and civil work contracts for Housing and Lab 5 projects, selection of design/build contractors for Lab 5, and selection of consultants for design of master plans for Main Campus, North Campus and R&D Zone. All contracts were successfully completed in compliance with Act No. 127 of 2000 and other rules and regulations.</p>	
5.2 University Community and Education/Childcare Services Goal	Continue to facilitate the development of the University community including staff, students and their families, which is important to the overall success of the University operation. The OIST Graduate University		A

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>will continue to work to enhance the educational and childcare environments available to OIST employees, the availability of recreation and sporting facilities, and the availability of appropriate housing.</p> <ul style="list-style-type: none"> - To achieve successful recruitment and retention of faculty, OIST needs to pay attention to the provision of international recognized schooling. - The University will investigate the development of recreation and sporting facilities on and off campus. - The University will discuss and plan new housing on/off campus for increasing number of staff, students and their families. 			
5.2 University Community and Education/Childcare Services Actions	<p>(Developing the University Community)</p> <p>5201</p> <ul style="list-style-type: none"> • Continue to improve data collection process in the Resource Center to identify opportunities to improve service to OIST stakeholders • Increase the number of programs conducted onsite by the Resource Center to provide daily living information to stakeholders • Continue to collaborate with staff at the Medical Center and Ganjuu to further improve service-related functions for OIST employees • Continue to develop and implement an effective Children's Development Center staffing model to 		<p>(Developing the University Community)</p> <p>5201</p> <ul style="list-style-type: none"> ▪ In weekly meetings with staff, the Director of the Resource Center continues to stress the importance of data integrity. The staff often discuss what they are collecting and the purpose. The Director also reviews the data on a regular basis and communicates with staff on any issues. ▪ This past year, the Resource Center conducted two onsite programs to inform OIST members about driver's license conversion. They also offered their first family orientation and they collaborated with the Education Coordinator to provide lunch time sessions on schooling options. ▪ In addition to attending the Safety and Health Committee monthly meetings, the Ganjuu Wellbeing Service and the 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>ensure continuous high-quality child care services</p> <ul style="list-style-type: none"> • Continue to evaluate CDC budget and spending history to streamline processes and reduce expenses • Identify, plan and deliver more robust after-school programming to increase opportunities for K-12 children of OIST employees • Extend collaboration between the Resource Center and HR to ensure the smooth and effective on-boarding of OIST employees and their families through the provision of accurate information regarding accommodation, child-care services, family support, medical services and daily living needs. 		<p>Health Centre have met on a monthly basis to discuss service related care.</p> <p>Over the course of the last year, with the consent of the individual, we have worked jointly to support staff, students and family members with health related issues and in some cases worked closely when individuals are presenting with risk. We have worked together to facilitate referrals to external health providers where appropriate. We collaborated to implement the stress check and expanded this to include students for the first time this year. The Health Centre implemented the stress check and the Ganjuu Wellbeing Service followed up high risk students.</p> <ul style="list-style-type: none"> ▪ The Assistant Director of the Children's Development Center was given more administrative responsibilities to support a more effective administrative staffing model. In addition, Team Leads were appointed for each age group and some basic administrative tasks were assigned to them as part of the staffing model improvements. ▪ A business analyst was hired to support this initiative. This work began but was not able to be completed because the business manager resigned before the evaluation was completed. A review of administrative processes was initiated and this work will continue into the next fiscal year. ▪ Science-themed programming was provided to the participants in the school aged programs. This included hands-on activities demonstrating basic concepts in physics and aerodynamics, among other scientific principles. ▪ The Resource Center frequently shares information about 	

FY 2019 Plan	Metrics	Achievements in FY2019	Self-evaluation
<p>5202 Continue to develop oversight procedures for OIST clubs and activities to ensure that there are no contraventions of university rules and regulations. The Director of Recreation Services oversees OIST community engagement activities.</p> <p>5203 The Resource Center will continue to provide support for staff who provide services to visiting researchers and invited guests. They will ensure that visiting researchers and invited guests are registered and they will continue to maintain this registration data in the database.</p> <p>5204 Continue construction of site work and infrastructure for the additional on-campus housing at the existing PPP residential area and the new PFI housing. Continue discussions with Onna-son on</p>		<p>housing and off-boarding with the Relocation Team in HR via Microsoft Teams. This is a new initiative to make it easier to share information in a more timely manner.</p> <p>5202 Coordinated with the Budget, Accounting, Compliance, Rules and Procedures Section, HR and BFM to develop written policies and procedures for the activities administered by Recreation Services Section. Provided continuous support to clubs and correspondence between clubs has increased and improved. Recreation Services also helped communication with external facilities, purchasing equipment through utilizing the OIST Recreation donations budget. Recreation Services offered health and wellness classes and organized educational and cultural activities for the OIST community to attend.</p> <p>5203 The Resource Center continues to process ID cards for guests upon request from Research Unit Administrators (RUA). They also continue to ensure that visiting researchers receive ID cards and all data is maintained by the Resource Center in SharePoint.</p> <p>5204 Sitework and infrastructure work for housing have been ongoing successfully as scheduled. There are no offers of off-campus housing by Onna-san which is beyond our control. However, we were able to rent all apartments of two</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	planning of off-campus housing at the old military site at Onna-son.		buildings as off-campus housing.	
5.2 University Community and Education/Childcare Services Actions	<p>(Education and Childcare Services for OIST Family)</p> <p>5205 Continue the efforts to improve the educational environment for children of employees and students by increasing the opportunities of taking classes in English, in collaboration with OPG, Onna-son and other surrounding communities.</p> <p>5206 Continue to provide a high quality, fully bilingual (English and Japanese) Pre-school and School-aged (Afterschool/Holiday) programs through the CDC and developing the School-aged program/classrooms. The CDC Governing Board will continue to meet quarterly with separate meetings of the CDC Finance Committee, which will carefully monitor the CDC's budget. Enrollment in these programs is anticipated to continue its steady growth. Complete necessary work to move the Afterschool program into the same physical complex as the CDC.</p> <p>5207 Continue to develop appropriate educational opportunities for the children of OIST staff and students such as the International classroom at Onna Elementary school. Conduct a survey of the educational needs (preschool and schoolage) of OIST staff and students,</p>		<p>(Education and Childcare Services for OIST Family)</p> <p>5205 Throughout FY2019 OIST continued to support non-native Japanese speakers at Onna Elementary School. Please see 4131 for complete response.</p> <p>5206 There has been a continued demand for the pre-school and after-school programs and many classrooms were filled to capacity. The CDC Governing Board met 6 times, and the CDC Finance Committee meeting was held 3 times in 2019 to monitor CDC budget. The work to move the school aged (afterschool) program into the same physical complex as the CDC has been successfully completed.</p> <p>5207 Throughout FY2019 OIST provided a volunteer teacher to offer language arts program in the international classroom in Onna Elementary School. In addition, plans were made to offer after school programming in English for non-native Japanese speaker children of OIST staff and students.</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	<p>including the need for international education. Undertake a study of current opportunities for International Education in Okinawa and a review of International school policies and procedures in Japan.</p> <p>5208 In FY2019 OIST will maintain the number of language courses given to staff and family members. There is a very strong demand for language training and the ability to communicate in English and Japanese is a foundation of the success of the University.</p>		<p>International schooling options in Okinawa have been publicized in many ways, including the creation of a schooling option website and schooling option seminar. The Education Coordinator and Resource Center led school visits to local and international school for interested parents.</p> <p>5208 In FY2019, the Language section offered 43 Japanese courses and 31 English courses. In addition, more diverse learning opportunities for the OIST community were offered such as short seminars and language exchange events.</p>	
5.2 University Community and Education/Childcare Services Actions	<p>(Student Support)</p> <p>5209 Continue to enhance student support services and general welfare activities to promote a positive social and psychological environment for students. (See 1.1)</p> <p>5210 Continue efforts to improve opportunities for sport, recreation and social activities for the OIST community (students, staff, and family members). The Director of Recreation Services oversees OIST community engagement activities.</p>		<p>(Student Support)</p> <p>5209 Increased number of activities available to students by closely working with Recreation services and by promoting student events with other universities in Okinawa. Unfortunately, some of them couldn't be conducted because of Coronavirus but will be postponed to next fiscal year to carry out the planned events.</p> <p>5210 An additional community hall was provided in Village Center, and support was provided for other sports and community facilities. This goal is now within the responsibilities of University Community Services Division, however, BFM is ready to provide support.</p>	
5.3 Safety Goal (1)	The Emergency Response and Business Continuity Plans will be further rehearsed with training exercises.			

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	Improved new staff safety training and hands on safety training will be delivered.			A
5.3 Safety Actions (1)	<p>5301 The Emergency Response and Business Continuity Plans will be further rehearsed with training exercises.</p> <p>5302 Improve staff safety training and enhance hands on safety trainings.</p> <p>5303 Enhance the sustainability of the campus under natural disasters in collaboration with Onna-son, and offer the campus to local residents for evacuation under disasters.</p>		<p>5301 With regards to earthquake/tsunamis, all 6 teams lined under taskforce conducted training. On Pandemics, in response to the real case, BCP has been operating on-site proactively and effectively in the wake of outbreak of new coronavirus since December in 2019. Bomb threat training and education was conducted for staff who frequently receive phone calls from outside OIST on January 20,2020.</p> <p>5302 Starting from FY2019, the process of monitoring and reviewing the staff training has been incorporated to verify the effectiveness of the training they had done during the Workplace Inspection held by Safety and Health Committee. This process is to ensure that all faculty, staff and students have ability to properly respond emergency in case of fire/earthquake/tsunamis. These verifications have been accomplished at all labs in Lab 1 as of March 31,2020. 17 units out of 20 units have already rectified deficiencies pointed out by the inspector, Emergency Response Coordinator.</p> <p>5303 The disaster management agreement between Onna Village and OIST was concluded on September in 2019. Herewith, arrangements for providing temporary care at the time of disaster on campus have been arranged. The Victim Support Team Drill was conducted on November 26, 2019</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
			<p>under Emergency Response Coordinator, with attendance by 2 Onna Village staff.</p> <p>An emergency stockpile such as equipment and food in the event of a disaster have been stored in campus in FY2019 as below.</p> <p>Food: 9,000 meals (1,000 persons, 3 days)</p> <p>Water: 3,000 bottles (2ℓ), (1,000 persons, 3 days)</p> <p>Emergency equipment: 1 set (Generator, helmets, flash lights , etc.)</p>	
5.4 Environment Protection Goal (2)	OIST Graduate University will conduct its business in an environmentally friendly manner.			A
5.4 Environment Protection Actions (2)	<p>5401 Continue promoting use of recycled products.</p> <p>5402 Continue to monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption.</p>		<p>5401 This is an item relevant to all OIST divisions and unit and will need to be revised for the following years. At BFM, we gave continuous instructions to the residents of on-campus housing and users of lab building to observe recycling rules.</p> <p>5402 Level of Energy consumption is constantly monitored, and energy consumption is continuously reduced despite increase in volume of OIST facilities. ESP (Energy Supply Provider) methods was successfully completed for Lab 4 and preparation is under way to provide same method for Lab 5. In this method liquid gas is used for generation of energy which results is reduction CO₂ emission.</p> <p>Table of CO₂ emission in campus:</p>	

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation																										
			<table><tr><th rowspan="2">Item</th><th colspan="2">Amount per OIST's staff per month</th><th rowspan="2">Reduction%</th></tr><tr><th>FY2018</th><th>FY2019</th></tr><tr><td>CO2 emission (tCO2)</td><td>1.64</td><td>1.56</td><td>4.9%</td></tr><tr><td>Electricity(kwh)</td><td>1848</td><td>1759</td><td>4.8%</td></tr><tr><td>Water(m3)</td><td>5.26</td><td>5.08</td><td>3.4%</td></tr><tr><td>A-Oil (Liter)</td><td>70.00</td><td>64.00</td><td>8.6%</td></tr><tr><td>LP Gus (m3)</td><td>0.15</td><td>0.13</td><td>13.3%</td></tr></table>	Item	Amount per OIST's staff per month		Reduction%	FY2018	FY2019	CO2 emission (tCO2)	1.64	1.56	4.9%	Electricity(kwh)	1848	1759	4.8%	Water(m3)	5.26	5.08	3.4%	A-Oil (Liter)	70.00	64.00	8.6%	LP Gus (m3)	0.15	0.13	13.3%	
			Item		Amount per OIST's staff per month			Reduction%																						
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			A-Oil (Liter)	70.00	64.00	8.6%																								
			LP Gus (m3)	0.15	0.13	13.3%																								
As the result of energy saving work in FY2019, CO2 emission in FY2019 has been reduced 4.9% in comparison with FY2018.																														
5403/5404 Despite the fact that a record volume of earthwork and cut and fill was done in FY2019, due to careful protective measures including construction of numerous retention ponds, there was no incident of red soil running to the sea. Wastewater treatment plants of OIST produce the highest grade of treated water, which are inspected and tested constantly for prevention of any flaws.																														
5405 OIST has been a forefront in protection of the environment by commissioning highly qualified																														

FY 2019 Plan		Metrics	Achievements in FY2019	Self-evaluation
	preserve natural balance and protect indigenous species		<p>environmental assessment consultants on annual basis, who regularly monitor and inspect the campus and recommend steps for prevention of any impact by new construction to the environment. Construction of new buildings and roads were carefully planned to have minimum impact on environment. As a result, all indigenous species continue to thrive in a healthy ecosystem. Energy Management Committee organized by the Buildings and Facilities Management Division was successful in a considerable reduction of use of energy by turning AC and lighting off in many areas during after-hour times and weekends.</p>	

平成31年度 業務実績報告 添付資料リスト

No.	File No.	資料名
1	1. 1-1	外部の奨学金等を獲得した学生数
2	1. 1-2	学生に関する情報
3	1. 2-1	平成31年度 OIST論文・発表数
4	1. 2-2	平成31年度 研究に関する受賞実績
5	1. 2-3	平成31年度 アウトリーチ活動実績
6	1. 2-4	平成31年度 OIST 研究施設の外部利用者
8	1. 4-1	平成31年度 OIST主催によるワークショップ・ミニシンポジウム
9	2. 4-1	平成31年度 職位毎・国籍別職員数
10	2. 4-2	平成31年度 職員の給与水準
11	2. 4-3	平成31年度 研修の受講職員数
12	3. 1	外部資金・寄附金獲得状況
13	4. 1	特許状況
14	4. 2	平成31年度 受託研究等（産学連携）及びイベント

＊ 上記データについては、送付済の電子ファイルにてご確認ください。

List of Attachment Documents to the FY2019 Performance Report

No.	File No.	Document Name
1	1. 1-1	Number of students receiving external scholarships, etc.
2	1. 1-2	Students Information
3	1. 2-1	FY2019 OIST Publications and Presentations
4	1. 2-2	FY2019 List of OIST Funded Workshops/Mini-Symposia
5	1. 2-3	FY2019 Outreach by Faculty and Researchers
6	1. 2-4	FY2019 The number of use of our research facilities by external organizations
8	1. 4-1	FY2019 List of OIST Funded Workshops/Mini-Symposia
9	2. 4-1	FY2019 Number of Employees
10	2. 4-2	FY2019 Salary Level of Employee
11	2. 4-3	FY2019 Number of Employees Taking Training Programs
12	3. 1	FY2019 External Grants and Donations Table
13	4. 1	Patent Status
14	4. 2	FY2019 Industry-related Collaboration and Innovation Seminars and Events

＊Details of the above data are provided with the electoric file.

Attachment 1. 1-1 Number of students receiving external scholarships, etc.

Newly accepted FY2018, excluding past year's appointments		
	Name of the Scholarship/Fellowship	# of acceptance
1	JSPS DC 1	4
2	JSPS DC 2	1
3	JASSO Honors Scholarship	1
	TOTAL	6

Newly accepted FY2019, excluding past year's appointments		
	Name of the Scholarship/Fellowship	# of acceptance
1	JSPS DC 1	2
2	JSPS DC 2	2
3	JASSO Honors Scholarship	1
	TOTAL	5

Attachment 1. 1-2 Students Information

As of 2020/1/1

	No. of Applicants	No. of candidates attended admissions workshop	No. of offers made to applicants	No. of Students Admitted	No. of Males	No. of Females	Distribution of ages		Nationality		Major/Scientific Field		BS	MS	University	
							Age	Count	country_name	Count	field	Count			univ_1	Count
Class of 2019	1540	118	79	52	32	20	21	2	CHINA	1	Chemistry	2	14	38	Bangor University	1
							22	3	COLOMBIA	1	Environmental, Ecological, Marine	3			Central University of Karnataka	1
							23	8	EGYPT	1	Immunology	1			Earlham College	1
							24	10	FINLAND	1	Mathematical and Computational Sciences	8			Ecole Normale Superieur (ENS)	1
							25	6	FRANCE	2	Molecular, Cell Developmental Biology	17			ENSAI	1
							26	7	GERMANY	2	Neuroscience	7			Ho Chi Minh City University of Education	1
							27	5	HUNGARY	1	Physics, Material Sciences	13			Humboldt University Berlin	1
							28	3	INDIA	5	Protein engineering	1			IISER	2
							29	1	INDONESIA	2					IMC Univeristy of Applied Sciences Krems	1
							30	3	ISRAEL	2					Imperial College London	1
							31	1	ITALY	1					Indian Institute of Technology Madras	1
							32	2	JAPAN	9					Jacobs University Bremen	1
							39	1	KAZAKHSTAN	3					Karolinska Institutet	1
									LESOTHO	1					Keio University	1
									Average 25.7	2	MALAYSIA	2			King's College London	1
										1	PAKISTAN	1			Kyoto Institute of Technology	1
										1	PHILIPPINES	1			Kyoto Prefectural University of Medicine	1
										3	RUSSIAN FEDERATION	3			Kyushu University	1
										1	SLOVENIA	1			Lancaster University	2
										1	SOUTH KOREA	1			Moscow State University, Faculty of Physics	1
										2	SPAIN	2			National Centre for Biological Sciences	1
										2	TAIWAN	2			National Cheng Kung University	1
										4	UNITED KINGDOM	4			National Research University Higher School of Economics	1
										2	UNITED STATES	2			Nazarbayev University	3
										1	VIET NAM	1			Newcastle University	1
															Northeastern University	1
															Peking University	1
															Saga University	1
															Saitama University	1
															San Francisco State University	1
															Soongsil University	1
															University of Amsterdam	1
															University of Bath	1
															University of Birmingham	1
															University of Edinburgh	1
															University of Essex	1
															University of Glasgow	1
															University of Haifa	1
															University of Malaya	1
															University of Milan	1
															University of Potsdam	1
															University of San Carlos	1
															University of Shizuoka	1
															University of the Ryukyus	1
															University of Tokyo	1
															University of Tsukuba	1
															Waseda University	1
						Weizmann Institute of Science	1									

添付資料 1. 2-1 平成31年度 OIST論文・発表数

Attachment 1. 2-1 FY2019 OIST Publications and Presentations

OIST論文数・講演数

(ユニット別)

平成31年度

OIST Scientific Productivity

(by unit)

FY2019

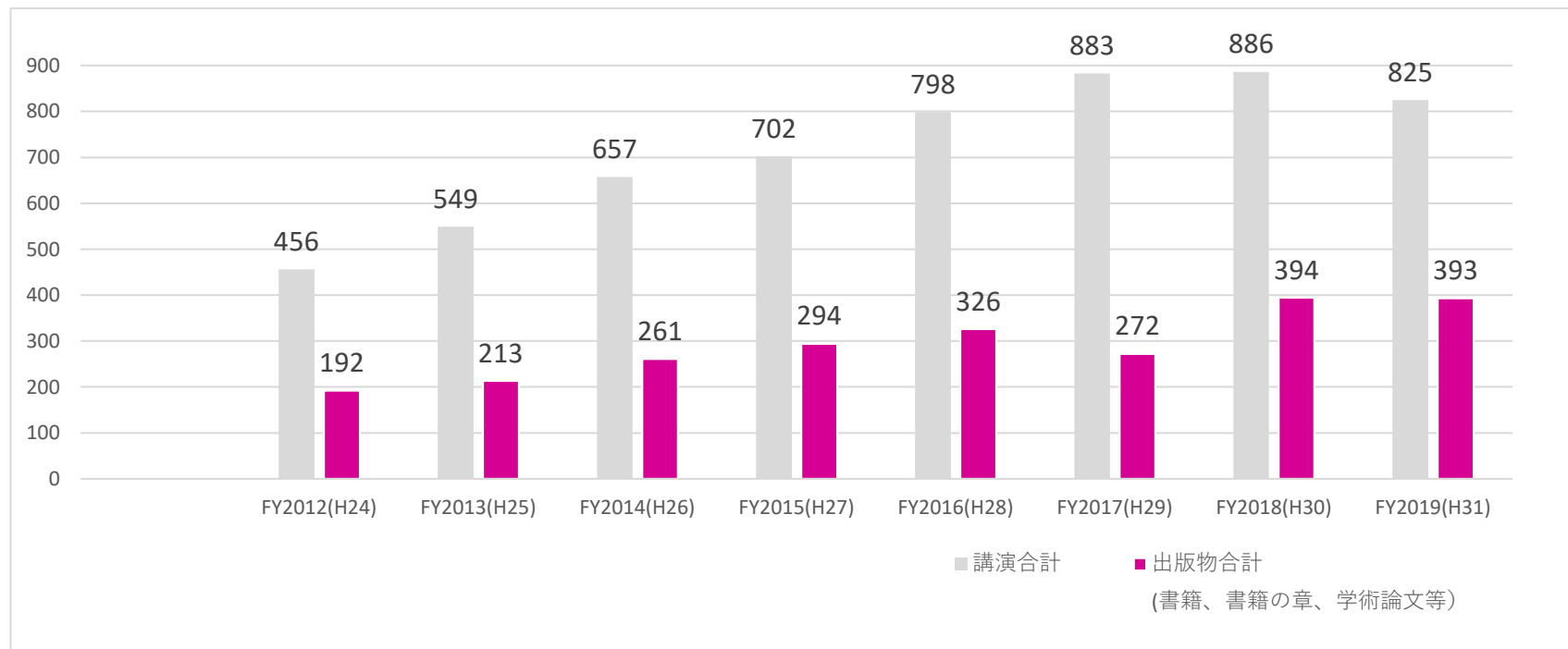
	Unit name	Books and edited books	Book Chapters and Journal Articles	Seminars and Presentations at conference including poster presentations	Dissertations, Online Databases, etc.	Unit total
	ユニット名	書籍の執筆・編集	書籍の章及び学術論文	セミナー、学会での講演（ポスタープレゼンを含む）	博士論文、オンラインデータベース等	ユニット別合計
	Total	7	386	825	21	1239
1	Arbutnott		1			1
2	Bandi		6	13		19
3	Bourguignon		9	18		27
4	Busch		12	21	1	33
5	Chakraborty		3	7		10
6	Dani		4	33	1	37
7	De Schutter		12	2		14
8	Doya		8	44	2	52
9	Economo		16	12		28
10	Feng		3	5		8
11	Fried		5	22		27
12	Fukai		5	10		15
13	Fukunaga			5		5
14	Gioia		3	2		5
15	Goryanin		5	13	1	18
16	Hikami		7	10		17
17	Ishikawa	1	1	5		7
18	Khusnutdinova		4	10		14
19	Kitano		4	28		32
20	Kono		1	10		11
21	Konstantinov		6	28	1	34
22	Kuhn		4	14	2	18
23	Kusumi		4	9		13
24	Laurino		1			1
25	Luscombe		8	17		25
26	Maruyama		1	8		9
27	Masai		3	14		17
28	Mikheyev		13	6		19
29	Miller		4	12		16
30	Mitarai		4	21		25
31	Narita		19	14		33
32	Neiman		2	10		12
33	Nic Chormaic		12	48	3	60
34	Okada		2	3		5
35	Pauly		11	17		28
36	Pigolotti		6	15		21

	Unit name	Books and edited books	Book Chapters and Journal Articles	Seminars and Presentations at conference including poster presentations	Dissertations, Online Databases, etc.	Unit total
	ユニット名	書籍の 執筆・編集	書籍の章及び学 術論文	セミナー、学会で の講演（ポスター プレゼンを含む）	博士論文、オンラ インデータベース 等	ユニット別合計
37	Qi		24	20		44
38	Ravasi		5	1		
39	Rokhsar		9	9		18
40	Satoh	1	18	14	1	33
41	Saze	1	3	6		10
42	Shannon		10	32		42
43	Shen		18	40	3	58
44	Shintake		3	20		23
45	Skoglund		6	2		8
46	Sowwan		3	12		15
47	Stephens		2	7		9
48	Takahashi		2	8		10
49	Tanaka		6	8		14
50	Tani	3	3	12		18
51	Toriumi			6		6
52	Tripp		7	11		18
53	Tsvietkova			11		11
54	Uusisaari		7	10	1	17
55	Van Vactor		1	4		5
56	Watanabe		6	11		17
57	Wickens		4	6	3	10
58	Wolf		9	22		31
59	Yamamoto		11	20	2	31
60	Yanagida		5	6		11
61	Yazaki-Sugiyama			7		7
62	Yokobayashi		9	11		20
63	Zhang	1	6	3		10

OIST論文数・講演数 (平成24-31年度)

OIST Scientific Productivity (FY2012-2019)

	書籍の 執筆・編集	書籍の章及び 学術論文	学会での講演 (ポスタープレゼン を含む)	セミナー	博士論文	講演合計	出版物合計 (書籍、書籍の章、学 術論文等)
	Books and edited books	Book Chapters and Journal Articles	Presentations at conferences including poster presentations	Seminar	Dissertations, online databases, etc	Presentations and seminars	Publications (including books and book chapters)
FY2012(H24)		192	309	147	0	456	192
FY2013(H25)	2	211	430	119	0	549	213
FY2014(H26)		261	491	166	0	657	261
FY2015(H27)	2	292	535	167	1	702	294
FY2016(H28)	2	324	616	182	4	798	326
FY2017(H29)	2	270	692	191	7	883	272
FY2018(H30)	1	393	703	183	3	886	394
FY2019(H31)	7	386	629	196	16	825	393



複数教員による共同出版数（平成31年度）

Number of joint publications between different faculty members (FY2019)

FY2019 OIST Internal Collaborative Publications

1. Vrieler, N., Loyola, S., Yarden-Rabinowitz, Y., Hoogendorp, J., Medvedev, N., Hoogland, T. M., De Zeeuw, C. I., **De Schutter, E.**, Yarom, Y., Negrello, M., Torben-Nielsen, B., Uusisaari, M. Y., 2019. Variability and directionality of inferior olive neuron dendrites revealed by detailed 3D characterization of an extensive morphological library. *Brain Struct Funct* 224, 1677–1695.
2. Price, N. N., Muko, S., Legendre, L., Steneck, R., van Oppen, M. J. H., Albright, R., Ang, P., Carpenter, R. C., Chui, A. P. Y., Fan, T. Y., Gates, R. D., Harii, S., Kitano, H., Kurihara, H., Mitarai, S., Padilla-Gamino, J. L., Sakai, K., Suzuki, G., Edmunds, P. J., 2019. Global biogeography of coral recruitment: tropical decline and subtropical increase. *Mar Ecol Prog Ser* 621:1-17.
3. Lin, J. Y., Smorodin, A. V., Badrutdinov, A. O., Konstantinov, D., 2019. Transport Properties of a Quasi-1D Wigner Solid on Liquid Helium Confined in a Microchannel with Periodic Potential. *J Low Temp Phys* 195, 289–299.
4. Funari Riccardo, Ripa Rosa, Söderström Bill, Skoglund Ulf, Shen Amy Q., 2019. Detecting Gold Biomineralization by *Delftia acidovorans* Biofilms on a Quartz Crystal Microbalance. *ACS Sensors* 4, 3023-3033.
5. Takahashi, A., Takaoka, S., Kobori, S., Yamaguchi, T., Ferwati, S., Kuba, K., Yamamoto, T., Suzuki, T., 2019. The CCR4–NOT Deadenylase Complex Maintains Adipocyte Identity. *Int. J. Mol. Sci.* 2019, 20, 5274.

The above collaborative publications were published by the following units:

1. De Schutter, E. / Uusisaari, M. Y. / Medvedev, N. (De Schutter Unit)
2. Kitano, H. / Mitarai, S.
3. Konstantinov, D. / J.-Y. Lin (Konstantinov Unit) / Smorodin, A. V. (Feng Unit)
4. Skoglund Ulf / Shen Amy Q. / Funari Riccardo (Shen Unit) / Ripa Rosa (Shen Unit) / Söderström Bill (Skoglund Unit)
5. Takahashi, A. (Yamamoto Unit) / Kobori, S. (Yokobayashi Unit) / Takaoka, S. (Yamamoto Unit) / Ferwati, S. (Yamamoto Unit) / Yamamoto, T.

Attachment 1.2-2 FY2019 Numer of Research Honors/Awards

No.	Research Unit	Honor title	URL	Date awarded
1	Prof. Kusumi, Membrane Cooperativity Unit	Prof. Akihiro Kusumi has received the Avanti Award in Lipids from the Biophysical Society (U.S.A.) for "his seminal contributions in elucidating the mechanisms of plasma membrane organization and function through the development of unique methodologies of single-molecule observation and manipulation in living cells"	https://www.biophysics.org/news-room/akihiro-kusumi-to-receive-2020-avanti-award-in-lipids	February 18, 2020
2	Prof. Kenji Doya, Neural Computation Unit	Dr. Kenji Doya has received this year's Outstanding Achievement Award from the Asia-Pacific Neural Network Society for his exceptional contributions to the neuro-computing field.	http://www.apnns.org/awards/	December 14, 2019
3	Prof. Kenji Doya, Neural Computation Unit	Dr. Kenji Doya has received this year's Academic Award of Japanese Neural Networks Society.	http://www.jnns.org/documents/winnerlist2019.html	FY2019
4	Prof. Qi, Energy Materials and Surface Sciences Unit	Prof. Yabing Qi has been elected a Fellow of the Royal Society of Chemistry (FRSC). Founded in 1841, the Royal Society of Chemistry is the largest organization in Europe for advancing the chemical sciences. The designation FRSC is given to elected Fellows who have made significant contributions to the chemical sciences.	N/A	September 20, 2019
5	Kitano Unit (Integrated Open Systems Unit) Project: sustainable living architecture	The vision of a sustainable living architecture based on community sharing with microgrid, EVs with exchangeable batteries and sustainable living was placed under the Best 100 in the Good Design Awards 2019. Together with our collaborators Misawa R&D and Sony CSL, this concept also received a Good Focus Award.	https://www.g-mark.org/award/describe/49777 https://groups.oist.jp/ja/obu/post/2020/03/09/t-est-post	November 1, 2019
6	Prof. Tsvietkova, Topology and Geometry of Manifolds Unit	Prof. Anastasiia Tsvietkova won the Von Neumann Fellowship by the Institute of Advanced Study at Princeton University. The award came in the past fiscal year, but the fellowship itself will start in September 2020. Princeton website describes it as follows: "Von Neumann Fellowships are [for] distinguished mid-career mathematicians and theoretical computer scientists, 5 to 15 years from their PhD."	https://www.math.ias.edu/vnf	FY2019
7	Dr. Kevin Dorgans, Neuronal Rhythms in Movement Unit	Dr. Kevin Dorgans (postdoc) won Best Poster award for his work In GRC Cerebellum les Diablerets, July2019. https://www.grc.org/cerebellum-conference/2019/	https://www.grc.org/cerebellum-conference/2019/	July 2019
8	Dr. Kevin Dorgans, Neuronal Rhythms in Movement Unit	Dr. Kevin Dorgans (postdoc) won Best Poster award for his work In Cerebellum Days in Strasbourg, January 2020.	https://www.neurex.org/events/archives/item/435-meeting-cerebellum	January 2020
9	Dr. Erika Kawakami, Quantum Dynamics Unit	Dr. Erika Kawakami (a postdoc) won the best poster award at the International Symposium on Quantum Fluids and Solids, Edmonton, Canada, August 2019. Title Blueprint for building a quantum computer using electrons on liquid helium	N/A	August 2019

No.	Research Unit	Honor title	URL	Date awarded
10	Dr. Koki Nishitsuji, Marine Genomics Unit	Dr. Koki Nishitsuji (Staff Scientist) has received 41st Okinawa Research Award for his distinguished scientific accomplishments about seaweeds in Okinawa. The Okinawa Research Award was established in July 1979 with the aim of discovering and fostering human resources who will contribute to the development of the Okinawa region in relation to "active cooperation in the promotion of Okinawa".	http://www.okinawakyoukai.jp/	January 23, 2020
11	Paavo Parmas (Ph.D. Student), Neural Computation Unit	Mr. Paavo Parmas (PhD student) has received this year's Best Reviewer Award of NeurIPS Conference 2019 for his excellent contribution as a reviewer. The award allowed him free registration to the conference, which sells out rapidly.	https://nips.cc/Conferences/2019/Reviewers	September 1st, 2019
12	Han Yan (Ph.D. Student) Theory of Quantum Matter Unit	Han Yan (Ph.D. student) received OIST's first award for Student Excellence in Graduate Research, cited for his "important discoveries regarding the physics of frustrated magnets, higher-rank generalisations of electromagnetism, and multiple phase competition in pyrochlore magnets"		September 12, 2019

添付資料1. 2-3 平成31年度 アウトリーチ活動実績
Attachment 1. 2-3 FY2019 Outreach by Faculty and Researchers

日付 Date	研究ユニット Unit, Section	プログラム名/参加者 Program, participants	内容 Contents	会場 Venue	学校 School	人数 Number of people
2019/04/15	Neuronal Rhythms in Movement Unit 神経活動リズムと運動遂行ユニット	Ochanomizu University Senior High School お茶の水女子大学附属高等学校	Research Outline 研究紹介	OIST	H	18
2019/4/20	Mathematics, Mechanics, and Materials Unit 数理力学と材料科学ユニット	Kagakujikan 2019 カガクジカン2019	科学デモンストレーション	Okinawa Prefectural Museum 沖縄県立博物館		300
	Community Relations 地域連携セクション					
	G0 Cell Unit G 0 細胞ユニット		サイエンスカフェ			30
2019/04/22	IT Division ITディビジョン	Sendai Ikuei Gakuen 仙台育英高校	Career Introduction 職業紹介	OIST	H	80
2019/04/24	Biodiversity and Biocomplexity Unit 生物多様性・複雑性研究ユニット	Nagano Prefectural Kawakami Sonritsu Kawakami Junior High School 長野県川上村立川上中学校	Research Outline 研究紹介	OIST	J	37
2019/04/26	Marine Biophysics Unit 海洋生態物理学ユニット	Okinawa Prefectural Kyuyo Junior High School 沖縄県立球陽中学校	Research Outline 研究紹介	OIST	OJ	84
2019/05/16	Community Relations 地域連携セクション	Yagachi Hirugi Gakuen Science Club 屋我地ひるぎ学園サイエンスクラブ	Science program for Kids 科学プログラム	Yagaji Hirugi Gakuen 屋我地ひるぎ学園	OE	10
2019/05/21	Community Relations 地域連携セクション	Buddhist Chan Wing Kan Memorial School	Science program for Kids 科学プログラム	OIST	E	40
2019/05/22	Community Relations 地域連携セクション	Okinawa Saniku Junior High School 沖縄三育中学校	Research Outline 研究紹介	OIST	OJ	30
2019/05/24	Immune Signal Unit 免疫シグナルユニット	Dong Gang Senior High School 東港高中	Research Outline 研究紹介	OIST		18
2019/06/13	Community Relations 地域連携セクション	Miyakojima Minami Elementary 宮古島市立南小学校	Research Outline 研究紹介	OIST	OE	99
2019/06/14	Community Relations 地域連携セクション	Okinawa Prefectural Nago Special Education School 沖縄県立名護特別支援学校	Research Outline 研究紹介	OIST	OJ	14
2019/06/19	Quantum Wave Microscopy Unit 量子波光学顕微鏡ユニット	School Community College of City University of Hong Kong 香港城市大學專上學院	Research Outline 研究紹介	OIST	予備校	30
2019/06/24	Community Relations 地域連携セクション	Lutheran Tsang Shing Siu Leun School 香港路德會增城兆霖學校	Science program for Kids 科学プログラム	OIST	E	41
2019/06/25	Community Relations 地域連携セクション	Onna Village Junior High School Work Experience 恩納村立中学校職場体験学習	Research Outline 研究紹介	OIST	OJ	6
2019/06/26	Community Relations 地域連携セクション	Onna Village Junior High School Work Experience 恩納村立中学校職場体験学習	Research Outline 研究紹介	OIST	OJ	6
2019/06/27	Community Relations 地域連携セクション	Onna Village Junior High School Work Experience 恩納村立中学校職場体験学習	Research Outline 研究紹介	OIST	OJ	6
2019/07/04	Community Relations 地域連携セクション	Naha Matsushima Elementary School 那覇市立松島小学校	Research Outline 研究紹介	OIST	OE	112
2019/07/09	Community Relations 地域連携セクション	Okinawa Prefectural Kadena High School 沖縄県立嘉手納高等学校	Research Outline 研究紹介	OIST	OH	18
2019/07/10	Community Relations 地域連携セクション	Afuso Elementary School 恩納村立安富祖小学校	Research Outline 研究紹介	OIST	OE	15
2019/07/11	Community Relations 地域連携セクション	Moromi Elementary School 沖縄市立諸見小学校	Research Outline 研究紹介	OIST	OE	105
2019/07/12	Marine Biophysics Unit 海洋生態物理学ユニット	Okinawa Prefectural Kyuyo High School 沖縄県立球陽高等学校	Research Outline 研究紹介	Okinawa Prefectural Kyuyo High School 沖縄県立球陽高等学校	OH	50
2019/07/19	Technology Licensing Section 技術移転セクション	Okinawa Prefectural Chubu Agricultural High School 沖縄県立中部農林高等学校	Research Outline 研究紹介	OIST	OH	40
2019/08/21	Nucleic Acid Chemistry and Engineering Unit 核酸化学・工学ユニット	Okinawa Prefectural Koyo High School 沖縄県立向陽高等学校	Research Outline 研究紹介	OIST	OH	80

2019/08/26	Ecology and Evolution Unit 生態・進化学ユニット	Okinawa Prefectural Chinen High School 沖縄県立知念高等学校	Research Outline 研究紹介	OIST	OH	80
2019/08/27	Nucleic Acid Chemistry and Engineering Unit 核酸化学・工学ユニット	Haibaru High School 静岡県立榛原高等学校	Research Outline 研究紹介	OIST	H	16
2019/09/13	Community Relations 地域連携セクション	Naha Daido Elementary School 那覇市立大道小学校	Research Outline 研究紹介	OIST	OE	45
2019/09/13	Ecology and Evolution Unit 生態・進化学ユニット Marine Biophysics Unit 海洋生態物理学ユニット	Afuso Junior High School 恩納村立安富祖中学校	Research Outline 研究紹介	Afuso Junior High School 恩納村立安富祖中学校	OJ	18
2019/09/18	Community Relations 地域連携セクション	Takushi Elementary School 浦添市立沢岬小学校	Research Outline 研究紹介	OIST	OE	116
2019/09/20	Community Relations 地域連携セクション	Shiromae Elementary School うるま市立城前小学校	Research Outline 研究紹介	OIST	OE	70
2019/09/26	Community Relations 地域連携セクション	Kina Elementary School 読谷村立喜名小学校	Research Outline 研究紹介	OIST	OE	90
2019/09/27	Community Relations 地域連携セクション	Ojana Elementary School 宜野湾市立大謝名小学校	Research Outline 研究紹介	OIST	OE	81
2019/09/27	Evolutionary Neurobiology Unit 進化神経生物学ユニット	Shukutoku High School 淑徳高等学校	Research Outline 研究紹介	OIST	H	15
2019/10/01	Developmental Neurobiology Unit 神経発生ユニット	Seishin Girls' Senior High School 清心女子高等学校	Research Outline 研究紹介	OIST	H	24
2019/10/04	Community Relations 地域連携セクション	Musashino University Chiyoda Senior High School & Chiyoda Jogakuen Junior High School 武蔵野大学附属千代田高等学院	Research Outline 研究概要	OIST	H	26
2019/10/11	Community Relations 地域連携セクション	Shimabukuro Elementary School 北中城村立島袋小学校	Research Outline 研究紹介	OIST	OE	60
2019/10/15	Computational Neuroscience Unit 計算脳科学ユニット	Ryugasai First High School 茨城県立竜ヶ崎一高等学校	Research Outline 研究紹介	OIST	H	37
2019/10/18	Community Relations 地域連携セクション	Yomitan Elementary School 読谷村立読谷小学校	Research Outline 研究紹介	OIST	OE	99
2019/10/25	Evolutionary Neurobiology Unit 進化神経生物学ユニット	OIST Science Talk in Junkdo Bookstore OIST博士課程で学ぶ学生によるサイエンストーク in ジュンク堂	Research Outline 研究紹介	Junkdo Bookstore ジュンク堂書店那覇店		60
2019/10/29	Community Relations 地域連携セクション	Machi Elementary School 那覇市立真地小学校	Research Outline 研究紹介	OIST	OE	70
2019/10/31	Community Relations 地域連携セクション	Otani Junior High School 大阪府私立 大谷中学校	Campus Tour キャンパスツアー	OIST		48
2019/11/06	Quantum Wave Microscopy Unit 量子波光学顕微鏡ユニット	Ichikawa Gakuen Ichikawa Junior & Senior High School 市川高等学校	Research Outline 研究紹介	OIST	H	4
2019/11/19	Community Relations 地域連携セクション	Kamimori Elementary School 浦添市立神森小学校	Research Outline 研究紹介	OIST	OE	108
2019/11/22	Community Relations 地域連携セクション	Murokawa Elementary School 沖縄市立室川小学校	Research Outline 研究紹介	OIST	OE	46
2019/12/03	Imaging Section イメージングセクション	Okinawa Prefectural Yokatsu High School 沖縄県立与勝高等学校	Research Outline 研究紹介	与勝高校	OH	160
2019/12/03	Physics and Biology 物理生物学ユニット	Hamamatsu Kohoku High School 静岡県立浜松湖北高等学校	Research Outline 研究紹介	OIST	H	43
2019/12/03	Nucleic Acid Chemistry and Engineering Unit 核酸化学・工学ユニット	Nirasaki High School 山梨県立韮崎高等学校	Research Outline 研究紹介	OIST	H	30
2019/12/09	Information Security Section インフォメーションセキュリティセクショ ン	Okinawa Prefectural Okinawa Industrial High School 沖縄工業高等学校	Career Introduction 職業紹介	OIST	OH	80
2019/12/11	Community Relations 地域連携セクション	Komi Elementary School 竹富町立古見小学校	Research Outline 研究紹介	OIST	OE	4
2019/12/12	Community Relations 地域連携セクション	Taketomi Elementary School 竹富町立竹富小学校	Research Outline 研究紹介	OIST	OE	6
2019/12/19	Science and Technology Group サイエンス・テクノロジー・グ ループ	Okita Elementary School Science Club 名護市立大北小学校サイエンスクラブ	Microscope Exploration 顕微鏡と遊ぶ	Okita Elementary School 名護市立大北小学校	OE	25

2019/12/20	Engineering Support Section エンジニアリングサポートセクション	Okinawa Prefectural Okinawa Industrial High School 沖縄工業高等学校	Career Introduction 職業紹介	OIST	OH	73
2019/12/27	Neural Computation Unit 神経計算ユニット	OIST Science Talk in Junkdo Bookstore OIST博士課程で学ぶ学生によるサイエンストーク inジュンク堂	Research Outline 研究紹介	Junkdo Bookstore ジュンク堂書店那覇店		100
2020/01/17	Community Relations 地域連携セクション	Naha Kohagura Junior High School 那覇市立古蔵中学校	Research Outline 研究紹介	OIST	OJ	180
2020/01/17	Community Relations 地域連携セクション	Naha Kohagura Junior High School 那覇市立古蔵中学校	Research Outline 研究紹介	OIST	OJ	180
2020/01/24	Media Section メディアセクション	Okinawa Prefectural Chubu Commercial High School 沖縄県立中部商業高等学校	Career Introduction 職業紹介	OIST	OH	35
2020/01/24	Cell Signal Unit 細胞シグナルユニット	OIST Science Talk in Junkdo Bookstore OIST博士課程で学ぶ学生によるサイエンストーク inジュンク堂	Research Outline 研究紹介	Junkdo Bookstore ジュンク堂書店那覇店		60
2020/01/27	Media Section メディアセクション	Okinawa Prefectural Chubu Commercial High School 沖縄県立中部商業高等学校	Career Introduction 職業紹介	OIST	OH	35
2020/01/31	Imaging Section イメージングセクション	Okinawa Prefectural Junior High School 沖縄県立開邦中学	Career Introduction 職業紹介	OIST	OJ	40
2020/01/31	Community Relations 地域連携セクション	Izena Elementary School 伊是名村立伊是名小学校	Career Introduction 職業紹介	OIST	OE	10
2020/1/31	Mathematics, Mechanics, and Materials Unit 数理力学と材料科学ユニット	Science Trip in Miyako サイエンストリップin宮古	Research Outline 研究紹介	Miyako High School 宮古高校	OH	20
2020/2/2	Neurobiology Research Unit 神経生物学研究ユニット		Science program for Kids 科学プログラム	JTA Dorm Miyakojima JTAドーム宮古島	小中校 生	630
2019/2/15	Scientific Computing and Data Analysis Section 科学計算及びデータ解析セク ション	Okinawan Youth Science Works Exhibition 沖縄青少年科学作品展	Event イベント	Urasoe Civic Gym 浦添市民体育館		330
2019/2/16						420
2020/02/17	Light-Matter Interactions for Quantum Technologies Unit 量子技術のための光・物質相互作用ユニッ ト	Okinawa Prefectural Gushikawa High School 沖縄県立具志川高等学校	Research Outline 研究紹介	OIST	OH	120
2020/02/17	Marine Climate Change Unit 海洋気候変動ユニット	Okinawa Prefectural Gushikawa High School 沖縄県立具志川高等学校	Research Outline 研究紹介	OIST	OH	120
2020/02/18	Quantum Wave Microscopy Unit 量子波光学顕微鏡ユニット	Okinawa Prefectural Itoman High School 沖縄県立糸満高等学校	Research Outline 研究紹介	OIST	OH	80
2020/02/18	Immune Signal Unit 免疫シグナルユニット	Yomitan Senior High School 沖縄県立読谷高等学校	Research Outline 研究紹介	OIST	OH	80
2020/02/19	Business Development Section 事業開発セクション	Okinawa Prefectural Chubu Agricultural High School 沖縄県立中部農林高等学校	Career Introduction 職業紹介	OIST	OH	40
2020/02/21		Okinawa Prefectural Nago High School 沖縄県立名護高等学校	COVID-19の影響で中止	OIST	OH	71
2020/02/27	Community Relations 地域連携セクション	Toyohashi Central High School 豊橋中央高等学校	Research Outline 研究紹介	OIST	H	40
2020/02/28		Okinawa Prefectural Nago Commercial High School 沖縄県立名護商工高校	COVID-19の影響で中止	OIST	OH	30
2020/02/28	Nucleic Acid Chemistry and Engineering Unit 核酸化学・光学ユニット	OIST Science Talk in Junkdo Bookstore OIST博士課程で学ぶ学生によるサイエンストーク inジュンク堂	COVID-19の影響で5/29に 延期	Junkdo Bookstore ジュンク堂書店那覇店		
2020/03/16		Okinawa Prefectural Ginoza High School 沖縄県立宜野座高等学校	COVID-19の影響で中止	OIST	OH	98
2020/03/23		Okinawa Prefectural Ginoza High School 沖縄県立宜野座高等学校	COVID-19の影響で中止	OIST	OH	88
2020/03/27	Fluid Mechanics Unit 流体力学ユニット	OIST Science Talk in Junkdo Bookstore OIST博士課程で学ぶ学生によるサイエンストーク inジュンク堂	COVID-19の影響で6/26に 延期	Junkdo Bookstore ジュンク堂書店那覇店		

E 県外小学校
 OE 沖縄県内小学校
 J 県外中学校
 OJ 沖縄県内中学校
 H 県外高等学校
 OH 沖縄県内高等学校

添付資料 1. 2-4 平成31年度 OIST 研究施設の外部利用者

利用概要	利用者区分	団体数	利用人数	利用期間
300kV クライオ電子顕微鏡の利用	民間企業（OISTスタートアップ企業）	1	4	2019/4/1-2020/3/31
200kV クライオ電子顕微鏡の利用	民間企業（OISTスタートアップ企業）	1	4	2019/4/1-2020/3/31
走査電子顕微鏡の利用	民間企業	1	3	2019/8/14-2019/8/15
走査電子顕微鏡の利用	民間企業	2	2	2019/8/22-2019/8/23
走査電子顕微鏡の利用	民間企業	1	2	2019/9/9-2019/9/13
走査電子顕微鏡の利用	民間企業	1	3	2019/10/3-2019/10/4
質量分析装置の利用	民間企業（OISTスタートアップ企業）	1	3	2019/10/15-2020/3/31
走査電子顕微鏡の利用	民間企業	1	3	2019/11/27-2019/3/31

Attachment 1. 2-4 FY2019 The number of use of our research facilities by external organizations

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Outline of Use	User Classification	# of Organizations	# of total users	Duration of Use
Use of 300kV Cryo Electron Microscopes	Private company (OIST Start-up)	1	4	2019/4/1-2020/3/31
Use of 200kV Cryo Electron Microscopes	Private company (OIST Start-up)	1	4	2019/4/1-2020/3/31
Use of Cryo Electron Microscopes	Private company	1	3	2019/8/14-2019/8/15
Use of Cryo Electron Microscopes	Private company	2	2	2019/8/22-2019/8/23
Use of Cryo Electron Microscopes	Private company	1	2	2019/9/9-2019/9/13
Use of Cryo Electron Microscopes	Private company	1	3	2019/10/3-2019/10/4
Use of Mass Spectrometer	Private company (OIST Start-up)	1	3	2019/10/15-2020/3/31
Use of Cryo Electron Microscopes	Private company	1	3	2019/11/27-2019/3/31

添付資料 1. 4-1 平成31年度 OIST主催によるワークショップ・ミニシンポジウム
Attachment 1. 4-1 FY2019 List of OIST Funded Workshops/Mini-Symposia

List of OIST funded Workshops in FY2019						
	Start Date	End Date	Title	Venue	Participants (total)	Participants (overseas)
1	May 28, 2019	May 31, 2019	OIST Workshop "Origami and Deployable Mechanisms" (WS name in application: "Connecting kinematic and curved origami with classical and deployable mechanisms")	OIST Conference Center	53	34
2	June 3, 2019	June 6, 2019	OIST Workshop "ONNA2019: Optical Nanofiber Applications - from Quantum to Bio Technologies"	OIST Seaside House and OIST Main Campus	81	50
3	June 24, 2019	July 11, 2019	OIST Workshop "OIST Computational Neuroscience Course (OCNC 2019)"	OIST Seaside House	60	43
4	July 23, 2019	July 27, 2019	OIST Workshop "Quantum and Gravity in Okinawa"	OIST Seaside House	72	44
5	July 29, 2019	August 12, 2019	OIST Workshop "OIST Developing Neural Circuits Course (DNC) 2019"	OIST Main Campus	58	28
6	September 24, 2019	October 3, 2019	OIST Workshop "Okinawa School in Physics: Coherent Quantum Dynamics (2019)"	OIST Seaside House and OIST Main Campus	83	42
7	October 21, 2019	October 25, 2019	OIST Workshop "Advances in Cluster Beam Deposition"	OIST Main Campus	55	39
8	November 11, 2019	November 15, 2019	OIST Workshop "Retina: Mechanism of photoreceptor degeneration and regeneration, and roles of immune system"	OIST Main Campus	49	18
Total					511	298

List of OIST funded Mini-Symposia in FY2019

	Start Date	End Date	Title	Venue	Participants (total)	Participants (overseas)
1	December 2, 2019	December 4, 2019	OIST Mini Symposium "Ecology and evolution of termite gut microbes"	OIST Main Campus	15	6
2	January 14, 2020	January 16, 2020	OIST Mini Symposium "Fluid-Structure Interactions: From Engineering to Biomimetic Systems"	OIST Main Campus	29	10
3	January 21, 2020	January 23, 2020	OIST Mini Symposium "Ant Biodiversity Data Synthesis: Present and Future"	OIST Main Campus	14	11
4	February 19, 2020	February 21, 2020	OIST Mini Symposium "Neuromodulators, functional sensory modification and it's development"	OIST Main Campus	16	7
Total					74	34

List of OIST Jointly-funded and Executive Workshops in FY2019

	Start Date	End Date	Title	Venue	Participants	Participants (overseas)
1	June 10, 2019	June 14, 2019	RIMS x OIST Joint-workshop: "On the problem of resolution of singularities and its vicinity"	OIST Seaside House	23	10
2	October 7, 2019	October 11, 2019	International Society for Microbial Electrochemistry and Technology - ISMET7	OIST Main Campus and OIST Seaside House	230	178
3	November 1, 2019	November 5, 2019	The 20th International Conference on Systems Biology (ICSB2019)	OIST Main Campus	442	206
4	November 20, 2019	November 22, 2019	SWARM 2019: The 3rd International Symposium on Swarm Behavior and Bio-Inspired Robotics	OIST Conference Center	180	54
5	December 16, 2019	December 17, 2019	A*Star - IRCN - OIST Joint Workshop "Tracking Infant Brain Development"	OIST Conference Center	22	8
6	April 17, 2019	April 18, 2019	Academic Sinica x OIST Joint Symposium (Executive WS)	OIST Seaside House and OIST Main Campus	72	37
7	April 18, 2019	April 20, 2019	The State-of-the-Art 3D Tissue Culture & Organoids (Executive WS)	OIST Seaside House	41	10
Total					1010	503

Attachment 2. 4-1 FY2019 Number of Employees

		Permanent				Fixed-term				Part-time				Agency Temp				Total				Total
Division	Job Title	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	Total
Admin	Vice President					1	8	5	9			0				0		1	8	5	9	9
	Associate Vice President					2	2	2	4			0				0		2	2	2	4	4
	Chief Operating Officer						1	0	1			0				0		0	1	0	1	1
	Provost					1		1	1			0				0		1	0	1	1	1
	Dean						1	1	1			0				0		0	1	1	1	1
	Senior Manager			3	3	4	5	3	9			0				0		4	8	3	12	12
	Manager	1		2	3	6	5	2	11			0				0		7	7	2	14	14
	Research Support Specialist						3	3	3			0				0		0	3	3	3	3
	Assistant Manager			1	1	4	4	1	8			0				0		4	5	1	9	9
	Specialist	1			1	21	24	18	45			0				0		22	24	18	46	46
	IT Engineer						10	7	10			0				0		0	10	7	10	10
	Administrative Staff	2		1	3	122	34	19	156			0				0		124	35	19	159	159
	Part-time							0		8	3	5	11			0		8	3	5	11	11
	Agency Temp Staff							0				0		58	13	11	71	58	13	11	71	71
Admin Total		4	7		11	161	97	62	258	8	3	5	11	58	13	11	71	231	120	78	351	351
Research Support Division (RSD)	Associate Vice President			1	1			0				0				0		0	1	0	1	1
	Senior Manager						1	0	1			0				0		0	1	0	1	1
	Research Support Specialist			2	2	6	24	10	30			0				0		6	26	10	32	32
	Assistant Manager					1	1	0	2			0				0		1	1	0	2	2
	Research Support Leader	1			1		7	3	7			0				0		1	7	3	8	8
	Research Support Technician					2	1	1	3			0				0		2	1	1	3	3
	Specialist			1	1	1	3	0	4			0				0		1	4	0	5	5
	Administrative Staff					14	3	1	17			0				0		14	3	1	17	17
	Part-time							0		3		0	3			0		3	0	0	3	3
	Agency Temp Staff							0				0		6	5	0	11	6	5	0	11	11
RSD Total		1	4		5	24	40	15	64	3		0	3	6	5	0	11	34	49	15	83	83
Research Unit (RU)	Professor					4	28	18	32			0				0		4	28	18	32	32
	Associate/ Assistant Professor					8	26	22	34			0				0		8	26	22	34	34
Researcher	Group Leader					4	11	7	15			0				0		4	11	7	15	15
	Staff Scientist					13	52	44	65			0				0		13	52	44	65	65
	Science Technology Associate					8	4	7	12			0				0		8	4	7	12	12
Technician	Postdoctoral Scholar					46	121	135	167			0				0		46	121	135	167	167
	Research Unit Technician					51	56	52	107			0				0		51	56	52	107	107
	Part-time							0		16	12	3	28			0		16	12	3	28	28
RUA	Research Unit Administrator					49	1	1	50			0				0		49	1	1	50	50
	Administrative Staff					1		0	1			0				0		1	0	0	1	1
Temp Staff	Agency Temp Staff							0				0		11	4	2	15	11	4	2	15	15
RU Total						184	299	286	483	16	12	3	28	11	4	2	15	211	315	291	526	526
Total		5	11		16	369	436	363	805	27	15	8	42	75	22	13	97	476	484	384	960	960

2020/03/31現在

		Nationality	Admin	RSD	Research Unit		Total
					(Faculty/Researcher)	(Non Researcher)	
1	AR	Argentinian			2		2
2	AT	Austrian			2		2
3	AU	Australian	5		4		9
4	BD	Bangladeshi	1	1		1	3
5	BE	Belgian	1		3		4
6	BG	Bulgarian	1			1	2
7	BR	Brazilian			4		4
8	CA	Canadian	4	1	5		10
9	CH	Swiss		1	2		3
10	CN	Chinese	1		29	5	35
11	CO	Colombian			1		1
12	CR	Costa Rican			1		1
13	CZ	Czech			1	1	2
14	DE	German			12	2	14
15	DZ	Algerian				1	1
16	EG	Egyptian	1	1			2
17	ES	Spanish	1		5		6
18	FI	Finnish	2		1		3
19	FR	French	1	1	16	2	20
20	GB	British	10		16	4	30
21	GE	Georgian			1		1
22	GR	Greek			2	1	3
23	HR	Croatian			1		1
24	ID	Indonesian			2	1	3
25	IE	Irish		1	4		5
26	IL	Israeli			4	1	5
27	IN	Indian	6		31	3	40
28	IT	Italian	1	1	12	1	15
29	JP	Japanese	273	68	92	143	576
30	KE	Kenyan			1		1
31	KR	South Korean	1	2	6	1	10
32	LK	Sri Lankan				1	1
33	LT	Lithuanian			1		1
34	LY	Libyan			1		1
35	MX	Mexican		1	3	1	5
36	MY	Malaysian			2		2
37	NL	Dutch			1		1
38	NP	Nepalese	1				1
39	NZ	New Zealand			3		3
40	PH	Filipino	2		1	1	4
41	PK	Pakistani			1		1
42	PL	Polish			2		2
43	RO	Rumanian			2	1	3
44	RS	Serbian			1		1
45	RU	Russian Fed.	2	2	8	4	16
46	SE	Swedish	1	1	2	1	5
47	SK	Slovakian			2		2
48	TH	Thai			1		1
49	TN	Tunisian		1			1
50	TR	Turkish				2	2
51	TW	Taiwanese	2		5	4	11
52	UA	Ukrainian	2		2	1	5
53	US	American	30	1	22	15	68
54	VN	Vietnamese	1		4	1	6
55	ZA	South African	1			1	2
56	ZZ	Overseas			1		1
		総計	351	83	325	201	960

Compensation/Salary of OIST SC's Executive Officers and Employees

I Compensation of Executive Officers

1 Items concerning the Basic Policy of Executive Officers' Compensation

① How to determine Executive Officers' salary levels.

The salary level of executive officers was determined in accordance with the international standard and with consideration on their responsibilities of overseeing management, education, and research of an internationally outstanding graduate university.

② How performance is reflected into Executive Officers' compensation in FY2018 (How performance-based salary works and has been adopted)

A Special Adjustment Allowance may be awarded to full-time executive officers when it is deemed necessary in consideration of their internationally excellent research and educational experiences, difficulty of duties, and past achievements, etc.

③ Details of Executive Officers' compensation levels and revisions made in FY2018

Head of
Corporation

1. Details of the officer's salary standard
The compensation of an officer is defined as the sum of base salary (annual salary), a special adjustment allowance, commuting allowance, and housing allowance. The base salary and special adjustment allowance are determined by the Board of Governors upon the discussion with Cabinet Office, within the range up to the maximum amount.
2. Revisions in FY2018
None

Governor

1. Details of the officer's salary standard
The compensation of an officer is defined as the sum of base salary (annual salary), a special adjustment allowance, commuting allowance, and housing allowance. The base salary and special adjustment allowance are determined by the Board of Governors upon the discussion with Cabinet Office, within the range up to the maximum amount.
2. Revisions in FY2018
None

Governor
(Part Time)

1. Details of the Salary Standard of Officers
The compensation of part-time Officers is determined by the Board of Governors based on their employment status and positions.
2. Details of the Revisions in FY2018
None

Auditor

1. Details of the officer's salary standard

The compensation of an officer is defined as the sum of base salary (annual salary), a special adjustment allowance, commuting allowance, and housing allowance. The base salary and special adjustment allowance are determined by the Board of Governors upon the discussion with Cabinet Office, within the range up to the maximum amount.

2. Revisions in FY2018

None

Auditor
(Part Time)

1. Details of the officer's salary standard

The compensation of part-time Officers is determined by the Board of Governors based on their employment status and positions.

2. Revisions in FY2018

None

2 Payment Condition of Officer Compensation

Position	Total Annual Compensation in FY2018				Accession/Retirement Status		Former position
		Compensation (Salary)	Bonus	Others (details)	Accession	Retirement	
Head of Corporation	K Yen	K Yen	K Yen	K Yen			
	75,024	30,000		45,024 (Special Adjustment Allowance)			
"A" Governor	K Yen	K Yen	K Yen	K Yen			
	31,224	20,000		11,224 (Special Adjustment Allowance)			※
"B" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			※
"C" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,300			()			※
"D" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			
"E" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			
"F" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			
"G" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()	1-Nov		
"H" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	980			()			
"I" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	980			()			
"J" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			
"K" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			
"L" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	500			()			
"M" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			
"N" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	649			()		30-Sep	※
"O" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	938			()		1-Jun	
"P" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	896			()		1-May	※
"Q" Governor (part-time)	K Yen	K Yen	K Yen	K Yen			
	1,380			()			*

"R" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"A" Auditor	K Yen 15,107	K Yen 15,000	K Yen	K Yen 107 (Special Adjustment Allowance)			◇
"B" Auditor (part-time)	K Yen 1,704	K Yen 1,704	K Yen	K Yen ()			

*1: In the column of the "others (details)," enter the total amount of allowances, e.g. commuting allowance.

*2: Select either of the following marks according to the type of the Officer's former job.

Retired public employee"*, Seconded officer "◇", Retiree of IAI, etc. "※",

Retired public employee, and then worked & retired from IAI, etc. "※※", leave the column empty if none of the categories apply.

3 Appropriateness of Executive Officers' Compensation Standard

【Validation by Corporation】

Head of
Corporation

The compensation standard for the Head of Corporation is reasonable in consideration of the responsibility and difficulty of overseeing management, education and research of an internationally outstanding graduate university, as well as past achievements, and

Governor

The compensation standard for the Governor is reasonable in consideration of the responsibility and difficulty of overseeing management, education and research of an internationally outstanding graduate university, as well as past achievements, and international standard.

Governor
(Part time)

The compensation standard for part-time Governor is reasonable in consideration of the responsibility of overseeing management, education and research of an internationally outstanding graduate university, as well as their and insight as a Nobel Laureate, etc.

Auditor

The compensation for the Auditor is reasonable in consideration of the responsibility of auditing the management of an internationally outstanding graduate university and difficulty of their duties.

Auditor
(Part time)

The compensation for the Auditor is reasonable in consideration of the responsibility of auditing the management of an internationally

【Verification by Competent Minister】

The compensation for the Governors (including the Head of Corporation) is reasonable in accordance with the international standard and in consideration of their nobleness, academic expertise, and abilities to operate the Corporation effectively.

4 Payment Condition of Retirement Allowance for Officers (Condition of retiree subject to retirement allowance in FY2017)

Classification	Payment Amount (Total)	Period of Service		Retired Date	Performance Evaluation Rate	Former position
Head of Corporati on	N/A					
Governor	N/A					
Auditor	N/A					

5 Appropriateness of Retirement Allowance for Retiree
【Reason for the determination by Competent Minister】

Classification	Reason for Determination
Head of Corporati on	N/A
Governor	N/A
Auditor	N/A

6 How performance-based salary works and is adopted

As another system similar to performance-based salary, the special adjustment allowance scheme has been introduced, which may be paid to a full-time officer if it is deemed necessary in consideration of the officer's experiences regarding internationally excellent scientific research and education, difficulty of duties, and past achievements. This scheme will continue to be applied.

II Salary of Employees

1 Items concerning the Basic Policy of Employee Salary

① How the employee salary level is determined

Referring to factors such as salary levels of national government employees and those of academic institutions in and outside of Japan, the salary level for each type of work will be determined based on individual job performance etc. within the respective range.

② How the efficiency presented by the employee or work performance of the employee is reflected in the salary (How the performance-based salary works and is adopted)

Adopt a performance evaluation system appropriate to the characters of each job category such as faculty, administrative staff, etc. and implement the system while ensuring fairness and transparency, then determine individual salary amounts based on their evaluation results.

③ Details of the salary system and major revisions made in FY2018

1. Details of the salary system

Type of salary: annual salary, overwork allowance, other allowances (commuting allowance, housing allowance, etc.)

Pay system: annual salary system (type of job (faculty, researcher, administrative staff, etc.) and the salary range are set based on job levels.

2. Major revisions in FY2018

The following measures have been continued to be taken.

(1) Optimize the salary level

We will conduct thorough performance reviews and tighten a pay raise. When we adopt a retirement age system, we will actively employ young people over their older counterparts if candidates are equal in ability.

(2) Control of the salary level of employees of the entire institution

In addition to (1), we will also control the salary level as the entire institution for fixed-term employees by promoting employment of new graduates and young people.

2. Payment Condition of Employee Salary

① Payment Condition by Type of Work

Classification	Number	Average age	FY2017 Annual Salary (Average)			
			Total amount	Prescribed amount within the total	Commuting allowance	Bonus within the total
Permanent Employee	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
	17	47.1	9,134	9,134	139	
Research Staff	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
	3	38.8	6,806	6,806	97	
Administrative & Technical Staff	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
	14	48.9	9,632	9,632	148	
Fixed Term Employee	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
	563	42	7,266	7,266	84	
Faculty	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
	51	51.3	15,283	15,283	35	
Research staff	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
	211	39.1	6,671	6,671	59	

Administrative & Research Administrator	No. of staff members 301	Age 42.5	K Yen 6,324	K Yen 6,324	K Yen 110	K Yen
Overseas Employee	No. of staff members -	Age -	K Yen -	K Yen -	K Yen -	K Yen

Note 1: "Permanent employee" should not include staff working abroad, fixed-term or reappointed staff.

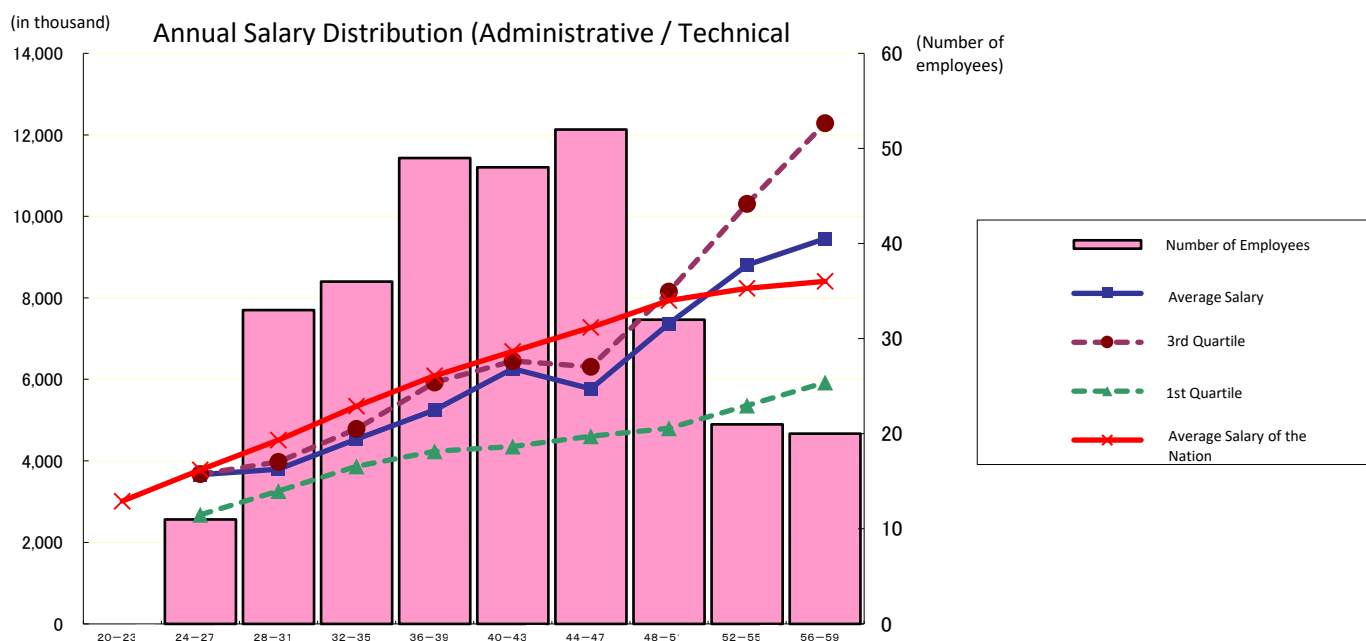
Note 2: If the applicable person is only one, no description on that person's age and annual salary shall be made due to possible identification of the person.

Note 3: Description on non-applicable permanent and fixed term employee positions are omitted.

Note 4: No applicable person was found for re-employed permanent and part-time staff.

Note 5: All staff members of permanent employees, overseas employees, and fixed term employees are employees based on annual salary.

② Annual Salary Distribution by Age (administrative/technical staff)[excluding staff working abroad. This applies down to ④.]



Note 1 : Commuting allowance is deducted from the annual salary shown in ①. This condition applies down to ④.

Note 2 : No applicable person for age 20-23 range.

Note 3 : Including those applicable for annual salary. This condition applied down to ④.

③ Annual Salary Distribution by Job Classification
(Administrative/technical staff)

Groups Representing Distribution	No. of staff	Average age	Annual Salary	
			Average	Max-Min
	People	Age	K Yen	K Yen
Equivalent to director	25	55.0	18,042	46,200~11,666
Equivalent to manager	21	49.3	9,744	12,423~7,964
Equivalent to assistant manager	48	46.0	6,948	9,029~5,036
Equivalent to section chief	78	43.5	5,661	9,194~4,139
Staff	143	38.2	4,003	5,769~2,464

④ Ratio of the Portion in Bonus (Not Applicable)

Division		Summer	Winter	Total
Managerial level	Uniform payment (Each term)	%	%	%
	Assessed Payment (performance basis) (average)	%	%	%
	Max~Min	~	~	~
General staff	Uniform payment (Each term)	%	%	%
	Assessed Payment (performance basis) (average)	%	%	%
	Max~Min	~	~	~

3 Verification of the Appropriateness of Salary Level

○Administrative and Technical Staff

Item	Contents
Compared with Government Officials	<ul style="list-style-type: none"> • Age basis 90.9 • Region/Academic Career basis 101.1 • Age/Academic Career basis 89.2 • Age/Region/Academic Career Bas 100.3
Reason why the salary level is higher than that of the Nation	
	<p>(Corporate Verification)</p> <p>Compared with government officials, Age Basis Index has been less than 100, 92.1 in 2017 and 90.9 in 2018 respectively. Adjustment of the salary level has been addressed through various measures for <u>lowering it</u>.</p> <p>(Verification by Competent Minister)</p> <p>OIST is conducting world-class research and education activities in an international environment where such activities are carried out in English, and more than half of the faculty and students are non-Japanese. Since administrative staffs also must have high expertise to support the researchers, we understand the necessity of having excellent human resources at OIST. OIST has been taking measures to ensure an appropriate salary level under such condition, and as a result, the index compared with government officials showed improvement. We will continue to provide proper instruction and supervision to ensure that such measures will be implemented steadily.</p>
Measures to be Taken	<p>As measures for the future,</p> <ol style="list-style-type: none"> 1) Hire mid-level and younger generation employees over their older counterparts if the candidates are equal in ability. 2) Thoroughly carry out the (personnel) performance evaluation and tighten a pay raise. <p>Through carrying out these measures, appropriate levels of salary is expected to be retained.</p>

4 Salary Model

Note: The description is omitted due to the consistent annual salary system.

5 Consideration on Achievement Allowance Scheme and its Introduction

Achievement allowance scheme is to be introduced for faculty and administrative staff in accordance with the characteristics of their job classification. The result of each individual's achievement is to be reflected on their payment through appropriate implementation, considering fairness and transparency. The scheme is continued to be implemented in the future.

III Comprehensive Personnel Expenses

Classification	Previous FY (FY 2017)	Current FY (FY 2018)
Total Salary and Compensation Payment Amount (A)	K Yen 5,629,323	K Yen 6,043,508
Retirement Allowance Payment Amount (B)	K Yen 5,167	K Yen 11,922
Salary of Part-time Officers (C)	K Yen 80,760	K Yen 83,959
Benefit Package Expenses (D)	K Yen 608,297	K Yen 654,614
Personnel Expense in the most broad sense (A+B+C+D)	K Yen 6,323,547	K Yen 6,794,003

Matters that serve as reference for the Comprehensive Personnel Cost

- Current FY's comprehensive personnel expenses increased due to the addition of 21 employees compared with the previous FY.
- In accordance with "Reduction on Government Public Officials' Retirement Allowance," (decided by the Cabinet on August 7, 2012), the retirement allowance of managerial level personnel has been reduced since April 1, 2013, by multiplying the adjustment ratios, 92/100 (from October 2013 to June 2014), 87/100 (from July 2014 to December 2017), and 83.7/100 (in January 2018 and thereafter).

IV Others

None

添付資料 2. 4-3-1 平成31年度 研修実績・人事
Attachment 2. 4-3-1 FY2019 Number of Employees Taking Training Programs/HR

Course コース名	Method 実施方法	# of times 回数	# of Participation 参加人数
New Graduate Training 新卒研修	Class クラス	1	1
Accounting and Document Management Training 実務者研修（新入職員向け）	Class クラス	11	55
Staff Development Online Program 職員育成オンラインプログラム	Online オンライン	2	24
Microsoft Training マイクロソフト研修	Class クラス	24	137
New Employee Orientation 新入職員オリエンテーション	Class クラス	24	201
Income Tax Filing 所得税確定申告	Online オンライン	1	21
Total		63	439

添付資料 2. 4-3-2 平成31年度 研修実績・外部研究資金

平成31年度 セミナー・会議・コース

セミナー・会議・コース	対象者（記入例：アドミ、研究者、業者等）	参加人数	登壇者（発表言語）	開催日
科研費の使い方説明会（日本語）	研究者、事務職員	20 (Researcher: 6)	OIST 藤松 佳晃 (日本語)	2019/5/20
科研費の使い方説明会（英語）	研究者、事務職員	5 (Researcher: 2)	OIST 藤松 佳晃 (英語)	2019/5/21
2020年度の応募に向けて	研究者、事務職員	48 (Researcher:38)	ASTAROTH：久保 陽介 JSPS：林 史晃 OIST：杉原 忠 (日本語（英語同時通訳）)	2019/6/12
科研費申請書の書き方セミナー	研究者、事務職員	35 (Researcher:31)	OIST 杉原 忠 藤松 佳晃 (英語)	2019/9/18

科研費支援セッション

内容	対象	参加者	担当	開催日
H31交付申請書作成	科研費採択者	12	大竹、藤松、天願、古謝	2019/4/9
R2科研費申請	研究者	36	大竹、藤松、天願、古謝	2019/10/15-18
R2科研費特別研究員奨励費申請(DC)	学生	4	大竹、藤松	2020/2/12

Attachment 2. 4-3-2 FY20189Number of Employees Taking Training Programs, GRCS

FY2019 Seminar/Meeting/Course

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, venders etc.	# of participants	Speaker (language)	Date
Explanatory Session of KAKENHI Use (Japanese)	Researchers and Admin staff	20 (Researcher: 6)	OIST Yoshiteru FUJIMATSU (Japanese)	2019/5/20
Explanatory Session of KAKENHI Use (English)	Researchers and Admin staff	5 (Researcher: 2)	OIST Yoshiteru FUJIMATSU (English)	2019/5/21
Towards FY2020 Application	Researchers and Admin staff	48 (Researcher:38)	ASTAROTH：Yohsuke KUBO JSPS：Fumiaki HAYASHI OIST：Tadashi SUGIHARA (Japanese (Simultaneous interpreting in English))	2019/6/12
KAKENHI Writing Seminar	Researchers and Admin staff	35 (Researcher:31)	OIST Tadashi SUGIHARA Yoshiteru FUJIMATSU (English)	2019/9/18

KAKENHI Support Session

Content	Participants	# of participants	Person in Charge	Date
On-Line Submission/Preparation of Application for Grant Delivery for FY2019 KAKENHI	Awardees	12	Fujimatsu, Otake, Tengan, Koja	2019/4/9
On-Line Submission For FY2020 KAKENHI Application	Researchers	36	Fujimatsu, Otake, Tengan, Koja	2019/10/15-18
On-Line Submission For FY2020 KAKENHI Application (JSPS Research Fellow)	Awardees (students)	4	Otake, Fujimatsu	2020/2/12

添付資料 2. 4-3-3 平成31年度 研修実績・安全衛生

Attachment 2. 4-3-3 FY2019 Number of Employees taking training Programs, OHSS

Seminar/Training Results in FY2019 (excluding on-line training)

2019年度 セミナー及びトレーニング実績（オンライントレーニングを除く）

Period: From April 1, 2019 to March 31, 2020

期間：2019年4月1日から2020年3月31日

Occupational Health and Safety
Section

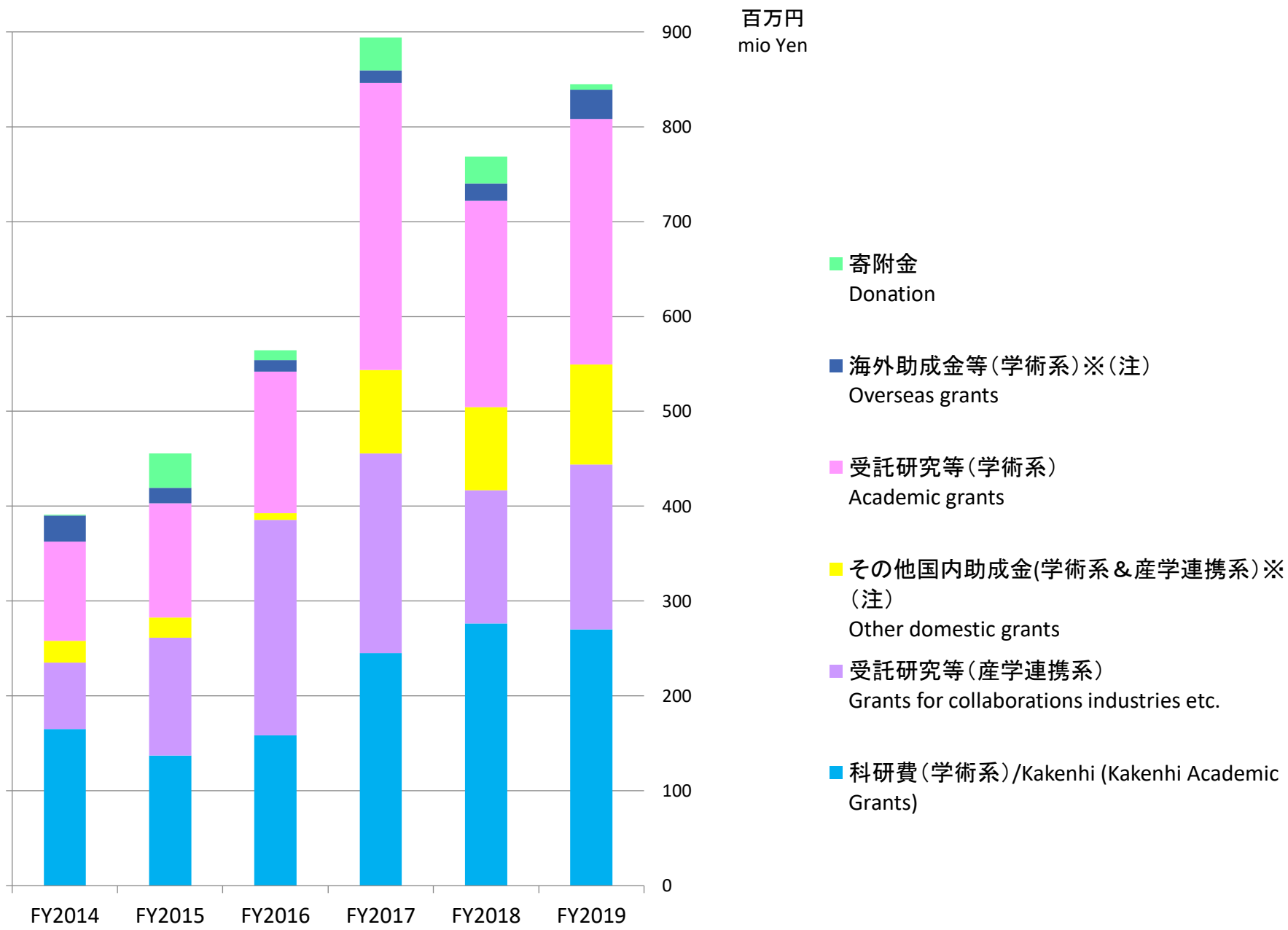
安全衛生セクション

	Date 実施日	Nature of Event 種類	Name of Seminar/Training 名称	Number of Participants 参加人数	Remarks 備考
1	May 10, 2019 2019年5月10日	Seminar セミナー	Virus Vector Seminar ウイルスベクターセミナー	20	
2	May 21, 2019 2019年5月21日	Seminar セミナー	Dangerous Marine Creatures Seminar 海洋危険生物セミナー	55	
3	June 11, 2019 2019年6月11日	Seminar セミナー	Risk Assessment for Leaders 職場リーダー向けリスクアセスメント	56	
4	June 27, 2019 2019年6月27日	Seminar セミナー	Habu Seminar ハブセミナー	43	
5	July 9 & 10, 2019 2019年7月9&10日	Seminar セミナー	PPE Seminar 保護具セミナー	96	
6	July 17, 2019 2019年7月17日	Seminar セミナー	Meteorological Disasters Seminar 気象災害セミナー	42	
7	Aug. 26&27, 2019 2019年8月26,27日	Training トレーニング	Safety Training for Venders (Advanced Program) (2 times in total) 取引先向け安全トレーニング（アドバンスドプログラム） (2回実施)	38	Mandatory for venders who enter experimental areas (effective for 5 years) 実験エリアに出入りするお取引先用必須トレーニング
8	Sep. 19&20, 2019 2019年9月19,20日	Training トレーニング	Ethics in Research using Human Materials and Genomic Medicine 人を対象とした研究の倫理とゲノム医療	14	
9	Nov. 18, 2019 2019年11月18日	Seminar セミナー	Update Session 2019 アップデートセッション2019	176	Mandatory for wet lab members and researech support staff. Online training is also provided. ウェットラボメンバーと研究支援スタッフ必須トレーニング。オンラインでも提供。
10	Nov. 26, 2019 2019年11月26日	Seminar セミナー	Preventing Eyes and Back Strains 眼精疲労と腰痛予防セミナー	43	As part of safety enhancement month events 安全強化月間のイベントとして
11	Jan. 31, 2019 2020年1月31日	Training トレーニング	Mask Fitting Training マスクフィッティングトレーニング	14	
12	Jan. 22, 2020 2020年1月22日	Training トレーニング	Annual Trainig for HSR practitioners 人対象研究従事者のためのトレーニング	23	
13	All through the year 通年	Training トレーニング	Radiation Workers 放射線を取り扱う者 (4 times in total) (4回実施)	20	
14	All through the year 通年	Hands-on 実地講習	Hands-on training on chemical safety 化学安全実地訓練 (5 times in total) (5回実施)	12	
15	All through the year 通年	Hands-on 実地講習	Hands-on training on laser safety レーザー安全実地訓練 (1 time in total) (1回実施)	22	
16	All through the year 通年	Hands-on 実地講習	Hands-on training on lab waste 実験廃棄物安全実地訓練 (2 times in total) (2回実施)	0	No request リクエストなし
17	All through the year 通年	Orientation オリエンテーション	Safety Orientation for Family Access Card Holders 家族カードメンバー用安全オリエンテーション (7times in total) (7回実施)	23	

Acquisition of External Funding (as of March 16, 2020)/外部資金獲得状況

分類 Category	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019	
	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#
科研費（学術系）/Kakenhi (Kakenhi Academic Grants)	165,266,341	54	137,160,016	47	158,517,697	56	245,254,159	86	276,201,309	109	270,013,444	122
受託研究等（産学連携系） Grants for collaborations industries etc.	69,994,690	10	124,337,784	10	227,151,400	18	210,513,791	20	140,701,256	21	173,956,670	17
その他国内助成金（学術系&産学連携系）※（注） Other domestic grants	22,635,500	11	20,989,419	6	7,116,234	10	87,587,000	37	87,523,000	48	105,620,345	55
受託研究等（学術系） Academic grants	104,967,000	5	120,758,500	7	149,131,000	6	302,781,001	10	217,504,200	10	258,767,900	13
海外助成金等（学術系）※（注） Overseas grants	27,166,059	3	16,015,264	3	11,916,945	1	13,335,884	2	18,395,330	4	30,798,406	4
寄附金 Donation	1,075,960	7	36,417,498	13	10,644,779	13	34,747,672	27	28,227,199	24	5,866,229	36
	391,105,550		455,678,481		564,478,055		894,219,507		768,552,294		845,022,994	

※（注） FY2017以降はフェローシップの金額を含む Fellowship is included from FY2017

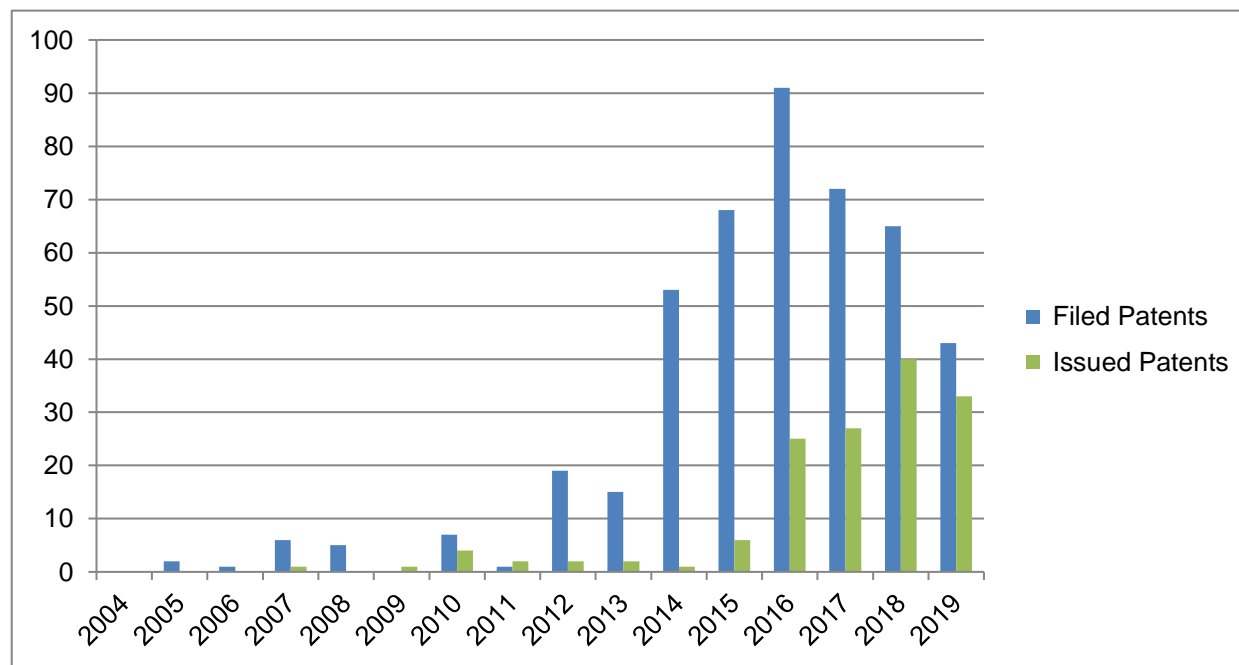


Attachment 4. 1 Patent Status

Fiscal Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Filed Patents	0	2	1	6	5	0	7	1	19	15	53	68	91	72	65	43
Issued Patents	0	0	0	1	0	1	4	2	2	2	1	6	25	27	40	33

* FY2019 is estimated numbers

** The figures include other categories of intellectual property than patents (e.g. trademark)



Attachment 4. 2 FY2019 Industry-related Collaboration and Innovation Seminars and Events

Industry-related Grants, Collaborations, and Agreements

No	Title	New/ Continuing	Funding Source	Collaborators	Details	OIST Partner
1	Alien Species Countermeasures Project	Continuing	Okinawa Prefectural Government	Okinawa Prefectural Environmental Science Center	Countermeasures against fire ants	Assistant Professor Evan Economo
2	Development of Cross-cutting Breeding Techniques and New Feed from Abundant Materials for Fishery Products	Continuing	National Agriculture and Food Research Organization		Genomic analysis of pearl oysters and development of its DNA marker for improvement of disease resistance and pearl quality	Professor Noriyuki Satoh
3	Energy Infrastructure Research Project with Cutting-Edge Technology	Continuing	Sony Computer Science Laboratories		Power Exchange in the Integrated Environment of EV and DC Grid	Adjunct Professor Hiroaki Kitano
4	Okinawa Science and Technology Innovation Development Project	Continuing	Okinawa Prefectural Government	Okinawa National College of Technology	Cell Function Analysis and Signal Transmission Analysis of Okinawan Biological Resources	Professor Tadashi Yamamoto
5	Growing Field Leading Project Creation Program	Continuing	Okinawa Prefectural Government	Okinawa Prefectural Environmental Science Center	Microbial Fuel Cells to Process Swine Waste	Adjunct Professor Igor Goryanin
6	Growing Field Leading Project Creation Program	Continuing	Okinawa Prefectural Government	Okinawa Prefectural Environmental Science Center	Microbial Fuel Cells for Soil Remediation	Adjunct Professor Igor Goryanin
7	OIST Entrepreneurship Support Program	New	Okinawa Prefectural Government		Startup Accelerator Program	Institutional
8	Collaborative Research Project	Continuing		Confidential	Bio	Assistant Professor Keiko Kono
9	Collaborative Research Project	Continuing		Misawa Homes Institute of Research and Development	Environment	Adjunct Professor Hiroaki Kitano
10	Collaborative Research Project	Continuing		Institute of Biological Resources	Drug Development	Professor Tadashi Yamamoto
11	Collaborative Research Project	Continuing		PUES	Automobile	Adjunct Professor Hiroaki Kitano
12	Collaborative Research Project	Continuing		Confidential	Chemistry	Associate Professor Fujie Tanaka
13	Collaborative Research Project	Continuing		Confidential	Drug Development	Professor Noriyuki Satoh
14	Collaborative Research Project	Continuing		Confidential	Environment	Professor Noriyuki Satoh
15	Collaborative Research Project	Continuing		Confidential	Energy	Adjunct Professor Hiroaki Kitano
16	Collaborative Research Project	Continuing		Confidential	Drug Development	Associate Professor Yohei Yokobayashi
17	Collaborative Research Project	New		Confidential	Material	Yoko Nomura (STG)
18	Collaborative Research Project	New		Confidential	Health	Associate Professor Hidetoshi Saze
19	Collaborative Research Project	New		Confidential	Bio	Associate Professor Bernd Kuhn
20	Sponsored Research Project	New		Confidential	Energy	Professor Tsumoru Shintake
21	Sponsored Research Project	New		Confidential	Bio	Professor Noriyuki Satoh
22	Sponsored Research Project	New	JST	SCORE Program	Health	Takayuki Teruya (Yanagida Unit)
23	Other Project	New		Confidential	Energy	Associate Professor Yabing Qi
24	Private Grant	Continuing		Naito Foundation	Bio	Assistant Professor Keiko Kono
25	Private Grant	New		The Uehara Memorial Foundation	Bio	Kazumi Kasahara (Doya Unit)
26	Private Grant	New		The Nakajima Foundation	Bio	Assistant Professor Kazumasa Tanaka
27	Private Grant	New		Urakami Foundation for Food and Food Culture Promotion	Health	Koki Nishitsuji (Satoh Unit)
28	MOU	Continuing		The Okinawa Development Finance Corporation		Institutional
29	MOU	Continuing		DeepCore	AI	Institutional
30	MOU	Continuing		Republic of Maldives Kokyo Tatemono	Energy	Professor Tsumoru Shintake
31	MOU	New		Confidential	Energy	Institutional
32	Cooperation Agreement	Continuing		Mizuho Shuzo	Environment	Adjunct Professor Igor Goryanin
33	License Agreement	Continuing		Okinawa Protein Tomography	Bio	Professor Ulf Skoglund
34	License Agreement	Continuing		Confidential	Environment	Professor Noriyuki Satoh
35	License Agreement	Continuing		Confidential	Bio	Professor Mitsuhiro Yanagida

36	License Agreement	Continuing		O-Force	Pharma	Institutional
37	License Agreement	New		Confidential	Pharma	Associate Professor Fujie Tanaka
38	Option to License Agreement	New		Confidential	Material	Institutional
39	Non Disclosure Agreement	Continuing		Confidential		Institutional
40	Non Disclosure Agreement	Continuing		Confidential		Adjunct Professor Igor Goryanin
41	Non Disclosure Agreement	Continuing		Confidential		Professor Amy Shen
42	Non Disclosure Agreement	Continuing		Confidential		Professor Amy Shen
43	Non Disclosure Agreement	Continuing		Confidential		Professor Amy Shen
44	Non Disclosure Agreement	Continuing		Confidential		Professor Amy Shen
45	Non Disclosure Agreement	Continuing		Confidential		Institutional
46	Non Disclosure Agreement	New		Confidential		Associate Professor Keshav Dani
47	Non Disclosure Agreement	New		Confidential		Associate Professor Keshav Dani
48	Non Disclosure Agreement	New		Confidential		Professor Kenji Doya
49	Non Disclosure Agreement	New		Confidential		Professor Eliot Fried
50	Non Disclosure Agreement	New		Confidential		Assistant Professor Hiroshi Watanabe
51	Non Disclosure Agreement	New		Confidential		Associate Professor Yohei Yokobayashi
52	Non Disclosure Agreement	New		Confidential		Professor Tsumoru Shintake
53	Non Disclosure Agreement	New		Confidential		Institutional
54	Non Disclosure Agreement	New		Confidential		Institutional
55	Non Disclosure Agreement	New		Confidential		Adjunct Professor Igor Goryanin
56	Non Disclosure Agreement	New		Confidential		Adjunct Professor Igor Goryanin
57	Material Transfer Agreement	New		Confidential		Associate Professor Hidetoshi Saze
58	Material Transfer Agreement	New		Confidential		Associate Professor Hidetoshi Saze

Exhibitions Promoting OIST Research and Technologies

No	Program	Date	Place	Organizer	Details	Remarks
1	JST Technology Showcase	Jun 2019	JST Tokyo	Japan Science and Technology Agency	Presentations and partnering meetings	
2	Okinawa Promotion Seminars	Jul 2019	Hotel New Hankyu Osaka Tokyo Royal Park Hotel	Okinawa Prefectural Government	Booth exhibition and partnering meetings	
3	Taiwan Innotech Expo	Sep 2019	Taipei World Trade Center	Taiwan External Trade Development Council (TAITRA) Industrial Technology Research Institute (ITRI)	Booth exhibition	
4	BioJapan 2019	Oct 2019	Pacifico Yokohama	BioJapan Organizing Committee	Booth exhibition and partnering meetings	
5	Okinwa Venture Market	Nov 2020	Okinawa Cellular Park Naha	Okinawa Venture Market Executive Committee	Booth exhibition and partnering meetings	
6	nano tech 2020	Jan 2020	Tokyo Big-Sight	nano tech Executive Committee	Booth exhibition and partnering meetings	
7	ResorTech Okinawa	Feb 2020	Okinawa Convention Center	ResorTech Okinawa, Okinawa International IT Trade Fair Executive Committee	Booth exhibition and partnering meetings	
8	Hello Tomorrow Global Summit 2020	Mar 2020	Centquatre Paris	Hello Tomorrow	Partnering meetings	Cancelled due to COVID-19
9	UNITT workshop on identifying good inventions	Mar 2020	Tokyo University of Science	University Technology Transfer Association, Japan (UNITT)	Training for tehnototy transfer professionals	Cancelled due to COVID-19

Seminars, Courses, and Events Related to Innovation (Intellectual Property, Entrepreneurship, R&D Cluster, etc.) Organized by the Technology Development & Innovation Center

No	Title	Date	Speaker/Instructor	Number of Participants
1	Seminar: DeepX - Machine automation using deep learning	Jun 2019	DeepX	30
2	Seminar: Welcome to Silicon Valley: An Overview	Jul 2019	Alfedo Coppola US Market Access Center	20
3	Fireside Chat: Building a Dream Team for University Startups	Aug 2019	Jello-X Margaret Dah-Tsyr Chang	20
4	NTHU x OIST Joint Seminar: Accelerating Research Towards Applications in Life Sciences	Aug 2019	Professors and reserchers from NTHU and OIST	35
5	Media training: Communicating your innovation projects	Sep 12-13, 2019	Thibodeau Media Group ; Riggo Productions	8
6	Seminar: Intellectual Property for Researchers/Admin Staff (Japanese)	Oct 2019	Yuji Hondo Hondo Patent & Trademark Office, Japan	33
7	Seminar: Intellectual Property for Researchers/Admin Staff (English)	Nov 2019	Ryohei Yoshida Tsukuni & Associates Patent Attorneys Office, Japan	18
8	Course: Introduction to Intellectual Property for Graduate Students	Nov 2019	Ryohei Yoshida Tsukuni & Associates Patent Attorneys Office, Japan	25
9	Intro to Entrepreneurship Training Program	Nov 2019	George Washington University	15
10	Fall 2019 Lean Startup Entrepreneurial Training Program	Nov 2019	George Washington University	13
11	Innovation Seminar Series: Prof. Jocelyn Faubert	Nov 2019	Jocelyn Faubert University of Montreal, Canada	25
12	Innovation Seminar Series: Dr. Thomas Ishoe y	Jan 2020	Thomas Ishoe y Biota Technology, US	32
13	HITACHI x OIST Joint Symposium	Feb 17, 2020	5 HITACHI researchers, 5 OIST PI's	150
14	Fundraising training: How to raise money for your innovation projects	Feb 25, 2020	Craig Pollard, Planet Fundraising	15
15	OIST Start-up School Series 1-9	Nov 2019 -Mar 2020	Masa Nakatsu Entrepreneur-in-Residence	54
16	Deep Tech Island Startup Club Series 1-6	Nov 2019 -Mar 2020	Masa Nakatsu Entrepreneur-in-Residence	42
	OIST Forum Tokyo	Mar 2020 (Postponed due to COVID-19)		
			Total Participants	535