

Okinawa Institute of Science and Technology  
School Corporation

Fiscal Year 2024 Business Plan

OIST



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## **Introduction**

This Business Plan (BP) has been developed by the Okinawa Institute of Science and Technology School Corporation (OIST SC) to meet the objectives of contributing to the promotion and sustainable development of Okinawa as well as contributing to the advancement of science and technology in Japan and throughout the world. It has discussed with the OIST Board of Councilors and approved by the OIST SC Board of Governors. The BP guides the operations of OIST SC by setting goals and providing action items for the fiscal year (FY) 2024, from April 2024 to March 2025.

## **Planning Framework and Evaluation Approach**

In accordance with the Cabinet Office Ordinance for enforcement of the OIST School Corporation Act (Cabinet Office Ordinance No. 59 of 2011)), the plan has the following 5 chapters: 1) Education and research, 2) Governance and administrative transparency and efficiency, 3) Finance - External Funding, 4) Contribution to self-sustainable development of Okinawa, and 5) University campus and community development; safety and environment protection. Each chapter has subchapters consisting of Goals and Actions. Based on the Bylaws of the OIST SC, the draft Business Plan will be submitted to the Board of Councilors (BOC) for their review and to the Board of Governors (BOG) for their final approval. The plan will be submitted to the Prime Minister for approval based on the OIST School Corporation Act (Act No.76 of 2009). The government will provide financial support to the OIST SC based on the assumption that the OIST SC will implement the approved Business Plan appropriately.

As a corporation established on the basis of special legislation and largely funded by the government, it is our responsibility to implement the Business Plan steadily and to demonstrate accountability for our activities, including status of implementation of the Business Plan, to the general public. A key to achieving these aims effectively is the relationship between the BOG as an overseeing body and the CEO/President executing daily operations. The BOG is responsible for overseeing the CEO/President's implementation of the Business Plan, and the CEO/President is responsible for reporting the status of implementation of the Business Plan to the BOG. In addition, the Auditors of OIST SC will supplement this relation by conducting independent and rigorous auditing on all aspects of operations including the status of implementation of the Business Plan.

After the end of each fiscal year, the organizational performance will be reported to and evaluated by the BOG and the BOC. The evaluation results will be utilized in planning and executing business as a basis for the next step to achieve OIST's objectives. To ensure transparency, the annual report together with the evaluation results will be posted on the OIST web site by the end of June of the following fiscal year.

For a transparent and quantitative monitoring of progress against the plan, metrics will be provided for sub-sections of the Business Plan whenever appropriate. These metrics will also allow for analyses of the growth of OIST Graduate University and international comparison with benchmarked institutions. Most of the metrics should be evaluated in the spirit of achieving the goals described above. Therefore, these metrics themselves are not the objectives.

## **1. Education and Research**

### **Education**

OIST will develop its strong and innovative PhD program. The addition of new faculty members significantly increases the research opportunities for students and will allow a yet further strengthening of the curriculum.

## **Research**

OIST will continue to conduct world-leading research and publish in high-impact journals. OIST will continue to recruit outstanding faculty members and support newly hired faculty members for their swift lab start-up and commencement of research. OIST will also review appropriate organizational structure, number of research support staff at Core Facilities by taking into account of increment of OIST researchers and expansion of research area at OIST, and make efforts to secure excellent human resources.

## **Expansion of the University**

The number of faculty units will be increased to 96, further strengthening the University's areas of research competence while maintaining the highest quality standards in the selection. OIST will maintain the highest quality standards in the selection and elevate the qualities of applicants to acquire the best students.

## **Expansion of Educational Reach**

OIST will aim to develop educational offerings including certificates to expand OIST's reach to new groups of learners.

### **1.1 Ph.D. Program**

#### **Goal (1)**

Taking full advantage of world-class science faculty and facilities, OIST will provide exceptional academic program and research training for students.

#### **Actions (1)**

##### **Research Training**

- OIST will facilitate students to receive academic and research training in front-line sciences for their PhD by providing operational support for academic success including courses, mentoring, research supervision and examinations.
- OIST will make available to its students external, world-leading researchers and examiners to improve research opportunities and outcomes from our PhD program.
- OIST will ensure students are provided with adequate and appropriate research facilities and equipment and IT support.

##### **Curriculum**

- OIST aims to increase and refine the selection of courses available to students, including co-curricular instruction, in order to broaden the depth and breadth of the OIST curriculum.
- OIST aims to develop and support diversity of course delivery, including online.
- OIST aims to continue the process of curriculum review to provide the most appropriate courses at the most appropriate time to students and improve efficiency of education.
- OIST will develop pedagogical resources and improve teaching and learning approaches, leading to higher quality learning experiences for students.

##### **Research Internship**

- OIST will provide a Research Internship program available to talented students with excellent research

potential.

### **Metrics (1)**

- 1) Number of publications by students
- 2) Number of external scholarships, etc. our students receive
- 3) Number of examinations for proposal and thesis
- 4) Number of graduates
- 5) Average number of students per faculty member
- 6) Number of electives, independent study and special topics courses offered
- 7) Number of co-curricular courses offered (mini-courses, professional and career development activities)
- 8) Number of credits earned through external courses
- 9) Number of Research Interns

### **Goal (2)**

Understanding the unique needs of each student, OIST will provide them strong support toward academic success and professional and personal development to impact their life broadly.

### **Actions (2)**

#### **Student Support**

- OIST will provide a full range of student-centered and flexible support to students in the areas of relocation, travel, housing, language assistance, emergency care, and financial assistance so that they can concentrate on their study.
- OIST will provide comprehensive support to provide a safe and healthy environment for students, including proactively reaching out to students for early problem detection, increasing communication with students, and seamless coordination of support across campus.

#### **Professional and Career Development**

- OIST will provide a Professional and Career Development Program to prepare students for a wide range of career opportunities.
- The Professional and Career Development Program of Graduate School will collaborate to be part of a broader network of professional development OIST-wide for the betterment of its staff, students, and ultimately Okinawa and Japan.
- To empower students' effectiveness as early-career scientists, OIST will support diverse networking opportunities such as conferences, workshops, visits to other institutions, career events, and inviting external speakers to OIST.
- OIST will seek available funding opportunities for students and support the entire application process by holding information, grant writing and interview practice sessions, and providing clear guidance on the applications.
- OIST will provide relevant skills training to all students to translate discovery into impact and contribute to society within Japan and beyond.
- OIST will provide relevant training to help students develop and refine intellectual skills such as

communication.

- OIST will provide opportunities for students to interact with other universities in Okinawa and Japan including student exchange, networking and teaching.

### **Metrics (2)**

- 1) Number and nature of professional and career development activities
- 2) PhD student retention rate, time to graduation

### **Goal (3)**

To enrich the mutual benefits between OIST and Okinawa, Japan, and the World, OIST will further develop communication and collaborations with other educational institutions and communities.

### **Actions (3)**

#### **Student Collaborations**

- OIST will maintain and enhance collaborative relationships with other universities by developing agreements concerning Research Interns, Special Research Students, co-supervision, study-leave, and other exchange opportunities.
- OIST will hold events and workshops to provide students in Okinawa and those of Okinawan ancestry opportunities to get to know OIST and/or apply to the PhD and Research Internship Programs.
- OIST will improve integration of its student activities into the Okinawan environment and community to strengthen each student's ties with Okinawa and to enrich benefit sharing with Okinawa.

#### **Student Recruitment**

- OIST will continue to diversify student recruitment activities to attract a diverse group of world-class students for PhD program and Research Intern program.
- OIST will keep track of participants of GS events and programs.

#### **Science Education and Outreach**

- OIST will sharpen its branding and adjust our external communications to increase awareness of OIST programs, and to better appeal to target populations for future student recruitment.
- OIST will offer various activities such as school visitation programs, science classes, and workshops to local and nationwide STEM-focused junior high and high school students, including Super Science High School.
- OIST will strengthen engagement with junior and high school students through Science Education Outreach activities, by improving communication and information sharing.

### **Metrics (3)**

- 1) Number of applications for the PhD program (Japanese and International)
- 2) Number of admitted PhD students (Japanese and International)



- 3) Number of applications for the RI program
- 4) Number of admitted RI students
- 5) Number and list of agreements with other universities for situations
- 6) Number of high school visitors

#### **Goal (4)**

OIST will improve business efficiency of GS functions, curation of records and policies, and communication consistently improving over time as the University grows.

#### **Actions (4)**

##### **Policy and Process Management**

- OIST will continue to revise, in collaboration with the Faculty Assembly and the student body, relevant policy, rules and procedures to improve the effectiveness and efficiency of the administration of the OIST academic program.
- OIST will improve the curation and dissemination of policy changes to other stakeholders internal and external.
- OIST will improve student record management system and curation and visualization of longitudinal data.

##### **Business Efficiency Re-engineering**

- OIST will re-engineer workflow and processes of the Graduate School and employ relevant software to improve our business effectiveness and efficiency.
- OIST will support Graduate School staff by creating individual development plans and providing training and other opportunities for professional skills development and personal growth.

##### **Communications**

- To enhance mutual understanding and improve our quality of service, OIST will continuously adapt our communications with students, faculty, and relevant administrative divisions.
- OIST will improve the Graduate School website to enhance online communication to the public including prospective students.

#### **Metrics (4)**

- 1) Number and nature of GS meetings with students and faculty

## **1.2 Scientific Research**

### **Goal**

OIST Graduate University will conduct world-class interdisciplinary research. We will foster a diverse international community of researchers, including students, postdocs, and staff, and are committed to the pursuit of new knowledge through basic and applied research. We are committed to the training of an international community of researchers including students, postdocs and staff. OIST will encourage, motivate and support its talented faculty, students and scientists to enhance their research capabilities by promoting a collaborative cross-disciplinary research environment, providing excellent facilities, equipment and research support, and by

conducting regular and rigorous peer review. We will continue to perform fundamental and applied research that can lead to major discoveries and be relevant and beneficial and impactful to the societal needs. We are committed to enhancing our research capabilities by strategically advancing the MEXT's "Project for Strengthening Regional Core and Distinctive Research Universities (J-PEAKS)," which we were granted in FY2023.

## **Actions**

### **Promotion of Cross-disciplinary Research**

- We will support start-up of new research units.
- We will aim to hire female faculty to improve the gender balance in the faculty.
- We will expand Faculty Lunch Talks into several campus-wide seminar series to promote inter-unit conversations and anticipate that this will promote interdisciplinary research.
- The Library actively collects electronic resources so that necessary content can be accessed via remote access and provides infrastructure to retrieve academic information efficiently.
- We will continue to have External Faculty who will teach at OIST and collaborate with our faculty. This also fills the gap that OIST faculty cannot provide to our students.

### **Research Support**

- To enable researchers to conduct world-class research in cross-disciplinary fields of science and technology, we will promote the use of Core Facilities by focusing on efficient operation of the facilities and development of specialized staff.
- To further enhance the top of the world research capabilities, we will continue equipping Core Facilities.
- We will continue to promote research ethics, by organizing research ethics training and seminars.
- 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.
- We will steadily promote the COI-NEXT project grant awarded in November 2022 (One World, One Health: Realization of Sustainable Society based on Healthy Mind, Body, and Environment) and will continue to our efforts to strategically obtain similar largescale grants and strengthen our system for this purpose.
- The OIST Center for Quantum Technologies was established to strengthen the structure of the “Quantum Technology Innovation Center” and drive to promote interdisciplinary research and innovation in an international environment based on the “Vision for Quantum Future Society” (formulated by the Integrated Innovation Strategy Promotion Council in April 2022).
- We will promote external use of Core Facilities to diversify the external incomes and enhance domestic and international Core Facility network.

### **Publication and Communication**

- Whenever we hear of an important new result from a faculty member, we encourage them to communicate this to our Communications and Public Relations Division. 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. We publicize journal publication results in our website and make sure that these are available in the OIST Institutional Repository.

- We will provide accessible information about OIST to the scientific community and general public in Okinawa, Japan and overseas, through OIST web articles, press releases, press conferences, print publications, social media, and thought leadership, including high profile speaking opportunities.
  - OIST will implement proactive media relations strategies to generate. This will include press releases and articles about new scientific directions and outcomes. These will be disseminated to local, national, and international media through new and established channels.
  - OIST will collaborate with other academic institutions and maintain a national and global network of science communicators to enhance the institution's contribution to capacity-building in science communication.
  - OIST will continue to strengthen social media and other digital channels.
- OIST will enhance internal communication channels to help ensure that all faculty, staff, and students within the institution can contribute to OIST's successful promotion and engagement, and are well-briefed on progress, challenges and achievements.
- To sustain academic quality and collaboration, OIST will provide technical support, relevant documentation and training to OIST staff, researchers and students to support smooth delivery of remote meetings and seminars.

### **Metrics**

- 1) Number of researchers (faculty, postdocs, technicians, and students)
- 2) Evaluation of research results by internal quality control standards in accordance with DORA
- 3) Number of joint publications between different faculty members.
- 4) Number of research honors
- 5) Number of awarded research grants (number and amount)
- 6) Number of fees for use of Core Facilities by external users (number and amount)
- 7) Number of scientific meetings hosted by the Core Facilities, Office of the Provost and Office of the Dean of Research (number and number of participants)
- 8) Number of joint research hosted in the Core Facilities (number and number of visitors)
- 9) Number of training courses hosted in Core Facilities for external researchers and students (number and number of participants)

## **1.3 Faculty Affairs**

### **Goal**

We aim to recruit top talented professors at all levels who demonstrate excellent scholarship and creativity in research and an interest in interdisciplinary research. The office also facilitates faculty evaluations, faculty meetings, space allocation for units, researcher hiring and retention, faculty, and postdoctoral career development, including visitor programs and programs for promoting excellence. Additionally, we support the university library, and other miscellaneous faculty and researcher matters. Further, we will provide Career Development Programs for all personnel at OIST and enforce archiving of research data of all OIST publications.

## **Actions**

### **Appointment**

- We will continue to recruit faculty members strategically considering budget and research space available.

### **Faculty/Research Evaluation**

- We will conduct faculty evaluations (unit review, promotion review and tenure review) at the internationally highest standards.
- We will conduct tenure review of 6 faculty and promotion review of 1 faculty.
- We will conduct unit reviews for 16 research units.
- We will continue faculty appraisals. The appraisals will be conducted by the Dean of Faculty Affairs (and if necessary, the Provost) based on individual faculty research, teaching, university service, and external grants received. The appraisal will be reflected in the salary and other resources granted. Faculty will be assured that individual (as opposed to aggregated) information will not be made available outside of OIST. In addition, we will check whether faculty members have published Annual Reports on their websites by encouraging them to do so.

### **Research Productivity Report**

- We will continue to increase the number of research items registered and enhance the support system for Open Access university wide.

### **Senior Appointment & Post Retirees**

- A faculty member who has reached the retirement age, but his/her research is deemed to be suitable for extension and is invited by the President will be considered for continuation of research after conducting a rigorous review.

### **Faculty Development**

- C-Hub will provide faculty with programs, workshops, resources, and individual consultations to enhance their leadership & management, mentorship, communication, collaboration and writing skills, orientation programs, and support.

### **Students, Research, and Admin Staff Development**

- C-Hub will provide students, research staff, and admin staff in addition to faculty, with programs for developing their leadership, management, and several other skills. We will establish a new early career female leadership program to increase the representation of women researchers and faculty in the sciences.

### **Alumni Network (OAAN)**

- By utilizing the OIST Alumni and Association Network (OAAN) Platform, OIST associates and alumni will be able to stay connected with OIST and allow ongoing interactions amongst the past and current OIST community of researchers and students. We will host scientific seminars and networking events and provide professional development workshops and mentoring programs through the OAAN.

## **Metrics**

- 1) Number of research units evaluated
- 2) Number of tenure reviews and promotion reviews
- 3) The number of papers registered in the Institutional Repository

## 1.4 Global Networking

### Goal

OIST will continue to create strong networks with the international and domestic science communities. It will do this, for example, by hosting joint academic and research symposia/workshops with universities and institutions 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.

### Actions

- OIST will provide opportunities for students to interact with other universities in Okinawa and Japan including student exchange, networking, and teaching.
- In addition to focusing on activities to strengthen networks, such as promoting exchanges and dialogue with other universities and research institutes, we will facilitate cooperation measures that will contribute to fostering globalization and strengthening research capabilities at other domestic universities.
- We will host international courses and workshops of world-leading quality, providing students and young researchers with the opportunity of learning forefront science and interacting with outstanding peers.
- OIST will provide a Research Internship program available to talented students with excellent research potential.
- OIST will provide a full range of student-centered and flexible support to students in the areas of relocation, travel, housing, language assistance, emergency care, and financial assistance so that they can concentrate on their study.

### Metrics

- 1) Number of international courses and workshops organized by OIST, and in partnership with other universities and institutes (25)
- 2) Impressions and feedbacks from the participants of international courses and workshops
- 3) Number of new partnership programs and extension of existing programs with international and domestic leading universities and institutions (15)

## 2. Governance and Administrative Transparency and Efficiency

### Governance and Administration

Successful operations of an international graduate university in science and technology require flexible, efficient, and effective administrative management, which will enable it to adjust to the rapid changes in academic and business environment as well as global competitions.

A yearly prioritized strategic process will start 2024 with proactive OIST community engagement, followed by executive alignment of resources and planning, and followed by outcome measures of trends and targets toward the mission goals.

Administrative procedures should provide appropriate support for creativity and innovation. A high level of transparency is one of the requirements, as are compliance with the laws and regulations, and accountability to the Japanese taxpayer.

OIST Graduate University aims to provide a new model for universities in Japan not only in science and education, but also in approaches to the administration and financing of an international university.

### 2.1 Basic Structure for Governance and Business Operations

#### Goal (1)

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.

OIST will continue to ensure that the bylaws and Policies, Rules and Procedures (PRP) remain consistent with all relevant laws and regulations.

Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the corporation, including comparison with international best practice.

#### Actions (1)

##### Basic Management

- Regular BOG meetings will be held in May, October and February, and regular BOC meetings will be held in May and February. In the BOG meeting in May, the performance and achievements of the previous fiscal year will be reported and evaluated. The results of this assessment are made available to the CAO for public sharing. To prepare for the implementation of the amended Private School act, there will be some ad-hoc meetings planned to be held.
- BOG and BOC meetings in May and October will each have about one extra day meeting, in addition to the two-days main meetings, to accommodate more discussions focused on the relevant role of the BOG and BOC. BOG and BOC sub-committees will have the opportunity to pre-discuss important issues. The

BOG Steering Committee will its practice of meeting with the Faculty Council during the pre-meetings.

- The CEO/President will 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.
- The CEO/President will identify serious risks and prepare mitigation/control measures at weekly executive committee meetings and report to the BOG.
- Auditors will conduct rigorous regular audits of all aspects of business operations, 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. Auditors will conduct more thorough audits based on the strengthening of the auditor system and maintain effective communications with the university management while keeping appropriate independence. Auditors 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.

### **Expansion of the University**

OIST will continue to recruit outstanding faculty members at all levels who demonstrate excellent scholarship and creativity in research and an interest in interdisciplinary research. OIST will adapt its organizational structure, to best match the expansion of the research areas at OIST. OIST will steadily implement the development of new collaborative space facilities to facilitate open innovation, the additional Incubator Facility, and their exploitation. Regarding accommodation, on-campus PI accommodation is at capacity, discussion will continue for future options of off-campus housing. Tokyo office will continue to strengthen the capability of information dissemination, outreach, and collaboration with government, universities, and research institutes as well as an industry under the new structure.

### **Goal (2)**

OIST Graduate University will continue to build and maintain internal administrative organization following international best practice for world-class international graduate universities to ensure effective administration. While being autonomous, OIST Graduate University will keep close contact with CAO to ensure accountability to the Japanese Government for its budget execution and business operations.

### **Action (2)**

#### **Development of Administrative Organizations**

- The President/CEO, Vice CEO, and other executives will continue to meet regularly to prepare major decisions, share information and review the status of business operations. The Executive and the Faculty Assembly will continue to meet bi-monthly to share and improve the flow of information between senior management and the Faculty. The Salary Review Committee will continue to meet as needed.
- 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 the next fiscal year well in advance through close discussion with CAO.
- Provision state-of-the-art IT tools, services and support, enabling the University in its mission to become a world leading university.

- Continue to ensure that clear, concise and up to date knowledge bases and user education programs exist to enable users to appropriately and timely leverage IT tools, resources and services.
- Identify, evaluate, design, deploy and maintain the enterprise technology platform that supports the university expansion.
- Ensure that platforms for research and education are as automated and efficient as possible.
- We will ensure the continuity of a flexible and secure network environment that meets research requirements.
- Promote efficiency improvement activities of administrative tasks based on the IT strategy established in the current FY. Ensure the alignment of IT with the business plan through continuous interaction and feedback.
- Track alignment with best practice through external peer review.
- Drive digital transformation to identify, develop and support enterprise systems and services that supports the university's business efficiently.
- Consider and select the best solution for 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.
- While reducing operational costs and increasing safety, contribute to business process and work style innovation through digital transformation with working together with other administrative divisions, and simplify and automate office work and promote standardization and efficiency.
- Reinforce information security governance, and enhance information security control through information security education, multi-factor authentication, and device-based access control. Further enhance existing security threat monitoring, enabling real-time threats detection such as malicious software or hacking that may compromise the integrity of OIST networks or systems as well as implementing appropriate measure for Web site tempering and other threats. We aim to ensure resilience through the development of an incident response plan and the implementation of regular simulation exercises.
- 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.
- Defend OIST SC from claims in and out of court and avoid financial damage and reputational risk.
- 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).

## **2.2 Budget Allocation and Execution**

### **Goal**

On executing the budget including government 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.



## **Actions**

### **Budget Allocation and Execution**

- Strategic Resource Allocation Committee (SRAC), formulate high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, and Equipment budget. The proposals will be then approved by the President/CEO.
- 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.
- 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.
- All research-related budgets shall be closely monitored and adjusted through September and January budget reviews.

In light of the increasing trend in the amount of external funds received, the Strategic Resource Allocation Committee (SRAC), an existing framework under the direction of the President, will be strengthened to ensure the sharing of important information and to properly formulate budget request proposals, allocation plans, and execution management for the entire university, including external funds.

- 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.
- 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.
- 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 as necessary on the University's policy and rules.

## **2.3 Efficiency of Business Operations**

### **Goal (1)**

OIST Graduate University will continue its efforts to improve efficiency in its business operations.

### **Actions (1)**

- Under the supervision of the Secretary-General and the Vice President for Strategy Implementation, streamlining administrative operations in the five areas of (1) strategy execution, (2) government relations, (3) external communications, (4) human resources, and (5) IT.
- Support research activities, such as utilizing the methods of unit price contracts, bulk purchase for research materials and reagents, and multi-year contracts.
- Reduce costs of system and research equipment maintenance by reviewing the contracts etc.
- 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 improving the segregation and procedures related to procurement for the future expansion of the University.

- 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.
- 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. In addition, in order to reduce the number of single bidding, we will strive to implement competitive and fair bidding procedures by, for example, conducting questionnaires to vendors that declined or did not participate in the bidding process, and reflecting areas that need improvement in subsequent projects.
- We set appropriate construction unit prices and ordering methods by studying the level of similar facilities at national university corporations and trends in the construction market for facility development.
- We will continue to review Rules and regulations concerning travel expenses from the perspective of further streamlining and simplifying procedures.
- In response to the depreciation of the yen and the recent sharp rise in inflation and utilities costs, we will continue to study measures for reducing fixed costs.
- 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.

### **Metrics (1)**

- 1) Number of unit-price contracts: more than 39 (based on fixed value in FY2022)
- 2) Ratio of the number of purchase contracts concluded through tendering or other competitive processes: more than 62%
- 3) Successful bid rate for those excluding research related purchases
- 4) The ratio of single bidding

### **Goal (2)**

OIST Graduate University makes the best use of its facilities and equipment.

### **Actions (2)**

#### **Effective Use of Facilities**

- 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 among Facility Management Division, Office of the Provost and Space Allocation Committee which has jurisdiction over space allocation and reallocation, and meeting and interviews with the research units to understand their

needs.

- Continue studies for optimization of use of Seaside Campus and Seaside House Building in relation with future expansion of OIST based on OIST strategic plans.

## 2.4 Personnel Management

### Goal

To attract, retain and develop talent, we actively hear employees' voice. We continue improving HR policies and systems in more sustainable and effective way with full legal-compliance, so that we can realize even more diverse and inclusive workplace. We, as an enterprise strong supported by national fund, will continue making efforts to control overall people-related operating costs.

### Actions

#### Recruitment

- We will establish a strategic resource plan in order to compete in the global talent acquisition market while ensuring a sustainable talent cost model for OIST. Based on the approved resource allocation plan and position requisitions, we will implement a fair and timely talent acquisition process, proactively searching qualified, competitive pool of candidates.
- HR and CPR will collaborate to leverage social media for proactive communication to the external market, reaching out to potential candidates who are not yet actively looking for jobs. We will improve recruitment processes to hire strong talent much faster and more effectively, thereby increasing new hire experience and ultimately OIST's employer branding. We will strive to recruit excellent Okinawans.
- We will plan a talent acquisition mechanism, both external and internal, that is fair, open and the one that will help bring the best out of the individual through standardized job description and a career framework with clarified competencies, skills/expertise and experiences in a transparent/visible manner.
- Take steps to build and maintain a work environment that is equitable and welcoming to all employees and students.
  - Offer unconscious bias training and other appropriate diversity related programming to all members of the university.
  - University Community Services and Buildings and Facilities Management Division will collaborate to plan, design and outfit appropriate facilities for pregnant women and working parents at OIST.
  - Offer networking opportunities for all employees, regardless gender, nationality, organizational hierarchy etc.
  - Promote diversity, equity and inclusiveness through presentations and networking opportunities for OIST and the Okinawan community.
- We will inform and train OIST staff on various mediums for harassment incident reporting and resolutions such as external hotlines and others.
- We will provide trainings on harassment prevention and handling sensitive cases to managers and professionals who need to deal with the cases on a regular basis.
- In hiring persons with disabilities, we will work with outside professional support groups to verify and improve rational considerations in the workplace, including various facilities, daily instructions, and

communication methods.

- The Health Center will continue to provide health support to campus staff and students, including industrial health services, annual health check, guidance based on the results of health check, student counseling, and referrals to medical institutions that meet one's needs, We will support OIST community so that they can be active and active.
- The on-campus clinic will provide medical services under Japanese medical insurance system such as medical examinations and prescriptions for both the university and the local community.

### **Compensation**

- With salary benchmarking study (against national government employees, those of academic institutions and private sectors in/outside of Japan, embody and 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).

### **Talent Development and Management**

- Reinforce following systems, in order to improve productivity and develop next generation employees in line with OIST strategies;
  - Recruiting and assignment planning system
  - Job grading and salary system
  - Management by objective and performance evaluation system
- Restructure capability development mechanism for Management staff and further activate self-learning environment (including on-line training) with individual learning hour target (40hrs).

### **Metrics**

- 1) Number of employees (by job, nationalities and gender)
- 2) Ratio of staff in administrative divisions to the total headcounts
- 3) Ratio of labor costs to the total operational budget
- 4) Salary amount by job/level (average, median, mode)
- 5) Number of employees taking training programs
- 6) Annual learning hours for administration staff (40 hours)

## **2.5 Compliance**

### **Goal**

OIST Graduate University will ensure compliance in all aspects of the university operations.

### **Actions**

- Review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures from a viewpoint of compliance.
- 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 as needed 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.

- 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.
- 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 obligation for faculty and employees to observe the University policy and rules including maintenance of a ledger or etc. that manages retained personal information.
- 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.
- 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."
- Review of research protocols by review boards and professional staff will ensure that our research activities are compliant with pertinent regulations and laws.
- To ensure research integrity, we will promote secure initiatives on risk management.
- 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 by posting misconduct prevention plan on OIST web site.
- To prevent misconduct of research funds, various measures will be taken, including initiatives for ensuring thorough familiarization of all faculty members and researchers with rules of use of research funds, and increasing the awareness of thereof upon their arrival to OIST. We will explain about our rules of use of research funds to new faculty members at the preliminary meeting before their start. After their arrival, we will explain the rules in more details through dedicated orientation sessions.
- We will provide online training for Responsible Conduct of Research to all researchers and continue to improve our efforts to prevent research misconduct by providing lecture and discussion training to faculty, students, and research staff.
- We will ensure that every employee is informed about procedures and contact point for reporting an allegation and proper research data archiving.
- The Field Work Safety Committee will continue to conduct strict review of field work plans and the Safety and Health Committee will ensure safety and health at labs through workplace inspections. In addition, we will enhance safety on research and educational activities at sea and the labs in accordance with established Safety Management System.

## 2.6 Information Disclosure and Public Relations

### Goal

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.

## **Actions**

### **Information Disclosure and Public Relations**

- Disclose the information 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 IAIs (Act No. 140 of 2001).
- OIST will continue to improve its websites, especially news articles and multimedia to ensure that design, layout and user experience are consistent with best practices.
- Continually improve and grow social media and digital channels.
- We will share information and activities that are appealing to a wider audience, including the local Okinawan community, as well as domestic and international audiences, in order to further increase their understanding of OIST. We will organize key messages tailored to each audience and strive to enhance branding. Specifically, we will review and expand printed materials such as brochures, and reassess display exhibits.
- Maintain and improve the library of OIST Policies, Rules and Procedures on the website.
- In case of any incident, CPR will consult, where necessary with the General Counsel Office other executive members, and release timely information in consideration of reputation risk.
- To protect websites from zero-day attacks that leverage software vulnerabilities, OIST websites are hosted with support to ensure that security updates are applied promptly.

### 3. Finance – External Funding

#### **Budget Related Issues**

OIST will maintain efforts to increase external funds, including incentive measures to apply for and acquire grants. OIST has already taken a number of concrete steps, including grant facilitators program to support young researchers. OIST has been successful and is making further efforts to obtain large grants in corporation with other Japanese universities, etc. Further efforts will also be made to promote joint research with companies. Activities to acquire donations will be appropriately organized by reviewing the relationship with the OIST Foundation.

#### **Goal**

Based on the OIST Mid-Term Strategy for External Funding, OIST Graduate University will 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.

#### **Actions**

##### **Grants**

- We will strengthen the internal system to acquire competitive research grants strategically and systematically.
- 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, and strengthen support for foreign researchers and early-career scientists.
- Under the leadership of Dean of Research, we strive to strategically prepare applications for the large-scale program with inter-institutional collaboration aided by a domestic and international network.
- 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 communicate with major funding agencies to collect information about any precursory activities leading to announcements of new grants.
- To strategically proceed with large-scale grant applications, Dean of Research will lead a support team, and the team will promote the organizational efforts for project planning. The team collects and analyzes the grant information and proposes the optimal theme setting and the appropriate members of PIs for each grant.
- Encourage and incentivize researchers to collaborate with industry and apply for public and private-sector innovation grants and contracts.
- We anticipate healthy proportional increase of third-party income hoping for added income encouraged through incentive systems.

##### **Collaborative Research**

- Strengthen and support OIST efforts to promote the collaborative research with industry, startup incubation, and entrepreneurship.

### **Donations**

- OIST actively solicits philanthropic funds through various giving programs, including monthly donation plans for individuals, annual donor membership for corporations, and naming rights donation.

### **Metrics**

- 1) Increase of the number of awarded research grants (number and amount)
- 2) The total amount including academic external funding, collaborative research and commissioned research with industry, donations, tuition and other revenue is targeted to 2,403 million yen (13.7% of the ordinary expenses of the subsidy budget).
- 3) Number of applications for external funding for facility development (include the use of PPP/PFI projects: 1 or more)

## **4. Contribution to Self-Sustainable Development of Okinawa**

### **Okinawa Development**

In establishing OIST, the Japanese government emphasized the sustainable development of Okinawa and the benefits to the local and national economies. To meet this vision, OIST promotes innovation by commercializing breakthrough technologies developed in the research labs through patenting, conducting proof-of-concept research, and working collaboratively with industry. OIST also encourages entrepreneurship, not only by supporting current faculty, researchers and students, but by welcoming external entrepreneurs to campus to access and use OIST technology.

Okinawa development 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 outreach. The University also strives to develop its campus as a center for cultural and community activities.

From our beautiful location overlooking Tancha Bay in Onna Village, we will work with local communities to protect and promote the heritage of Okinawa, enhance the health and well-being of the local community, and use our own diversity to contribute to the rich local culture.

Activities to promote Okinawa development are centered in the Technology Development & Innovation Center (TDIC) and the Communications and Public Relations Division (CPR).

### **Goal**

In order to promote the transfer of discoveries made in the research laboratories to industry for societal and economic benefit, and to foster innovation at OIST and in Okinawa, we will implement the following broad measures:

- (a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer
- (b) Manage the proof-of-concept program to support innovative technology research and drive inventions towards commercialization
- (c) With the aim of developing an innovation ecosystem(R&D cluster) in Okinawa, we will foster the entrepreneurship and the aeration and incubation of startup companies in cooperation with other organizations



- (d) Expand collaborations with industry as a mechanism to develop new technologies and promote technology transfer
- (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
- (f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa

In order to promote these activities more vigorously, we will steadily manage and monitor developments of the new budgeted incubator facilities and strengthen its system.

## **Actions**

### **Technology Transfer and Innovation**

- (a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer
  - Proactively engage with faculty, researchers and students to capture inventions by holding meetings and educational events.
  - Evaluate market potential and competitive environment of intellectual property to strengthen commercialization strategy.
  - Utilize new marketing platforms such as social media to increase licensing deals.
  - Strengthen patent process and strategy to improve market attractiveness of technologies.
- (b) Manage the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization
  - Provide hands-on support to POC projects and Technology Pioneer Fellows towards their commercialization targets.
  - Expand and strengthen the panel of industry reviewers, experts, and mentors for the POC Program.
  - Develop programs that link POC projects to successful commercialization outcomes, including startups.
  - Strengthen entrepreneurship education and mentoring activities to better guide POC teams towards commercialization outcomes.
- (c) Foster entrepreneurship and the creation and incubation of startup companies with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa
  - Strengthen entrepreneurship education and expand the Startup Accelerator Program to accommodate themes, such as bioconvergence, and external funding sponsors, such as COI-NEXT, other grants, and companies. Develop the connection of the Startup Community with OIST Research and the business community in Okinawa.
  - Provide a diverse range of support and educational opportunities in entrepreneurship to meet the needs of faculty, researchers, and students.
  - Develop operational plans for two new incubator facilities for startups and joint R&D labs with companies; Operate facilities on-campus for startups and joint R&D labs with companies.
  - Work cooperatively with the OIST-Lifetime Ventures Fund and other VCs to increase venture capital support for startups.
  - Work with industry and venture capital partners to conduct activities to promote human resources aiming

to be entrepreneurs.

- Promote joint research and personnel exchange to further create and nurture startups, including collaboration with the Global Startup Campus Initiative.
- (d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer
- Promote collaborative research with industry through meetings, exhibitions, and networks. Operate an industry affiliates program to expand connections with local, national, and global companies.
  - Pursue grant funding for innovation research from the Okinawa Prefectural Government, national government programs, corporate foundations, and others.
  - Streamline complex industry agreements and advise on commercialization policies.
  - Conduct joint R&D labs with companies to increase outcomes of collaborative research.
  - Increase collaborative frameworks with industry to strengthen licensing deals, such as multi-level partnerships, consortia, and innovation hubs with universities, companies, investors, and startups.
- (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
- Coordinate interactions with local, national, and global industry organizations.
  - Network with government and industry experts to advise on strategy to strengthen the innovation ecosystem in Okinawa.
  - Organize meetings and events to gather stakeholders in innovation such as industry, government, entrepreneurs, and academia.
  - Cooperate with regional stakeholders, such as University of the Ryukyus, National College of Technology Okinawa, and other related institutions in Okinawa, to promote academia-industry-government-finance collaboration.
- (f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa
- Establish partnerships and methods necessary to advance analysis of innovation indicators at OIST and in Okinawa.

#### **Networking with local institutions and communities**

- In addition to the exchange of opinions at the level of the Governor, other senior OPG officials and the OIST President, we will continue multilayered efforts to exchange opinions and information at the working level to contribute to the "New Okinawa 21st Century Vision Basic Plan" and build further cooperative relationships in individual project.
- Provide an annual program of campus tours, science education, annual open house; public lectures and films; summer camps, and cultural activities. Provide events that highlight Okinawan cultures, which help promote community cohesion. Ensure an appropriate breadth of community engagement across the Okinawan Prefecture, including remote islands.

#### **Other Matters concerning Okinawa Development**

- We will continue to discuss with Okinawa Prefectural Government on mid/long term plans on securing PCR testing capability/capacity to unknown new infectious disease at OIST for prevention of its spread.
- We will provide internship opportunities for local students at Core Facilities etc. to help their improvement

of job awareness and gain hands-on experience.

### **Metrics**

- 1) Number of business contacts with companies, with the view of future collaborations and licensing (100)
- 2) Number of collaborative projects with companies (collaboration/ sponsored research agreements, MOUs, etc.) (24)
- 3) Intellectual property indicators (number of invention (18), commercialization of intellectual property (5), cumulative number of patent families)
- 4) Number of symposia, meetings, workshops, and seminars organized or hosted by OIST on topics related to innovation, entrepreneurship, and R&D Cluster development (30)
- 5) Number of participants in events, courses, symposia, meetings, workshops, and seminars organized or hosted by OIST on topics related to innovation, entrepreneurship, and R&D Cluster development (800)
- 6) Number of active POC projects and Technology Pioneer fellowships (21)
- 7) Number of OIST and external startups in FY2024 supported by entrepreneurial projects, the Startup Accelerator Program, incubator facility, and other entrepreneurship programs (45)
- 8) Number of companies in the Innovation Network at OIST (INO) (50)
- 9) Number of visits and visitors (including visitors on the day of the Science Festival)
- 10) Number of local students who visited the campus
- 11) Number of lectures and talks for local students
- 12) Number of employees from Okinawa (researchers and staff)
- 13) % of hiring from Okinawa residences
- 14) Number of externally organized international conferences and workshops and number of participants at the OIST venue

## **5. University Campus and Community Development; Safety and Environment Protection**

### **5.1 Campus Development**

#### **Goal**

OIST Graduate University will develop the campus as planned.

#### **Actions**

- The construction of the new Incubator facilities (2 buildings), the 2nd Data Center and the open innovation facilities (2 buildings) will be managed with rigorous cost control and reduction. The progress of construction will be monitored to ensure that construction deadlines are adhered to.
- We will promote sustainable facility management by systematically renewing, repairing, and maintaining existing campus buildings, facilities, and equipment from a medium- to long-term perspective including utilization of external funds, based on an understanding of their status, to extend their service life, save energy consumption and make effective use of space.
- Facility maintenance and renewal (Air Conditioning Systems, Power Monitoring System, etc) at existing facilities will be carried out systematically based on the status of aging, etc., and cost control and reduction will be thoroughly implemented, while design and construction progress will be carefully monitored and managed to strictly adhere to construction deadlines.
- Based on the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000), promote disclose of pre- and post- tendering and contract information such as tendering schedule and result, etc., to ensure transparency.

### **5.2 University Community and Education/Childcare Services**

#### **Goal**

Maintain an inclusive culture that fosters equitable opportunities and services for all members of the OIST community from diverse backgrounds. Provide services, programs, shared experiences, and a unifying identity that contributes to a vibrant OIST community. The services and programs operate across the entire OIST community, in collaboration with administration and academic units to provide meaningful and impactful engagement and services for all the OIST community.

#### **Actions**

##### **Developing the University Community**

- Enhance high-quality programs to support the daily living needs of stakeholders (OIST employees, students, and their families)
  - Enhance the onboarding experience for family members
  - Continue to collaborate with relevant Divisions/Sections within OIST to introduce an early-inclusion program for individuals accepting positions at OIST and their families prior to relocation
  - Explore a means for the family members of new OIST employees/students to interact with the existing family members to exchange useful information for their daily-life as well as about fully utilizing the local services, etc. among each other. These interactions can take place either in person or by using online platform, etc.

- Collaborate with HR division 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.
- Provide assistance to visiting researchers and invited guests during their stay at OIST.
- Provide quality and cost-effective food services to the diverse OIST community.
- Continue to develop and oversee the procedures to regulate quality of food vendor services.
- The Ganjuu Service will continue to provide high quality evidence-based services that support the wellbeing of the whole OIST community (students, staff and family members including children) with the aim of helping people thrive and perform at their best. We will work closely with all stakeholders to ensure that the range of services provided, meet the needs of the OIST community. We will support members of the OIST community and advocate on their behalf when requested to do so, to raise and address inequalities.
- We will continue to provide workshops that support the wellbeing of the OIST community and increase individual resilience among OIST community members and continue to support wellbeing initiatives. Together with other community service, we will continue to build a culture of connection and collaboration, where community members can feel supported and valued.
- Recreation Services will oversee community engagement activities including support and oversight of club activities.
  - Oversee the use of shared community space in the OIST village zone, fitness gym, Seaside House (Lounge, Deck, Patio, Tennis Courts, Soccer field), Clay Factory, Lounge in the new housing.
- Schedule and support recreational activities, events, classes, seminars for the whole OIST community that encourage physical, social and emotional wellbeing.
  - Identify opportunities to partner with local community constituents to host events and share facilities
  - Identify leisure activities in Okinawa and Okinawan cultural opportunities for OIST community members to participate
- The University will investigate the availability of and promote access to recreation and sporting facilities on and off campus.
- Informed by survey results, continue to improve the quality of language education services provided to staff, family members and Okinawan community members.
- Explore more flexible teaching schedules and enhanced program offerings.

#### **Education and Childcare Services for OIST Family**

- Continue efforts to improve the educational environment of children of OIST employees and students through STEM and SEL programming in the provided childcare services.
- Continue to provide a high quality, fully bilingual (English and Japanese) Pre-school and School-aged (Afterschool/Holiday) programs through Child Development Center (CDC) and School Aged Program (SAP). Enrollment in these programs is expected to continue to grow.
  - Review CDC and SAP staffing models to ensure continuous high-quality childcare services
  - Review CDC and SAP revenue and expenses to support a sustainable funding model through appropriate budgeting and fees
  - Review space needs for the CDC and the SAP

- Improve the administrative processes and training for staff in the CDC and SAP
- The CDC Liaison Committee will meet regularly as needed to support the CDC and SAP
- The CDC Oversight Committee will review CDC and SAP operations and provide advice and recommendations as needed
- The CDC Parent Teacher Committee will meet as needed with CDC management to offer advice and recommendations
- Continue to provide appropriate educational opportunities in English for the children of OIST staff and students attending Japanese public schools in Okinawa. To support recruitment and retention of the best faculty, staff and students, OIST will support families to access internationally recognized schooling. e.g. providing information on international schools and providing financial support to the parents.
  - Continue to assess and review the educational opportunities for international and Japanese families in Okinawa and to make this information readily available to parents.
  - Continue to evaluate the feasibility of an international Baccalaureate IB K-12 school for OIST families and the local community.
  - Develop a process to conduct periodic international school parent satisfaction survey and validate school educational and support service accreditation.

#### **Student Support**

- OIST will provide comprehensive support to provide a safe and healthy environment for students, including proactively reaching out to students for early problem detection, increasing communication with students, and seamless coordination of support across campus.
- Schedule and support recreational activities, events, classes, seminars for the OIST students that encourage physical, social and emotional wellbeing.

### **5.3 Safety**

#### **Goal**

The Emergency Response and Business Continuity Plans will be operated and rehearsed with training exercises, and safety and emergency response at each department will be ensured through workplace inspections.

#### **Actions**

- The Emergency Response and Business Continuity Plans will be operated and further rehearsed with training exercises.
- Ensure safety and emergency response at each department through workplace inspections.
- 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.

### **5.4 Environment Protection**

#### **Goal**

OIST Graduate University will conduct its business in an environmentally friendly manner and support sustainability efforts towards the advancement of The Sustainable Development Goals (SDGs) by the United Nations.

### **Actions**

- Promote use of recycled products.
- Monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption.
- Minimize environmental impact on surrounding waters through providing measures such as enhancing the proper use and management of the water recycling system. In addition, prevent impact to local aquifers.
- For various construction works associated with facility development, provide sufficient measures such as installation of turbid water treatment plants to prevent red soil run off.
- Manage campus facilities and landscaping to preserve natural balance and protect indigenous species.
- Install a photovoltaic power generation system with a generating capacity of 80kw. In addition, we plan to install and implement a total of 500kw (approx.) of photovoltaic systems from 2023 through 2027.

**Attachment 1-1 Research Unite (February 1, 2024)**

Unit Name	Faculty
1. Algorithms for Ecological and Evolutionary Genomics	Dr. Gene Myers
2. Analysis and Partial Differential Equations Unit	Dr. Ugur Abdulla
3. Analysis on Metric Spaces Unit	Dr. Xiaodan Zhou
4. Applied Cryptography Unit	Dr. Carlos Cid
5. Applied Topology Unit	Dr. Dmitry Feichtner-Kozlov
6. Biodiversity and Biocomplexity Unit	Dr. Evan P. Economo
7. Biological Complexity Unit	Dr. Simone Pigolotti
8. Biological Nonlinear Dynamics Data Science Unit	Dr. Gerald Pao
9. Biological Physics Theory Unit	Dr. Greg Stephens
10. Biological Systems Unit	Dr. Igor Goryanin
11. Cell Division Dynamics Unit	Dr. Tomomi Kiyomitsu
12. Cell Proliferation and Gene Editing Unit	Dr. Franz Meitinger
13. Cell Signal Unit	Dr. Tadashi Yamamoto
14. Cellular and Molecular Synaptic Function Unit	Dr. Tomoyuki Takahashi
15. Chemistry and Chemical Bioengineering Unit	Dr. Fujie Tanaka
16. Cognitive Neurorobotics Research Unit	Dr. Jun Tani
17. Complex Fluids and Flows Unit	Dr. Marco Edoardo Rosti
18. Complexity Science and Evolution Unit	Dr. Ulf Dieckmann
19. Computational Neuroethology Unit	Dr. Sam Reiter
20. Computational Neuroscience Unit	Dr. Erik De Schutter
21. Continuum Physics Unit	Dr. Gustavo Gioia
22. Coordination Chemistry and Catalysis Unit	Dr. Julia Khusnutdinova
23. Developmental Neurobiology Unit	Dr. Ichiro Masai
24. Electronic and Quantum Magnetism Unit	Dr. Yejun Feng
25. Embodied Cognitive Science Unit	Dr. Tom Froese
26. Energy Materials and Surface Sciences Unit	Dr. Yabing Qi
27. Evolution, Cell Biology, and Symbiosis Unit	Dr. Filip Husnik
28. Evolutionary and Synthetic Biology Unit	Dr. Fyodor Kondrashov
29. Evolutionary Genomics Unit	Dr. Tom Bourguignon
30. Evolutionary Neurobiology Unit	Dr. Hiroshi Watanabe
31. Experimental Quantum Information Physics Unit	Dr. Hiroki Takahashi
32. Femtosecond Spectroscopy Unit	Dr. Keshav Dani
33. Fluid Mechanics Unit	Dr. Pinaki Chakraborty
34. Future-Proof Cryptography Unit	Dr. Najwa Aaraj
35. Genomics and Regulatory Systems Unit	Dr. Nicholas M. Luscombe
36. Geometric Partial Differential Equations Unit	Dr. Qing Liu
37. Gravity, Quantum Geometry and Field Theory Unit	Dr. Reiko Toriumi



Unit Name	Faculty
38. Human Developmental Neurobiology Unit	Dr. Gail Tripp
39. Human Evolutionary Genomics Unit	Dr. Svante Pääbo
40. Immune Signal Unit	Dr. Hiroki Ishikawa
41. Integrated Open Systems Unit	Dr. Hiroaki Kitano
42. Integrative Community Ecology Unit	Dr. David Armitage
43. Light-Matter Interactions for Quantum Technologies Unit	Dr. Sile Nic Chormaic
44. Machine Learning and Data Science Unit	Dr. Makoto Yamada
45. Macroevolution Unit	Dr. Lauren Sallan
46. Marine Biophysics Unit	Dr. Satoshi Mitarai
47. Marine Climate Change Unit	Dr. Timothy Ravasi
48. Marine Eco-Evo-Devo Unit	Dr. Vincent Laudet
49. Marine Genomics Unit	Dr. Noriyuki Satoh
50. Marine Structural Biology Unit	Dr. Oleg Sitsel
51. Mathematical and Theoretical Physics Unit	Dr. Shinobu Hikami
52. Mechanics and Materials Unit	Dr. Eliot Fried
53. Membrane Cooperativity Unit	Dr. Akihiro Kusumi
54. Membranology Unit	Dr. Keiko Kono
55. Memory Research Unit	Dr. Kazumasa Tanaka
56. Micro/Bio/Nanofluidics Unit	Dr. Amy Shen
57. Model-Based Evolutionary Genomics Unit	Dr. Gergely János Szöllősi
58. Molecular Cryo-Electron Microscopy Unit	Dr. Matthias Wolf
59. Molecular Genetics Unit	Dr. Daniel Rokhsar
60. Molecular Neuroscience Unit	Dr. Marco Terenzio
61. Networked Quantum Devices Unit	Dr. David Elkouss
62. Neural Circuit Unit	Dr. Yutaka Yoshida
63. Neural Coding and Brain Computing Unit	Dr. Tomoki Fukai
64. Neural Computation Unit	Dr. Kenji Doya
65. Neurobiology Research Unit	Dr. Jeff Wickens
66. Neuronal Mechanism for Critical Period Unit	Dr. Yoko Yazaki-Sugiyama
67. Neuronal Rhythms in Movement Unit	Dr. Marylka Yoe Uusisaari
68. Nonlinear and Non-equilibrium Physics Unit	Dr. Mahesh Bandi
69. Nucleic Acid Chemistry and Engineering Unit	Dr. Yohei Yokobayashi
70. Optical Neuroimaging Unit	Dr. Bernd Kuhn
71. Organic and Carbon Nanomaterials Unit	Dr. Akimitsu Narita
72. Organic Optoelectronics Unit	Dr. Ryota Kabe
73. Physics and Biology Unit	Dr. Jonathan Miller
74. pi-Conjugated Polymers Unit	Dr. Christine Luscombe
75. Plant Epigenetics Unit	Dr. Hidetoshi Saze

Unit Name	Faculty
76. Protein Engineering and Evolution Unit	Dr. Paola Laurino
77. Quantum Dynamics Unit	Dr. Denis Konstantinov
78. Quantum Engineering and Design Unit	Dr. William Munro
79. Quantum Gravity Unit	Dr. Yasha Neiman
80. Quantum Information Science and Technology Unit	Dr. Kae Nemoto
81. Quantum Information Security Unit	Dr. Artur Ekert
82. Quantum Machines Unit	Dr. Jason Twamley
83. Quantum Materials Science Unit	Dr. Yoshinori Okada
84. Quantum Systems Unit	Dr. Thomas Busch
85. Quantum Wave Microscopy Unit	Dr. Tsumoru Shintake
86. Qubits and Spacetime Unit	Dr. Philipp Andres Hoehn
87. Representation Theory and Algebraic Combinatorics Unit	Dr. Liron Speyer
88. Sensory and Behavioural Neuroscience Unit	Dr. Izumi Fukunaga
89. Shocks, Solitons and Turbulence Unit	Dr. Emile Toubert
90. Synapse Biology Unit	Dr. Yukiko Goda
91. Theory of Quantum Matter Unit	Dr. Nic Shannon

## **Attachment 1-2 Overview of Scientific Research at the OIST Graduate University**

The OIST graduate education and research program is cross-disciplinary and aims to be at the leading edge of research in science and technology, including the Life Sciences, the Physical Sciences, and Mathematics. 91 Research Units (as of February 2024) have been launched so far, with research in the following 8 major areas:

1. Physics
2. Chemistry
3. Neuroscience
4. Marine Science
5. Environmental and Ecological Sciences
6. Mathematical and Computational Sciences
7. Molecular, Cellular, and Developmental Biology
8. Engineering and Applied Science

**Attachment 2-1 FY2024 Income and Expenditure Budget Statement**

**FY2024 Income and Expenditure Budget Statement**

(Unit : K yen)

Revenues		Expenses	
Items	Budget Amounts	Items	Budget Amounts
Subsidy for Operations	17,763,862	Personnel Expense	7,671,044
Subsidy for Facilities	1,818,183	Academic related Expense	1,484,476
Other Revenues	2,112,725	Education & Research related Expense	3,824,998
		Common Resource Expense	6,167,013
		Administrative Expense	729,056
		Construction Expense	1,818,183
<b>Total</b>	<b>21,694,770</b>	<b>Total</b>	<b>21,694,770</b>

Note: Subsidy amounts in Revenues might have to be modified later when a request for budget carry-over from FY23 to FY24 is made.

## Attachment 2-2 Balance Sheets and Projected Income Statement

### Balance Sheets As of March 31, 2024

(Unit : 'K Yen)

Assets				
I Noncurrent assets				
1 Properties, plants, and equipment				
Land		1,659,667		
Buildings	73,585,032			
Accumulated depreciation	<u>-23,881,293</u>	49,703,739		
Structures	10,160,862			
Accumulated depreciation	<u>-3,405,019</u>	6,755,843		
Machineries	229,793			
Accumulated depreciation	<u>-219,324</u>	10,468		
Equipment	32,973,289			
Accumulated depreciation	<u>-26,792,967</u>	6,180,322		
Books		12,251		
Vehicles and transportation equipment	25,813			
Accumulated depreciation	<u>-25,813</u>	0		
Lease assets	1,240,288			
Accumulated depreciation	<u>-1,240,288</u>	0		
Construction in progress		6,457,309		
Total properties, plants, and equipment		<u>70,779,599</u>		
2 Intangible assets net of amortization				
Patents		134,954		
Trademark rights		208		
Softwares		51,000		
Patents (in the process of filing)		85,000		
Others		12,933		
Total intangible assets, net		<u>284,095</u>		
3 Investments and other assets				
Long-term deposits		150,000		
Investments in securities		5		
Security deposits		775		
Long-term prepaid expenses		4,100		
Lease investment assets (Long-term)		4,703,742		
Total investments and other assets		<u>4,858,622</u>		
Total noncurrent assets			<u>75,922,317</u>	
II Current assets				
Cash and cash equivalents		4,600,000		
Accounts receivable		1,394,046		
Supplies		50,000		
Prepaid expenses		104,000		
Lease investment assets (Short-term)		192,726		
Total current assets			<u>6,340,772</u>	
Total assets				<u><u>82,263,088</u></u>
Liabilities				
I Noncurrent liabilities				
Encumbrance for assets - subsidy for operation		12,733,699		
Encumbrance for assets - donation		108,552		
Encumbrance for assets - donated by Japan government		2,973		
Allowance-retirement benefits		96,895		
Long-term accrued amounts payable		4,731,543		
Other noncurrent liabilities		3,919,650		
Total noncurrent liabilities			<u>21,593,311</u>	
II Current liabilities				
Advance received		540,000		
Deposits received - subsidy				
Deposits received - subsidy for operation	201,680			
Deposits received - subsidy for facility	<u>5,560,765</u>	5,762,445		
Deposits received - donation		74,000		
Deposits received - Kakenhi		165,000		
Deposits received - others		129,000		
Accounts payable		3,263,760		
Accrued expenses		81,000		
Other current liabilities		108,879		
Total current liabilities			<u>10,124,084</u>	
Total liabilities				<u>31,717,395</u>
Equities				
I Contributions				
Contributions from government		24,317,681		
Total contributions			<u>24,317,681</u>	
II Additional paid-in contributions				
Additional paid-in contributions		45,748,336		
Accumulated depreciation - directly deducted from equity		<u>-23,150,050</u>		
Total additional paid-in contributions			<u>22,598,286</u>	
III Retained earnings				
Voluntary reserve funds				
Special reserve funds		180,533		
Accumulated net income		3,449,193		
(Gross income/△loss for the year)	( 7,895 )			
Total retained earnings			<u>3,629,726</u>	
Total equities				<u>50,545,694</u>
Total liabilities and equities				<u><u>82,263,088</u></u>

**Projected Income Statement**  
 FY2023

(Unit : K Yen)

(A)	(B)
Items	Amount
Ordinary Revenues	23,013,603
Revenue from Tuition etc.	137,070
Revenue from Subsidy for Operations etc.	17,530,382
Revenue from Sponsored Research	1,470,834
Revenue from Sponsored Business	184,774
Revenue from Joint Research	278,335
Revenue from Donation etc.	26,751
Revenue from Subsidy for other	91,242
Revenue from Property Rent for Dormitory etc.	7,986
Land and Building Rent Revenue	16,167
Reversal of Assets Offsetting Subsidy for Operations etc.	2,689,684
Reversals of Assets Offsetting Donated Assets	65,538
Financial Income	101,095
Miscellaneous gains	413,745
Ordinary Expenses	23,001,109
Personnel Expenses	8,699,329
Operating Expenses	9,655,831
General Administrative Expenses	1,356,104
Depreciation	3,174,453
Financial Charges	115,391
Ordinary Income	12,494
Net Income for the year	7,895

## Balance Sheets

As of March 31, 2025

(Unit : K Yen)

Assets			
I Noncurrent assets			
1 Properties, plants, and equipment			
Land		1,659,667	
Buildings	79,768,497		
Accumulated depreciation	-26,690,936	53,077,560	
Structures	10,243,445		
Accumulated depreciation	-3,734,440	6,509,005	
Machineries	229,793		
Accumulated depreciation	-222,931	6,862	
Equipment	33,442,941		
Accumulated depreciation	-29,120,649	4,322,292	
Books		12,751	
Vehicles and transportation equipment	25,813		
Accumulated depreciation	-25,813	0	
Lease assets	1,240,288		
Accumulated depreciation	-1,240,288	0	
Construction in progress		389,214	
Total properties, plants, and equipment		65,977,351	
2 Intangible assets net of amortization			
Patents		137,139	
Trademark rights		175	
Softwares		33,858	
Patents (in the process of filing)		102,743	
Others		10,004	
Total intangible assets, net		283,920	
3 Investments and other assets			
Long-term deposits		200,000	
Investments in securities		5	
Security deposits		775	
Long-term prepaid expenses		4,100	
Lease investment assets (Long-term)		4,536,057	
Total investments and other assets		4,740,937	
Total noncurrent assets			71,002,208
II Current assets			
Cash and cash equivalents		4,600,000	
Accounts receivable		5,177,161	
Supplies		50,000	
Prepaid expenses		104,000	
Lease investment assets (Short-term)		196,382	
Total current assets			10,127,543
Total assets			81,129,751
Liabilities			
I Noncurrent liabilities			
Encumbrance for assets - subsidy for operation		11,545,680	
Encumbrance for assets - donation		62,640	
Encumbrance for assets - donated by Japan government		2,973	
Allowance-retirement benefits		110,131	
Long-term accrued amounts payable		4,565,476	
Other noncurrent liabilities		3,810,771	
Total noncurrent liabilities			20,097,670
II Current liabilities			
Advance received		540,000	
Deposits received - subsidy			
Deposits received - subsidy for operation	182,573		
Deposits received - subsidy for facility	492,656	675,229	
Deposits received - donation		74,000	
Deposits received - Kakenhi		165,000	
Deposits received - others		129,000	
Accounts payable		6,138,530	
Accrued expenses		81,000	
Other current liabilities		108,879	
Total current liabilities			7,911,639
Total liabilities			28,009,308
Equities			
I Contributions			
Contributions from government		24,317,681	
Total contributions			24,317,681
II Additional paid-in contributions			
Additional paid-in contributions		50,816,445	
Accumulated depreciation - directly deducted from equity		-25,658,413	
Total additional paid-in contributions			25,158,032
III Retained earnings			
Voluntary reserve funds			
Special reserve funds		230,533	
Accumulated net income		3,414,196	
(Gross income/△loss for the year)	( -34,997 )		
Total retained earnings			3,644,729
Total equities			53,120,443
Total liabilities and equities			81,129,751

**Projected Income State**  
 FY2024

(Unit : K Yen)

(A)	(B)
Items	Amount
Ordinary Revenues	22,946,835
Revenue from Tuition etc.	141,345
Revenue from Subsidy for Operations etc.	17,279,951
Revenue from Sponsored Research	1,435,925
Revenue from Joint Research	241,402
Revenue from Donation etc.	47,022
Revenue from Subsidy for other	647,342
Revenue from Property Rent for Dormitory etc.	7,628
Land and Building Rent Revenue	12,325
Reversal of Assets Offsetting Subsidy for Operations etc.	2,649,646
Reversals of Assets Offsetting Donated Assets	45,978
Financial Income	96,861
Miscellaneous gains	341,410
Ordinary Expenses	22,981,832
Personnel Expenses	9,218,735
Operating Expenses	9,815,067
General Administrative Expenses	834,855
Depreciation	3,009,162
Financial Charges	104,012
Ordinary Income	-34,997
Net Income for the year	-34,997