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Fiscal Year 2021 Business Report

From: April 1, 2021

To: March 31, 2022

Okinawa Institute of Science and Technology
School Corporation

Table of Contents

| | | |
|-----|---|----|
| I. | Basic Information of OIST School Corporation..... | 1 |
| 1 | Summary of the Corporation | 1 |
| (1) | Description of Business | 1 |
| (2) | Address | 1 |
| (3) | Number of faculty members and employees | 1 |
| (4) | History | 1 |
| (5) | Basis law for the establishment | 1 |
| (6) | Supervising ministries..... | 1 |
| (7) | Organizational Chart..... | 2 |
| 2 | List of Officers, etc. | 3 |
| (1) | Officers and Auditors | 3 |
| (2) | Members of Governors | 9 |
| (3) | Members of Councilors..... | 20 |
| II. | Status of business implementation..... | 20 |

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
Marine Science Station 656-7 Seragaki, Onna-son, Kunigami, Okinawa 904-0404 Japan

(3) Number of faculty members and employees (as of March 31, 2022)

Faculty members (exclude adjunct and transitional professor): 72
Employees (exclude temporary staff): 851

(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)

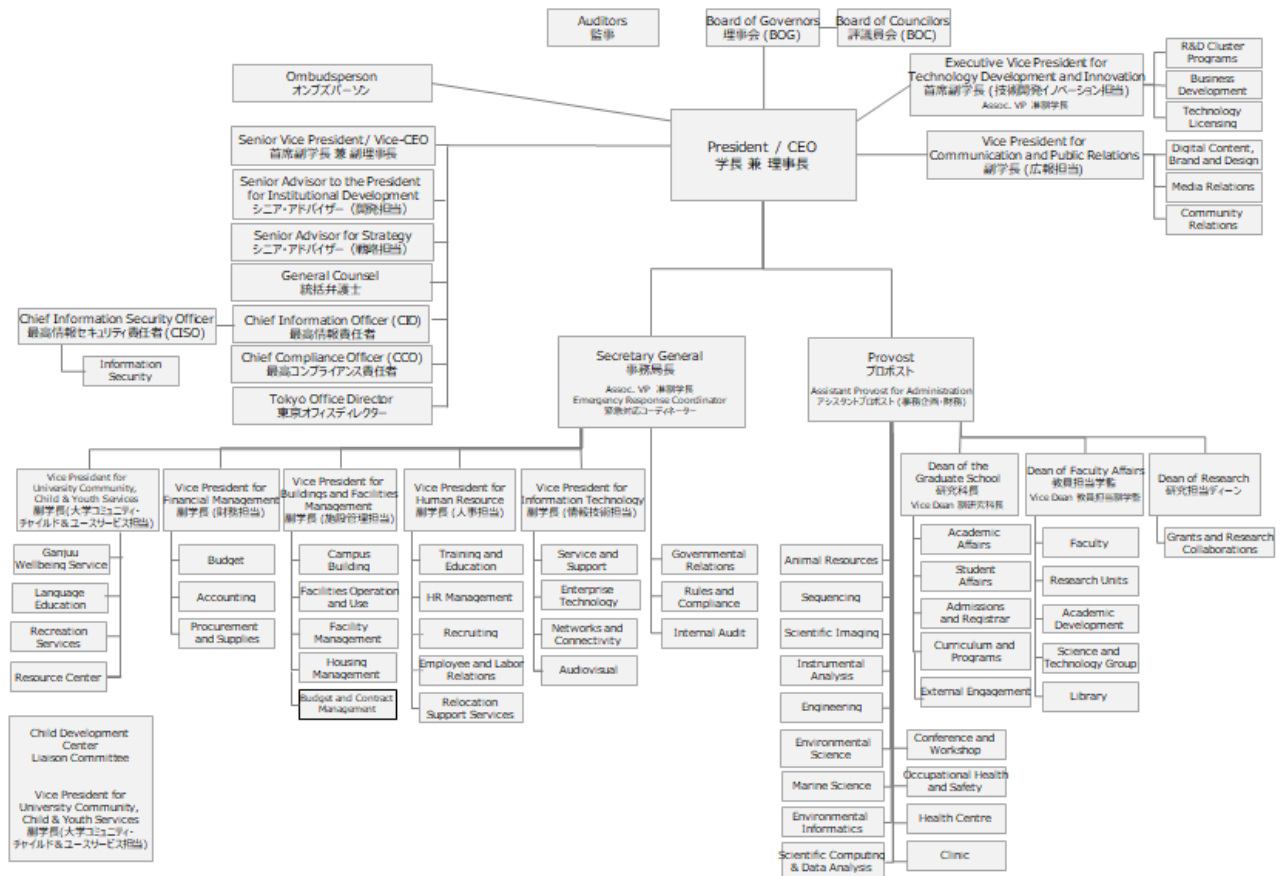
(6) Supervising ministries

Cabinet Office, MEXT

(7) Organizational Chart (as of March 31, 2022)

OIST School Corporation Organization 学校法人沖縄科学技術大学院大学学園組織図

As of March 31, 2022



2 List of Officers, etc. (as of 31 March, 2022)

- 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.

- Status of Directors and Officers insurance contracts

At the 30th Board of Directors meeting held on February 18, 2021, the renewal of Directors and Officers insurance (coverage include defense cost, judgements and settlements) was unanimously approved.

(1) Officers and Auditors

| Title | Name | Term | Background | |
|------------------------------------|-----------------|-------------------------------------|--|---|
| President/ CEO | Peter Gruss | From Jan. 1, 2017 to Dec. 31, 2022 | 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 |
| Senior Vice President/ Vice-CEO | Robert Baughman | From Apr. 1, 2015 to Dec. 31, 2021* | 1975 1979 1985 1990 1995 | 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 Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS |

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|-------------------------------------|------------------|-------------------------------------|-----------|--|
| | | | 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 |
| | | | 2020 | Senior Vice President/ Vice-CEO, OIST |
| Secretary General (Acting)/Vice-CEO | Masayuki Shibata | From Jan. 1, 2022 to March 31, 2022 | 1981 | B.A. in Economics, Keio University |
| | | | 1981 | Research and Statistics Division, Ministry of Education, |
| | | | 1985 | M.A., Northwestern University |
| | | | 1986 | Ed.M., Harvard Graduate School of Education |
| | | | 1989 | Second Secretary, Embassy of Japan, UK |
| | | | 1991 | First Secretary, Embassy of Japan, UK |
| | | | 1992 | Deputy Director, School Health Education Div. Physical Education & Sports Bureau, Ministry of Education |
| | | | 1995 | Director, Management Dept., Gifu Pref. Board of Education |
| | | | 1998 | Director, Office for Science Policy Planning, Science & Int. Affairs Bureau, Ministry of Education |
| | | | 1999 | Director, Student Exchange Div. Science & Int. Affairs Bureau, Ministry of Education |
| | | | 2001 | Director, Space Policy Div. Research & Dev. Bureau, Ministry of Education, Culture, Sports, Science & Tech. (MEXT) |
| | | | 2003 | Director, Lifelong Learning Promotion Div. LLP Bureau (MEXT) |
| | | | 2004 | |

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|---------|---------------|------------------------------------|----------|---|
| | | | 2006 | Director, Policy Planning & External Relations Dept. Japan Student Services Org. (JASSO) |
| | | | 2008 | Executive, Center for National University Finance & Management |
| | | | 2010 | Director, International Affairs Division, Minister's Secretariat (MEXT) |
| | | | | Director-General, Commissioner's Secretariat, Agency for Cultural Affairs (Concurrent Appointment) Deputy |
| | | | 2012 | Director General, Intellectual Property Strategy Headquarters |
| | | | 2013 | Director-General, International Cultural Affairs, Ministry of Foreign Affairs |
| | | | 2016 | Executive Vice President & Secretary-General, Kyushu University |
| | | | 2017 | Executive Vice President & Secretary-General, Tokyo Institute of Tech. |
| | | | 2019 | Ph.D. Open University of Japan |
| | | | | Vice-President, Financial Management, OIST SC |
| | | | 2021 Oct | Secretary General (Acting), OIST SC Member, Board of Councilors OIST SC |
| Auditor | Kentaro Miura | From Nov. 1, 2020 to Oct. 31, 2023 | 1989 | General Affairs Agency (currently Cabinet Office) |
| | | | 1996 | Cabinet Internal Affairs Office, Cabinet Secretariat |
| | | | | Deputy Director for Research and Planning, Internal Affairs Office, Prime Minister's secretariat |
| | | | 1997 | Deputy Director for General Affairs, Office for Public Foundation Projects, Prime Minister's Secretariat |
| | | | 1998 | Deputy Director, Planning Division, General Affairs Bureau, Okinawa Development |
| | | | 2000 | Deputy Director, Statistical Planning Division, Statistical Standards Department, Statistics Bureau, General Affairs Agency |
| | | | 2002 | Deputy Director, Policy Planning Division, Minister's Secretariat, Ministry of Internal Affairs and Communications |
| | | | 2004 | Director for Huma Life System, Policy |

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|--|--|--|--|
| | | | <p>Planning and Coordination Division, Minister's Secretariat, Ministry of Economy, Trade and Industry</p> <p>Director, Design and Human Life System Office, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry</p> <p>2006 Director for General Affairs Division and Policy Evaluation and Public Relations Division, Minister's Secretariat, Cabinet Office</p> <p>2007 Examination Officer, Decoration Bureau, Cabinet Office</p> <p>2008 Director General for General Affairs, Okinawa General Bureau, Cabinet Office</p> <p>2010 Examination Officer, Secretariat of Environmental Dispute Coordination Commission, Ministry of Internal Affairs and Communications</p> <p>2012 Minister's Secretariat, Cabinet Office Director for General Affairs Division and Policy Evaluation and Public Relations Division, Minister's Secretariat, Cabinet Office</p> <p>2013 Director for Public Relations Office, Minister's Secretariat, Cabinet Office Counsellor, Cabinet Public Relations Office, Cabinet Secretariat Office of Assistant Chief Cabinet Secretary, Cabinet Secretariat</p> <p>2015 Director for General Affairs, Office for Okinawa Affairs, Cabinet Office Director for General Affairs Division, Minister's Secretariat, Cabinet Office</p> <p>2016 Director, Secretariat of the International Peace Cooperation Headquarters, Cabinet Office</p> <p>2018 Executive Research Fellow, Economic and Social Research Institute, Cabinet Office</p> <p>Deputy Director General for Policy on Children and Child-Rearing Administration, Cabinet Office</p> |
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|---------|------------------|---|---|---|
| | | | 2020 | <p>Director General, Office for Reviewing Restriction on Rights of Adult Wards, Cabinet Office</p> <p>Deputy Director General, Policy Promotion Office, Minister's Secretariat, Cabinet Office</p> <p>Minister's Secretariat, Cabinet Office</p> <p>Okinawa Development and Promotion Bureau</p> <p>Auditor, Okinawa Institute of Science and Technology Graduate University</p> |
| Auditor | Yoshiyuki Uehara | From November 1, 2017 To Oct. 31, 2023* | <p>1973</p> <p>1976</p> <p>1980</p> <p>1983</p> <p>1989</p> <p>1992</p> <p>1995</p> <p>1996</p> <p>2000</p> <p>2002</p> | <p>Joined Okinawa Prefectural Government Staff, Department of Civil Engineering and Construction, Road Construction Division</p> <p>Staff, Department of Civil Engineering and Construction, Civil Engineering General Affairs Division, Okinawa Prefecture</p> <p>Staff, Department of Planning, General Affairs Division, Okinawa Prefecture</p> <p>Supervisor, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture</p> <p>Supervisor, Department of Commerce, Industry and Labor, Industrial Site Promotion Division, Okinawa Prefecture</p> <p>Chief Supervisor, Department of General Affairs, Finance Division, Okinawa Prefecture</p> <p>Assistant Director, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture</p> <p>Deputy Councilor, Department of Planning, International City Formation Initiative Office, Okinawa Prefecture</p> <p>Councilor, Department of Planning, Okinawa Prefecture</p> <p>Director, Department of Planning, Reconstruction and Development Office, Okinawa Prefecture</p> |

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|---------|--------------|--|------|---|
| | | | 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 Auditor, Okinawa Institute of Science and Technology Graduate University |
| Auditor | George Clark | From November 1, 2020 To Oct. 31, 2023 | 1979 | Battelle Pacific Northwest National Laboratory Basic Science Budget Manager, Senior Internal Auditor, etc. |
| | | | 2000 | Chief Financial Officer, University of Tennessee, Battelle LLC Director of Financial Management, Oak Ridge National Laboratory, USA |
| | | | | Director of Financial Management, Oak Ridge National Laboratory, USA |
| | | | 2003 | Director of Administration, Institute of Astronomy, University of Hawaii |
| | | | 2005 | Associate Director, National Radio Astronomy Observatory (NRAO), USA |
| | | | 2011 | Vice President of Operations and Finance, Central Washington University |
| | | | 2016 | Chief Financial Officer, Brookhaven National Laboratory, USA |
| | | | 2020 | Auditor, Okinawa Institute of Science and Technology Graduate University |
| | | | | Chief Financial Officer, Stanford University SLAC National Accelerator Laboratory, USA |
| | | | 2021 | |

*Reappointed, 2nd Term **Reappointed

(2) Members of Governors

| Name | Term | Background | |
|---------------|--|-------------|--|
| Cherry Murray | From May. 24, 2017 To May. 23, 2023** | 1973 | Bachelor of Science (Physics), Massachusetts Institute of Technology |
| | | 1978 | Ph.D. (Physics), Massachusetts Institute of Technology |
| | | 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 |
| Yoko Aniya | From Nov. 1, 2014 to | 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 |
| | | 1980 | Ph.D. (Medical Science), Kagoshima University |
| | | 1981 | Councilor, Japanese Society of Pharmacology |
| | | 1983 | Postdoctoral Fellow, University of Rochester Medical Center, U.S.A. |

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| | Oct. 31, 2023* | 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 |
| | | 2002 | 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 (Senior Vice President/ Vice- CEO) | From Apr. 1 2015 to Dec.31 2021* | 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 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 | Executive VP for Technology Development and Innovation/ Vice-CEO, OIST |
| | | Aug. | |

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|-----------------|--|--|--|
| | | 2020 | Senior Vice President/ Vice-CEO, OIST |
| Curtis Callan | From Nov. 1, 2014 to Oct. 31, 2023* | 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 to Oct. 31, 2023* | 1961 1991 1998 2004 2006 | Ph.D. (Oceanography), University of Washington President of the University of Maryland Biotechnology Institute 11th Director of the United States National Science Foundation (NSF) Co-chair of the Committee on Science of the National Science and Technology Council 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 Senior Advisor and Chairman Emeritus, Canon, U.S. Life Sciences Member, International Advisory Committee, Japan Science and Technology Agency |

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|------------------|------------------------------------|------------------------------|---|
| | | | 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 Nov. | Member, Board of Governors, OIST SC |
| | | 2013 | President, Rosalind Franklin Society William Procter Prize for Scientific Achievement, Sigma XI |
| | | 2014 | Prize Medal, Society for General Microbiology |
| Ben L Feringa | From July 1, 2021 to June 30, 2024 | 1978 1984 1988 2004 | Research Scientist, Shell Netherlands & UK Lecturer, University of Groningen Professor, University of Groningen Jacobs H. van't Hoff Distinguished Professor of Molecular Sciences, the University of Groningen (to the present) |
| | | 2004 | Foreign Honorary Member, American Academy of Arts & Sciences |
| | | 2006 | Member, Royal Netherlands Academy of Sciences |
| | | 2008 | Academy Professor, Royal Netherlands Academy of Sciences |
| | | 2010 | Chair Netherlands Science Foundation, Chemical Division (until 2016) |
| | | 2011 | Hans Fischer Honorary Fellow, Institute for Advanced Studies, TU Munchen (to present) |
| | | 2011 | Vice President, Royal Netherlands Academy of Arts & Sciences (KNAW) (until 2016) |
| | | 2016 | Nobel Prize in Chemistry |
| | | 2017 | Co-Director of Feringa Nobel Prize Scientist joint Research Center, ECUST, Shanghai, China (to the present) |
| | | 2019 | Member, European Research Council |
| | | 2021 | Member, Board of Governors, OIST SC |
| Hiroiyuki Fujita | From May 1, 2021 to 30 Apr. 2024 | 1991 | Research Assistant, Oak Ridge National Laboratory |
| | | 1992 | B.A. Mathematics & Physics, Monmouth College, USA |
| | | 1993 | Research Assistant, Dept. of Physics Case Western Reserve University (CWRU), USA |
| | | 1997 | Staff Scientist, Magnetic Resonance Division, Picker Int., USA |
| | | 1998 | Ph.D. Physics, Case Western Reserve University, USA |
| | | 2000 | |

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|-------------|-----------------------------------|------|--|
| | | 2001 | Manager Research & Dev. USA Instruments Inc. (USAI) |
| | | 2003 | Adjunct Ass. Prof. Depart. of Physics, CWRU |
| | | | Adjunct Ass. Prof. of Electrical Engineering, School of Info.Tech. & Electrical Engineering, University of Queensland, Brisbane, Australia |
| | | 2003 | 3-Tesla Segment Engineering Program Manager, GE Healthcare, USAI |
| | | 2005 | Adjunct Ass. Prof. Radiology, CWRU |
| | | 2005 | Senior Research Ass. Director of MRI & Imaging Physics, CWRU |
| | | 2005 | Director of Engineering, GE Healthcare USAI |
| | | 2006 | Founder, President & Chief Executive Officer, Quality Electrodynamics LLC (to the present) |
| | | 2009 | Adjunct Full Prof. of Physics, CWRU (to the present) |
| | | 2009 | Adjunct Full Professor School of Info. Tech. & Electrical Engineering, University of Queensland, Australia (to the present) |
| | | 2011 | Adjunct Full Prof. Radiology, School of Medicine CWRU (to the present) |
| | | 2018 | Honorary Consul of Japan, Cleveland, Ministry of Foreign Affairs, Government of Japan (to the present) |
| | | 2019 | Chief Tech. Officer CT-MR Div. Canon Medical Systems Corp. (CMSC), Tochigi, Japan (QED became a subsidiary of Canon Inc. in 2019) (to present) |
| | | 2021 | Member, Board of Governors OIST SC |
| Peter Gruss | From Jan. 1 2017 To Dec. 31 2022* | 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 |

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|-----------------------------|--|--|---|
| Senapathy Gopalakrishnan | From Nov. 1, 2017 to Oct. 31, 2023* | 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, 2024* | 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 March. 31, 2022* | 1985 1980 1984 1989 1991 1997 2004 2015 2016 2016 | Ph.D. (Chemistry), University of Tokyo Technical Associate, Institute for Molecular Science, Okazaki Research Associate, Institute of Molecular Science, Okazaki Lecturer, Department of Applied Chemistry, University of Tokyo Associate Professor, Department of Applied Science, University of Tokyo Professor, Research Center for Advanced Science and Technology, University of Tokyo Professor, Department of Applied Chemistry, University of Tokyo Professor, Special Assistant to the President, University of Tokyo President, National Institute for Materials Science Member, Board of Governors, OIST SC |

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| James Higa | From Jan. 1, 2020 To Dec. 31, 2022 | 1981 1984 1989 1996 2001 2012 2012 2012 2013 2013 2013 2015 2018 2019 2020 | Photographer, Higa Photography Director, Product Marketing/International Marketing, Asia, NeXT Computer VP Consumer, VP Asia, RealNetworks Senior Director, Office of the CEO, Apple Advisor, Innovation Advisory Board, Lawson Inc., Executive Director, Philanthropic Ventures Foundation Mentor in Residence, Index Ventures Investor Director, Kano Computing Advisor, UNIQLO Advisor, Airbnb Advisor, Siemens Board of Directors, WorldCover Member, Board of Governors, Okinawa Institute of Science and Technology School Corporation Member, Board of Governors, OIST SC |
| Jesper Koll | From Jul. 1, 2020 to Jun. 30, 2023 | 1989 1994 1997 1999 2008 2009 2015 2019 2019 | Managing Director & Chief Economist, SG Warburg Securities Japan Managing Director & Chief Economist, JP Morgan Japan Securities Managing Director, Tiger Fund Investment Mgt. Managing Director & Chief Economist, Merrill Lynch Japan Securities Chief Executive Officer, Tantallon Research Japan Managing Director & Head of Equity Research, JP Morgan Japan Securities Chief Executive Officer, WisdomTree Japan Inc Senior Advisor, WisdomTree Investments Inc. Managing Director, Octave Japan Co. Ltd Advisor, MizMaa Ventures Senior Global Advisor, Japan Catalyst Inc. |
| Motoko Kotani | From Nov. 1, 2014 To Oct. 31, 2023* | 1990 1993 1997 1999 | PhD (Science), Tokyo Metropolitan University Visiting Researcher, Max-Planck Society for the Advancement of Science Associate Professor, Department of Mathematics. Faculty of Science, Toho University Associate Professor, Mathematics Institute, |

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|-------------------------------|--|---------------|---|
| | | 2001 | Graduate School of Science, Tohoku University 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 Nov. | Member, Board of Governors, OIST SC |
| | | 2020 Apri. | Executive Vice President for Research, Tohoku University (-present) |
| VijayRaghavan Krishnaswamy | From Nov. 1, 2011 to Oct. 31, 2023* | 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 Nov. | Member, Board of Governors, OIST SC |
| | | 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 |

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|--------------|--|------|--|
| 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) |
| | | 1991 | Nobel Prize in Physiology or Medicine |
| | | 2011 | Emeritus Director, Max Planck Institute for Biophysical Chemistry (-present) |
| | | 2018 | Member, Board of Governors, OIST SC |
| | | Jun. | |
| Ryoji Noyori | From May 1, 2018 to Apr. 30, 2024* | 1961 | B.A., Kyoto University |
| | | 1963 | M.A., 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) |
| | | 2001 | Nobel Prize in Chemistry |
| | | 2002 | President, The Chemical Society of Japan (until 2003) |
| | | 2003 | University Professor, Nagoya University (-present) |

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|------------------|------------------------------------|------|---|
| | | 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 | Member, Board of Governors, OIST SC |
| | | May. | |
| Masayuki Shibata | From Jan. 1, 2022 to Mar. 31, 2022 | 1981 | B.A. in Economics, Keio University |
| | | 1981 | Research and Statistics Division, Ministry of Education, |
| | | 1985 | M.A. in Economics, Northwestern University |
| | | 1986 | Ed.M., Harvard Graduate School of Education |
| | | 1989 | Second Secretary, Embassy of Japan, UK |
| | | 1991 | First Secretary, Embassy of Japan, UK |
| | | 1992 | Deputy Director, School Health Education Div. Physical Education & Sports Bureau, Ministry of Education |
| | | 1995 | Director, Management Dept., Gifu Pref. Board of Education |
| | | 1998 | Director, Office for Science Policy Planning, Science & Int. Affairs Bureau, Ministry of Education |
| | | 1999 | Director, Student Exchange Div. Science & Int. Affairs Bureau, Ministry of Education |
| | | 2001 | Director, Space Policy Div. Research & Dev. Bureau, Ministry of Education, Culture, Sports, Science & Tech. (MEXT) |
| | | 2003 | Director, Lifelong Learning Promotion Div. LLP Bureau (MEXT) |
| | | 2004 | Director, Policy Planning & External Relations Dept. Japan Student Services Org. (JASSO) |
| | | 2006 | Executive, Center for National University Finance & Management |
| | | 2008 | Director, International Affairs Division, Minister's Secretariat (MEXT) |
| | | 2010 | Director-General, Commissioner's Secretariat, Agency for Cultural Affairs (Concurrent Appointment) Deputy Director |

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| | | 2012 | General, Intellectual Property Strategy Headquarters |
| | | 2013 | Director-General, International Cultural Affairs, Ministry of Foreign Affairs |
| | | 2016 | Executive Vice President & Secretary-General, Kyushu University |
| | | 2017 | Executive Vice President & Secretary-General, Tokyo Institute of Tech. |
| | | 2019 | Ph.D. Open University of Japan |
| | | 2021 | Vice-President, Financial Management, OIST SC Secretary General (Acting), OIST SC Member, Board of Councilors OIST SC |
| Albrecht Wagner | From Oct. 1, 2015 To Sep. 30, 2024* | 1971 | PhD (Physics), University of Heidelberg |
| | | 1984 | Professor, University of Heidelberg |
| | | 1991 | Professor, University of Hamburg |
| | | 1999 | Director of Research, DESY |
| | | 2005 | Chairman, DESY Board of Directors |
| | | 2006 | Chairman, TESLA Technology Collaboration Board |
| | | 2007 | Chairman, International Committee for Future Accelerators (ICFA) |
| | | 2008 | Vice President of the Helmholtz Foundation |
| | | 2010 | Chairman, Council of Hamburg University |
| | | 2011 | Member, Board of the Joachim Herz Foundation |
| | | 2015 | Member, Board of Councilors, OIST SC |
| | | Oct. | Acting CEO & Acting President, OIST SC |
| Akira Yoshino | From Nov. 1, 2020 To Oct. 31, 2023 | 1972 | Entered Asahi Kasei Corp. |
| | | 1982 | Kawasaki Laboratory, Asahi Kasei Corp. |
| | | 1992 | Manager, Product Development Group, Ion Battery Business Promotion Dept., Asahi Kasei Corp. |
| | | 1994 | Manager, Technical Development, A&T Battery Corp. |
| | | 1997 | Manager, Rechargeable Ion Battery Group, Asahi Kasei Corp. May 2001 Manager, Battery Materials Business Development Dept., Asahi Kasei Corp. |
| | | 2003 | Fellow, Asahi Kasei Corp. |
| | | 2005 | General Manager, Yoshino Laboratory, Asahi Kasei Corp. |
| | | 2010 | President, Lithium Ion Battery Technology and Evaluation Center (LIBTEC) (to the present) |
| | | 2015 | Advisor, Asahi Kasei Corp. |

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| | | 2017 | Professor, Graduate School of Science and Technology, Meijo University (to the present) |
| | | 2017 | Honorary Fellow, Asahi Kasei Corp. |
| | | 2018 | Visiting Professor, Research and Education Center for Green Technologies, Kyushu University (to the present) |
| | | 2019 | Nobel Prize in Chemistry Distinguished Professor, Kyushu University (to the present) |
| | | 2020 | Fellow, National Institute of Advanced Industrial Science and Technology (AIST) (to the present) |
| | | 2020 | Director, Global Zero Emission Research Center, Department of Energy and Environment (to the present) |
| | | 2020 | Distinguished Professor, Meijo University (to the present) |
| | | | Member, Board of Councilors, OIST SC |

*Reappointed, 2nd Term **Reappointed

(3) Members of Councilors

| Name | Term | Position |
|------------------|---|--|
| Monte Cassim | From Nov. 1, 2011 To Oct. 31, 2023* | Chair of the Board of Trustees, President, Akita International University |
| Yuichiro Anzai | From Nov. 1, 2020 To Oct. 31, 2023 | Senior Advisor of Japan Society for the Promotion of Science (JSPS) |
| Mary Collins | From Feb. 18, 2016 To Feb. 17, 2022* | Provost, OIST |
| Erik De Schutter | From Sep. 1, 2018 To Sep. 30, 2022* | Chair of Faculty Assembly, OIST |
| Ralph Eichler | From Nov. 1, 2014 To Oct. 31, 2023* | Former President, EHT Zurich |
| Miki Fuchibe | From Nov. 1, 2020 To Oct. 31, 2023 | Chairman, Okinawa Association of Corporate Executives |
| Frederick Gilman | From Nov. 1, 2011 To Oct. 31, 2023* | Buhl Professor of Theoretical Physics, Department of Physics, Carnegie Mellon University Director, McWilliams Center for Cosmology |
| Kenji Govaers | From Nov. 1, 2020 To Oct. 31, 2023 | Senior Partner, Bain & Company, (Tokyo Office) |

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| Gil Granot-Mayer | From Jun. 1, 2021 To May 31, 2024 | Executive Vice President for Technology Development & Innovation, OIST |
| Isaku Higa | From April 1, 2021 To March 31, 2024 | Vice President for Financial Management, OIST |
| Yoshikazu Higashi | From May 1, 2020 To Apr. 30, 2023 | Chairman and CEO of Okinawa Tourist Service |
| Ryo Hirasawa | From Nov. 1, 2011 To Oct. 31, 2023* | 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, 2023* | Chairperson, Department of Chemistry, Stanford University |
| Kiichiro Jahana | From April 1, 2021 To March 31, 2022 | Vice-Governor, Okinawa Prefectural Government |
| Daisuke Kan | From Nov. 1, 2020 To Oct. 31, 2023 | President, Cheerio Corporation |
| Yoshihisa Kawakami | From Jan. 4, 2018 To Jan. 3, 2024* | Chair, Okinawa Development Finance Corporation |
| Tatsuo Kawasaki | From Jul. 1, 2020 To Jun. 30, 2023 | Co-Founder, Partner & Representative Director, Unison Capital Inc. |
| Nasser Kazeminy | From Nov. 1, 2017 To Oct. 31, 2023* | Chairman of the National Ethnic Coalition of Organizations (NECO) |
| *Jesper Koll | From Mar. 1, 2021 To Feb. 29, 2024 | Senior Advisor, Wisdom Tree Investment Inc. |
| Sachiko Kuno | From May 1, 2020 To Apr. 30, 2023 | President and CEO of S&R Foundation |
| Yumi Kuwana | From Nov. 1, 2020 To Oct. 31, 2023 | Founder & President, GCI Inc. (Global Citizens Initiative) |
| Faisal Mahmood | From Nov. 1, 2020 To Oct. 31, 2023 | Assistant Professor, Pathology, Harvard Medical School |
| Masaki Masudo | From Jan. 1, 2018 To Dec. 31, 2023* | Member, Okinawa Promotion Council, Cabinet Office, Government of Japan Special Advisor, Uipath K.K. |
| Ryo Matsumoto | From Nov. 1, 2011 To Oct. 31, 2023* | Professor Emeritus, University of Tokyo Professor, Organization for the Strategic Coordination of Research and Intellectual |

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| | | Properties, Meiji University |
| Yoshimi Nagahama | From Feb. 19, 2015 To Oct. 31, 2023* | Mayor, Onna Village |
| Tomo Nagase | From Jun. 1, 2019 To May 17 th , 2024* | Vice President for Human Resources, OIST |
| Mitsuru Omine | From Jul. 1, 2020 To Jun. 30, 2023 | Chairman & CEO, Okinawa Electric Power Company |
| Ken Peach | From Nov. 1, 2011 To Oct. 31, 2023* | Professor Emeritus, the Particle Therapy Cancer Research Institute, Oxford |
| Milind Purohit | From Apr. 1, 2018 To Sep. 30, 2022* | Dean of Faculty Affairs, OIST |
| Jenifer Rogers | From Nov. 1, 2020 To Oct. 31, 2023 | General Counsel Asia, Asurion Japan Holding G.K. |
| Scott Rudisel | From April 1, 2021 To March 31, 2024 | Vice President for Building & Facilities Management, OIST |
| Katsuhiko Shirai | From Nov. 1, 2011 To Oct. 31, 2023* | 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, 2023* | Dean of Graduate School, OIST |
| David Swinbanks | From Nov. 1, 2011 To Nov. 19, 2021* | Chairman, Springer Nature, Australia Founder, Nature Index Senior Advisor, Digital Science Vice President, Nikkei Science |
| Nobuaki Tanaka | From Nov. 1, 2014 To Oct. 31, 2023* | Former Undersecretary General at the UN Headquarters CEO, GaiaContact |
| Gail Tripp | From Jun. 1, 2018 To May 31, 2021 | Vice President for University Community Services, OIST |
| *Albrecht Wagner | From Nov. 1, 2011 To Oct. 31, 2023* | Chairman Emeritus, Board of Directors, DESY |
| Hideo Yamasaki | From Nov. 1, 2014 To Oct. 31, 2023* | Dean of the Faculty of Science, University of the Ryukyus |
| Heather Young | From Jun. 1, 2021 | Vice President for Communication & Public |

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| | To May 31, 2024 | Relations, OIST |
| Jürgen Zöllner | From May 24, 2017 To May 23, 2023* | Executive Board, Stiftung Charité |

[Name] *2 persons are also governors.

[Term] *Reappointed, Second Term

**Reappointed

II. Status of business implementation

See the attachment “FY2021 Performance Report.”

<Translation>

Fiscal Year 2021 Performance Report

From: April 1, 2021
To: March 31, 2022

Okinawa Institute of Science and Technology School Corporation

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|---------|------------------------|-----------------|
|--------------|---------|------------------------|-----------------|

As of March 31, 2022

| Chapter 1 Education & Research | | | | |
|---|---|---|--|----------|
| 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 PhD Students, Research Interns, and other Special Students. | | | A |
| 1.1 Ph.D. Program Action (1) | <p>(Research Training)</p> <p>1101 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.</p> <p>1102 OIST will make available to its students external, world-leading researchers and examiners to improve research opportunities and outcomes from our PhD program.</p> <p>1103 OIST will ensure students are given adequate and appropriate research and IT facilities and equipment.</p> | <p>* Number of publications by students</p> <p>* Number of external scholarships, etc. our students receive</p> <p>* Number of examinations for proposal and thesis</p> <p>* Number of graduates</p> <p>* Average number of students per faculty member</p> | <p>(Research Training)</p> <p>1101 Irrespective of the ongoing pandemic throughout FY2021, GS continues to provide exceptional support in all aspects of the academic program, and has even continued to develop and implement improvements throughout the year.</p> <p>1102 Despite curbs to international travel and continuation of an online format, when necessary, GS continues to provide access to world-leading researchers and examiners to all enrolled students.</p> <p>1103 OIST provides teaching labs stocked with appropriate consumables and equipment provides students with individual laptops, access to IT hardware and network, and support adequate access to research resources to complete thesis research.</p> | |
| 1.1 Ph.D. Program Action (1) | <p>(Curriculum)</p> <p>1104 OIST aims to increase the selection of courses available to students, including co-curricular instruction, in order to broaden the depth and breadth of the OIST curriculum.</p> | <p>* Number of electives, independent study and special topics courses offered</p> | <p>(Curriculum)</p> <p>1104 63 electives were offered, and of these, 11 were new courses. Additionally, students completed 58 independent study courses and 37 external courses for credit via online delivery, thus expanding the curricular offerings. As co-</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|---|---|-----------------|
| | <p>1105 OIST aims to develop and support diversity of course delivery, including online.</p> <p>1106 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.</p> <p>1107 Faculty and Graduate School will collaborate with faculty to develop pedagogical resources and improve teaching and learning approaches, leading to higher quality learning experiences for students.</p> | <p>curricular activities, 18 micro courses were offered, targeting skills development such as programming.</p> <p>1105 A total of 32 courses (51%) were run in online or hybrid mode in FY2021 in response to COVID-19 travel restrictions which prevented students from traveling to Japan to begin their studies. Best practices for online and hybrid teaching together with training in using MS Teams was provided to faculty to support online teaching. Free access to LinkedIn Learning continued to be provided for all students in FY2020.</p> <p>1106 During FY 2021, a revised syllabus template was created that asks faculty to create robust student learning outcomes, clearly describe required prerequisite knowledge, and align assessments to outcomes. We have also streamlined the system for transferring external credits to fill the academic gaps. Moreover, a mapping of courses and their relationships is available on the GS website.</p> <p>1107 A series of infographic pamphlets called “Talking About Teaching” was offered to faculty on topics relating to assessment techniques and online and hybrid teaching. A hands-on workshop on using MS Teams for teaching was conducted and faculty were offered one-on-one consultation regarding teaching questions and concerns. GS worked with Faculty Affairs C-Hub on inclusive mentoring and future collaboration.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|-------------------------------------|---|---|--|-----------------|
| 1.1 Ph.D. Program Action (1) | (Research Internship) 1108 OIST will provide a Research Internship program available to talented students with excellent research potential. | | (Research Internship) 1108 GS continues to provide its research internship program. Despite a (not-unexpected) higher-than-normal cancellation rate due to the travel restrictions, the continuing success of the program can be seen through the increased number of research intern applicants to the OIST PhD program. | |
| 1.1 Ph.D. Program Goal (2) | Understanding the unique needs of each student, OIST will provide them comprehensive support toward academic success and professional and personal development to impact their life broadly. | | | A |
| 1.1 Ph.D. Program Action (2) | (Student Support) 1109 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. 1110 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. | * Number and nature of professional and career development activities * PhD student retention rate * Number of grant applications supported and success ratio | (Student Support) 1109 Provided most updated information on the border control in timely manner and immediately adjusted the supporting mechanisms to meet the government requirements and student needs under the COVID situation. Also provided the adequate support to students in difficult situation by individual consultation, proxy application, language support, shopping support and coordination with other parties as necessary. 1110 The number of students of concern cases went up slightly this year. This was expected given the growing student body and the Pandemic that causes a lot of stress. The Early Student Intervention Coordinator and GS Students of Concern team managed all cases well. The time from the initial contact | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|--|---------|--|-----------------|
| | | | to case closure has continued to decrease, indicating that we are becoming more efficient in implementing a support triage for students. | |
| | <p>(Professional and Career Development)</p> <p>1111 OIST will provide a Professional and Career Development Program to prepare students for a wide range of career opportunities.</p> <p>1112 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.</p> <p>1113 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.</p> | | <p>(Professional and Career Development)</p> <p>1111 The OIST Graduate School continued to provide career development opportunities for students such as career events, company information sessions, and exchange information with PhD students from other universities, teaching at local universities, scientific writing online instruction, grant writing workshops, interacting with alumni, visual communication, and Japanese grant guidance, (21 PCD sponsored events and 90 events sponsored by other OIST divisions or externally organized events).</p> <p>1112 The GS PCD program collaborated with other OIST units through well-being workshops (Resilience and Respectful Workplace) and with the OIST Foundation on Alumni talks. GS also promotes programming by other divisions including Faculty Affairs (the newly formed C-Hub), and the Language section. With C-Hub, an active collaboration is now occurring including offering an Inclusive Mentoring symposium that involved student participants.</p> <p>1113 GS continued to provide diverse networking opportunities for students despite the challenges presented by COVID-19 including 7 events in FY21 including Alumni Talks, external speakers from various industries, and company</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|---|---------|---|-----------------|
| | <p>1114 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.</p> <p>1115 OIST will provide relevant skills training to all students to translate discovery into impact and contribute to society within Japan and beyond.</p> <p>1116 OIST will provide opportunities for students to interact with other universities in Okinawa and Japan including student exchange, networking and teaching.</p> | | <p>information sessions.</p> <p>1114 To support student success in receiving grant support, GS offered a JSPS information round table and a grant application writing workshop. GS also assisted students in applying for a Google fellowship which resulted in one OIST student award.</p> <p>Attachment 1. 1-1 Number of Students receiving External Scholarships, etc.</p> <p>1115 The Graduate School provides opportunities for students to learn skills to translate discovery into impact on society through training within the Professional and Career Development program (and in particular through the Group Project and Okinawa 101, which exposes students to the needs of the local community), and through specific skills training in mini courses at OIST.</p> <p>1116 Due to COVID-19, opportunities were limited, but two OIST students lectured at local Okinawa universities. Through OIST's membership in the Consortium for Career Development for PhD (CCDP), students had numerous opportunities to participate in remote professional and career development seminars and workshops with students from other Japanese universities.</p> | |
| 1.1 | To enrich the mutual benefits between OIST and Okinawa, | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|-------------------------------------|---|--|--|-----------------|
| Ph.D. Program Goal (3) | Japan, and the World, OIST will further develop communication and collaborations with other educational institutions and communities. | | | |
| 1.1 Ph.D. Program Action (3) | <p>(Student Collaborations)</p> <p>1117 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.</p> <p>1118 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.</p> <p>1119 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.</p> | <p>* Number of applications for the PhD program (Japanese and International)</p> <p>* Number of admitted PhD students (Japanese and International)</p> <p>* Number of applications for the RI program</p> <p>* Number of applications for the RI-PhD Pathway program</p> <p>* Number and nature of interactions between OIST students and other students</p> | <p>(Student Collaborations)</p> <p>1117 Due to the on-going COVID-19 pandemic situation, the number of OIST Special Students (including Research Interns and Special Research Students) has not increased this year, and OIST PhD Students could not undertake co-supervision and study-leave as they planned originally. However, despite such difficult situation, GS was able to maintain collaborative relationships with other universities and enhanced the relationship more by concluding new agreements to send and accept students from/to OIST.</p> <p>1118 The GS Student Recruitment Team has organized a total of 5 online university information sessions (OIST NetCafé) this year, and during one the events, we featured a PhD student from Okinawa to share his student life experience at OIST towards prospective students in Okinawa and Japan.</p> <p>1119 GS provided opportunities for students to engage with the Okinawan community through the PCD Group Project, required Okinawa 101 sessions, and through the Welcome to Okinawa orientation session. Additional opportunities to collaborate with Onna son and Okinawa prefecture through SDG initiatives were given to students.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|--|---|--|-----------------|
| | <p>(Student Recruitment)</p> <p>1120 OIST will continue to diversify student recruitment activities to attract a diverse group of world-class students for PhD program and Research Intern program.</p> <p>1121 OIST will keep track of participants of GS events and programs.</p> | <p>* Number and list of agreements with other universities (SRS, RI MOU, study-leave, co-supervision)</p> | <p>(Student Recruitment)</p> <p>1120 GS has initiated a new student recruitment effort called the 50:50 campaign, aiming to encourage more female prospective students and increase the number of applications by female applicants.</p> <p>Attachment 1. 1-2 Students Information</p> <p>1121 GS keeps registration record of every student recruitment event, such as OIST NetCafé. We received a total of 508 registered participants in this fiscal year, in which 143 were from Japan.</p> | |
| | <p>(Science Education and Outreach)</p> <p>1122 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.</p> <p>1123 OIST will offer various science classes, workshops, and other activities to local and nationwide STEM-focused junior high and high school students.</p> | | <p>(Science Education and Outreach)</p> <p>1122 We are continuing to work closely with CPR to plan communication strategies using social media (ex: Instagram, Twitter, etc.) as well as other digital platforms such as OIST websites and external websites where we advertise various programs such as Research Internship and PhD Program.</p> <p>1123 GS has successfully delivered SHIMA (island sustainability science workshop) in-person, where we invited 13 local high school students to participate in a series of science lectures and hands-on activities. Another workshop to empower female high school students, HiSci Lab, is also being organized for 35 participants to be held at the end of March.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|---|---------|---|-----------------|
| | | | The team also started the “Science Club”, which is an after-school club offered at Unna Junior High School. | |
| | <p>(Alumni Engagement)</p> <p>1124 OIST will establish a networking platform for PhD program alumni to engage them as ambassadors of our programs.</p> <p>1125 OIST will continue to track alumni after graduation to keep them networked and engaged.</p> <p>1126 OIST will extend the engagement platform to include OIST Alumni and Associates Network.</p> <p>1127 Coordination platform for Alumni and Associates will be set up. Newly hired senior employee of the Faculty Affairs office will be the central coordinator, will form a working group with the Graduate School representative who will support and perform as the student interface, Senior Advisor</p> | | <p>(Alumni Engagement)</p> <p>1124 GS is continuing to expand OIST alumni community and network via LinkedIn, where over 60 alumni is connected in this group. The team is also working closely with Senior Consultant for Professional Development and Inclusive Excellence to establish a new OIST Alumni and Associates Network, which aims to provide a platform to continue to stay engaged with OIST.</p> <p>1125 GS continues to conduct one-on-one exit interview with each graduate to collection contact information as well as professional career path after graduation. Each graduating student is also given an OIST alumni email address so we can stay in contact with alumni.</p> <p>1126 This project is now led by Senior Consultant for Professional Development and Inclusive Excellence, and GS plans to share alumni information with her team and guide our alumni to join the new platform once launched.</p> <p>1127 GS is supporting to establish the new OIST Alumni and Associates Network platform by engaging our alumni to provide feedback and participate in a series of surveys to build the system.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|---|---|--|--|-----------------|
| | for Institutional Development, CPR, other key representatives of the related areas. | | | |
| 1.1 Ph.D. Program 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. | | | A |
| 1.1 Ph.D. Program Action (4) | <p>(Policy and Process Management)</p> <p>1128 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.</p> <p>1129 OIST will improve the curation and dissemination of policy changes to other stakeholders internal and external.</p> <p>1130 OIST will improve student record management system and curation and visualization of longitudinal data.</p> | * Number and nature of GS meetings with students and faculty | <p>(Policy and Process Management)</p> <p>1128 Policy and procedure continue to be reviewed and revised in collaboration with relevant faculty and student bodies, including GS-Faculty Liaison Committee, Faculty Council, Curriculum and Examinations Committee, Student Council and its sub-committees.</p> <p>1129 GS has instituted an improved curation and revision process, including liaison and approval channels relevant to the subject matter, and further ensured that relevant stakeholders will receive timely updates and explanation prior to implementation.</p> <p>1130 Student record management is being overhauled as part of the digital transformation and migration of our processes to a new student information system. Our progress in visualization of longitudinal data is delayed as part of the Navii implementation (see 1131). However, we were able to manually conduct several important analyses such as time to graduation, completion rates, retention rate, and student population size prediction.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|---|---------|--|-----------------|
| | <p>(Business Efficiency Re-engineering)</p> <p>1131 OIST will re-engineer workflow and processes of the Graduate School and employ relevant software to improve our business effectiveness and efficiency. OIST will continuously review and optimize our business operations and staffing arrangements to maintain quality to serve the growing university.</p> <p>1132 OIST will support Graduate School staff by creating individual development plans and providing training and other opportunities for professional skills development and personal growth.</p> | | <p>(Business Efficiency Re-engineering)</p> <p>1131 Development of digitized workflows into a new all-inclusive student information system called Navii is well under way. Because the enormous scale of this enterprise application migration and challenges working across three time-zones, our progress is delayed.</p> <p>1132 Each GS staff member was encouraged to spend up to 5% of their official time on professional development. They developed professional plans in consultation with by their section manager or deans. In addition, we had two division-wide workshops provided by experts on two topics; diversity, equity, and inclusion; service-excellent oriented communication.</p> | |
| | <p>(Communications)</p> <p>1133 To enhance mutual understanding and improve our quality of service, OIST will continuously adapt our communications with students, faculty, and relevant administrative divisions.</p> | | <p>(Communications)</p> <p>1133 We conducted a division-wide review of our written communications to students and faculty. As a result, we restricted mass email traffic and are designing web-based information dissemination. In addition, each section has either revised their email templates or adopted a peer-review system to checking emails. All of these efforts are aimed at improving the tone of our communications to become more service-minded. We have also partnered with student council and faculty council to share with them policy updates once a year and to implement a month long communication campaign to</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|---|---------|--|-----------------|
| | 1134 OIST will improve the Graduate School website to enhance online communication to the public including prospective students. | | <p>help students settle in a PhD lab to avoid having to leave the program without finding a good match with a PhD supervisor.</p> <p>1134 GS updated information and uploaded new student interview movies on the Admissions Website as Research Internship and PhD Programs information was revised. GS is also working with CPR to revamp the university home website, which is currently under construction.</p> | |
| | (Program Extension) 1135 OIST will identify funding opportunities, such as Japan Student Services Organization (JASSO)'s funding programs, to support programs for students. | | (Program Extension) 1135 GS was successful in securing a number of external funds; <ul style="list-style-type: none"> ● Orchid Bounty grant for outreach programs especially HiSci ● US Embassy of Japan grant for SHIMA outreach program ● US-Japan Foundation grant for an outreach partnership with SkyLabo ● US Department of Interior grant for partnership with East-West Center on Blue Economy Challenge (SDG) ● Tanaka Memorial Foundation donations <p>We also continued to provide external funding information to students and provided application support. New funding opportunities, Tobe-Maki scholarship foundation and Google PhD fellowship, are added to funding opportunities for students and a few students are successfully awarded.</p> | |
| 1.2 | OIST Graduate University will conduct world-class research | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|---------------------------------------|---|---|--|-----------------|
| Scientific Research Goal | 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. 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. | | | |
| 1.2 Scientific Research Action | <p>(Promotion of cross-disciplinary research)</p> <p>1201 We will support start-up of new research units.</p> <p>1202 We will hire female faculty in order to improve the gender balance in the faculty.</p> <p>1203 Our Faculty Lunch Talks will be continued to promote inter-unit conversations and trust that this will result in interdisciplinary research.</p> | <p>*Number of researchers (faculty, postdocs, technicians, and students)</p> <p>* Evaluation of research results by internal quality control standards in accordance with DORA</p> <p>* Number of joint publications between different faculty members.</p> | <p>(Promotion of cross-disciplinary research)</p> <p>1201 We worked with new faculty and other sections to coordinate resources necessary to launch the research unit.</p> <p>1202 Under this year's search, we hired 2 female faculty members and we will continue hiring process for 3 more female faculty members.</p> <p>1203 Faculty Lunchtime Seminars were organized to facilitate intellectual exchanges and collaborations among faculty members and research Units across different disciplines.</p> <p>Despite the cancellation of several talks due to the COVID-19, by implementing infection prevention measures, we managed to have ten seminars by faculty members in a wide range of research fields.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>1204 The Library actively collects electronic resources so that necessary content can be accessed via remote access and provides infrastructure to retrieve academic information efficiently. It is important to maintain and develop exhaustive collections to promote interdisciplinary research and support excellent faculty and researchers.</p> <p>1205 We plan to launch the Research Tag Project. It fulfills the purpose of showcasing the research, collaborations, expertise and projects of OIST Faculty, Researchers, and students. This is expected to attract more collaborators within OIST and with external institutions.</p> <p>1206 We will have External Faculty who will teach at OIST and collaborate with our faculty. This is also to fulfil the gap that OIST faculty cannot provide to our students.</p> | <p>* Number of research honors</p> <p>* Number of awarded research grants (number and amount)</p> <p>* Number of fee for use of core facilities by external users (number and amount)</p> <p>* Number of scientific meetings hosted by Research Support Division, Office of the Provost and Office of the Dean of Research (number and number of participants)</p> <p>* Number of joint researches hosted at Core Facilities of Research Support Division (number and number of visitors)</p> | <p>1204 We continued to provide users with search tools and lending services by linking the world's largest bibliographic database with the OIST library system. We have also focused on enhancing our electronic collection, and it is now possible to access 6,502 online journals, including 5 new journals. Based on the usage data of online journals, we continued to evaluate journal choice in an effort to manage the budget properly and maintain the collection. We purchased 11,988 eBooks from Springer Nature, and the total number of eBooks in our collection increased significantly to about 150,000 titles. An additional benefit of increasing remote access resources was limiting the spread of the Covid-19 virus.</p> <p>1205 The Research Tag Project made slow progress initially due to the pandemic and budget shortage in this fiscal year, however, the project has moved forward towards implementation.</p> <p>1206 One External Professor started his contract this year. Another one is scheduled to start his contract in the next fiscal year, and we have begun preparations to hire more External Professors.</p> | |
| 1.2 Scientific Research Action | <p>(Research Support)</p> <p>1207 We will expand and promote support services on common research space and basic lab equipment.</p> | | <p>(Research Support)</p> <p>1207 Arrangement of common research space and basic lab equipment has been optimized throughout the campus, and</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|--|--|--|-----------------|
| <p>1208 We will provide the OIST animal care and use program, including Marine fishes and cephalopods, at animal facilities in the existing laboratory buildings. We will pay attention on animal welfare and human engineering based on cutting-edge technology.</p> <p>1209 We will support research activities using the latest multi-paralleled DNA sequencers and high throughput single-molecule real-time sequencer, and the Section also will start new services using ultra-high accuracy long read single-molecule sequencer that has been installed in the previous fiscal year. Along with the fulfilled long read sequencers, the Section will proactively expand our services by introducing HMW DNA extraction and a new application of 3D genome sequencing. We will PCR testing for COVID-19, which was</p> | <p>* Number of training courses hosted at Core Facilities of Research Support Division for external researchers and students (number and number of participants)</p> | <p>the information has been provided to users on the internal webpages.</p> <p>1208 Considering the spread of COVID-19, Animal Resources Section (ARS) has continued to pay attention on animal welfare and organize staff to support high-quality animal experiment research activities. ARS has commenced the new regular pathogenic microorganism monitoring tests for birds and fishes. ARS continued to promote and strengthen the veterinary care system for all animal species (rodents, amphibians, birds, fishes and cephalopods) at AAALAC International accredited animal facilities. ARS has worked to the final plan of mouse facilities in Lab 5 and integrated cutting-edge technology to improve and strengthen support. The 34th of Annual Meeting for the Japanese Society for Alternative to Animal Experiments was held at OIST conference center in November to disseminate research contents and results of 3Rs principle.</p> <p>1209 In addition to the regular support using the latest multi-paralleled DNA sequencers and high throughput single-molecule real-time sequencers, this fiscal year the newly launched ultra-high accuracy long read single-molecule sequencing and 3D genome sequencing got on track and were in great demand, contributing to the improvement of genome assembly for various species. Since the focus of genome sequencing is on how accurately long reads can be obtained, the section took up the challenge of ultra long read</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>started in May 2020 to cooperate with Okinawa Prefecture, to improve the efficiency of the testing and to increase the number of samples we can process per day.</p> <p>1210 We will promote and provide mechanical/material/electronic engineering services to researchers at OIST. Development of more comprehensive and ordered training will include all instruments and facilities within the section.</p> <p>1211 Additionally, the section will improve the skills of staff to support advanced research projects.</p> | | <p>sequencing, a further extension of long read sequencing, and improved the extraction method for ultra HMW DNA to improve the genome assembly of certain species. The Sequencing section contributed to the improvement of centromere assembly. Additionally, PCR testing for COVID-19, which was initiated with the cooperation of Okinawa Prefecture, was continued, and the semi-automated testing established last year was further strengthened, with a maximum of 3,000 tested per day. Responding flexibly to the pandemic, the number of samples conducted this fiscal year exceeded approximately 150,000 up 10 times from the previous fiscal year.</p> <p>1210 The Engineering Section (ENG) continued to promote and provide mechanical/material/electronic engineering services to the growing number of OIST researchers throughout the year.</p> <p>ENG sections training and services became more comprehensive and ordered through the addition of specialist staff for single crystal diffractometry and optical characterization. This in conjunction with better training manuals and utilization of new reservation software has delivered better overall training. The ENG section also took on the responsibility of laser safety training within the university.</p> <p>1211 ENG staff improved skills by cross training within the section and periodically attending trainings to support</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|--|---------|---|-----------------|
| <p>1212 We will promote the effective use of High-Performance Computing (HPC) for OIST core research by providing innovative technology in an integrated environment.</p> <p>1213 We will work towards improving the alignment of shared and dedicated research computing resources with the main computing system, Deigo, by performing more integration and decommission of old systems.</p> <p>1214 We will also provide education and training in the best use of the scientific computing, tools and data management, and expand the team to address new services demands and reinforce research support.</p> <p>1215 We will promote common research facilities and services, while enhancing necessary experts.</p> <p>1216 We will continue to promote research ethics, by organizing research ethics training and seminars.</p> <p>1217 Provide better support on application and</p> | | <p>advanced research projects.</p> <p>1212 We promoted the usage of central scientific computing and research data storage resources provided by core facilities. Also, we conducted technical surveys and benchmarking of modern technology that will be required in OIST's future (growth, expansion, research continuity, etc.)</p> <p>1213 We consolidated Deigo storage and computing system with central research storage and other computing systems, including systems dedicated to units or specific projects. We also decommissioned end-of-life old systems.</p> <p>1214 We provided training on HPC and research computing at OIST, conducted a campus-wide user's survey and introduced audiovisual documentation for the usage of core computing and storage resources.</p> <p>1215 Research support experts are being enhanced, and a new system for managing effective use of common research facilities has been employed, to enforce research capability of OIST.</p> <p>1216 We provided other educational opportunities, including e-learning and webinars on research integrity to all researchers involved in research activities in the University.</p> <p>1217 We planned and operated the on-campus research</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|---|---------|--|-----------------|
| <p>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>1218 We will special training courses which are now receiving a lot of recognition; advanced light microscopy, Tokuyasu cryo-sectioning and cryo-electron microscopy depending on the developments of COVID-19. We enhances the support for the serial block-face SEM tomography users. Further, we extend national and international collaboration projects. Further, we will implement the suggestions of the international and domestic experts in the peer review committee conducted at the end of FY2020.</p> <p>1219 We will enhance the service contents, instrument and staff activities so that IAS support reaches across the university. In particular, we will reorganize the support service for mass spectrometry of biological samples currently used in many researches in OIST. In addition, we will introduce support for newer research fields due to the expansion and change of OIST research fields. In addition, we will address to develop new methods with external research institutes that can be used by OIST researchers. We will aim for further external collaboration and effective use of instrument.</p> | | <p>grants Kicks and SHINKA that promote joint research.</p> <p>1218 We could continue supporting the national BINDS project on cryo-electron microscopy. The final evaluation was very positive. The good results were awarded by accepting the Scientific Imaging Section for the next grant period of another 5 years starting FY2022. We were co-authors of more than 3 peer reviewed publications, 2 more are submitted. Serial-block face SEM using the focussed ion beam is now routinely used delivering publishable results. Taking COVID-19 measures, cryoEM course could be held on site. On international level we are participating in conferences and giving many on-line lectures.</p> <p>1219 We have expanded the mass spectrometry (MS) service of biological samples currently used in many studies. First, we hired new staff with experience in the field of proteomics MS, and enhanced proteomics research and education throughout the university. Furthermore, in collaboration with external research institutes, we have upgraded the service, including new methods of biological mass spectrometry.</p> <p>Beside the biological mass spectrometry of Instrumental Analysis Section's support across the university, we improved</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|---|---------|--|-----------------|
| <p>1220 The Okinawa Marine Science Support Section provides proper support for marine science at OIST and the proper operation of the OIST Marine Station. Manage living organisms with internal standards and continue to promote the ethical and humane treatment of laboratory animals within the scientific community. We will co-organize the Okinawa Marine Science Workshop and strengthen our network of marine science related organizations in Okinawa. We will also promote the external use of the station facilities. In addition, we will strengthen our collaboration with the domestic marine station network. We will strengthen cooperation with the local community through inter-divisional collaboration within the university and promote the provision of information and consultation for the planning and implementation of research/fieldwork.</p> <p>1221 We coordinates, maintains, and utilizes the field sampling networks and social collaboration networks of the community-collaborative environmental monitoring project "OKEON Churamori Project", and providing comprehensive support for terrestrial field surveys in Okinawa. In addition, in</p> | | <p>the efficiency and renewal of instrument including for the thermal analysis to support further advanced research.</p> <p>Attachment 1. 2-1 The number of use of our research facilities by external organization</p> <p>1220 A seawater supply system for the campuses was developed, and field observation networks were maintained. Assisted in the planning and safe implementation of outdoor activities. Promoted the ethical and humane treatment of marine life at the OIST Marine Science Station in accordance with international regulations AAALAC International. Limited external use of the station was resumed following strict COVID-19 infection control measures. The 6th Okinawa Marine Science Workshop was held via webinar on behalf of Okinawa Prefecture, as COVID-19 made it difficult for Okinawa Prefecture to carry out its secretariat. To strengthen cooperation with marine science stations in Japan, OIST Marine Science Station was affiliated to JAMBIO and station staff visited the Shimoda and Misaki Stations. Outreach activities were conducted in collaboration with the Graduate School and Community Relations Section.</p> <p>1221 The OKEON Churamori Project field sampling network was maintained without delay, and the collection and data were further enriched. Using the know-how accumulated through collaborations with Okinawan society, the section provided on-campus researchers with safety management,</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>collaboration with the Ministry of the Environment, domestic and overseas research institutes, Okinawa prefectural government, etc., we will provide new technology and expertise to environmental administration such as the countermeasure of invasive species such as Fire ant and Browsing ant, and with prefecture high schools, museums, municipal boards of education, etc. We will contribute to the achievement of Okinawa SDGs through collaborative joint research and efforts for natural history education.</p> <p>1222 We will produce and support excellent research at OIST, especially by creating analysis and curation solutions for research on the environment, ecology, evolution and behavior. We will offer internal seminars and training events to promote use of its services and data curation best practices at OIST. We will analyze results of a survey of faculty needs and international best practices for environmental data support and plan acquisitions of equipment, staff, and staff training to</p> | | <p>appropriate legal procedures, and coordination with the local community as well as actual field survey supports for terrestrial field research. The section contributed to the Okinawa SDGs by utilizing the research results of the OKEON Churamori Project through a cross-organizational system within the prefecture; successfully reduced densities of the invasive alien ants <i>Lepisiota frauenfeldi</i>, provided fire ant identification training and workshops to administrations and high schools within the prefecture; coordinated the conclusion of research cooperation memorandum among major institutions within the prefecture in conjunction with the World Natural Heritage sites; co-hosted exhibitions at museums and a library; participated in the advisory boards of prefecture's projects; and served as a member of the Super Science High School Steering Committee. This fiscal year, in addition to receiving a grant from the Ministry of the Environment, the section was entrusted with two projects by the Ministry of the Environment's Okinawa Amami Nature Environment Office.</p> <p>1222 The Environmental Informatics Section (ENVI) produced a series of environmental data layers describing land cover, runoff, weather, and other features for Okinawa over the last 36 years. We met with faculty, postdocs, and students to consult on a wide range of projects involving environmental informatics. The section published 6 peer-reviewed scientific articles and supported the publication of additional publications internally using data sharing and consultation.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | meet those needs. | | We analyzed the survey of faculty needs and best practices to plan future goals, and the equipment and staff acquisitions needed to meet them. | |
| 1.2 Scientific Research Action | <p>(Publication and communication)</p> <p>1223 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.</p> <p>1224 We will provide accessible information about OIST to the scientific community and general public in Japan and overseas, through OIST web articles, press releases, press conferences, print publications, social media, leadership communication and high-profile speaking opportunities.</p> <ul style="list-style-type: none"> - OIST will develop and implement effective media strategies to generate coverage by major media outlets in Japan and overseas. This will include press releases and articles about new scientific directions and outcomes, and other activities of interest to diverse audiences (spanning the breadth of institutional work in research, education, innovation, and the sustainable development of Okinawa). These will be disseminated to local, | | <p>(Publication and communication)</p> <p>1223 We worked to disseminate research content and results. Institutional Repository (OISTIR) continues to be a primary means of disseminating to the world. Individual units also publicize their work on their own websites and via their annual reports.</p> <p>Attachment 1. 2-2 FY2021 OIST Publications and Presentations</p> <p>1224 The University's research findings, innovations, and partnerships were communicated through a variety of tactics, including its website, press releases, press events, e-newsletters, social media.</p> <ul style="list-style-type: none"> - The section manager served as the secretary of the "the Japan Association of Communication for Science and Technology (JACST)", consisting of public relations officers from research institutes and universities in Japan, and worked to expand its network with other organizations by serving as the organizer of the "Japan SciCom Forum." In addition, we actively engaged in activities to enhance collaboration with research | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|---|---------|---|-----------------|
| <p>national, and international media through established networks, Japan's press clubs, and by subscriptions to leading electronic press distribution companies.</p> <ul style="list-style-type: none"> - OIST will work with other Japanese universities and research institutions and will maintain a global network of science communicators, to enhance the institution's contribution and contribute to innovation and capacity-building in Japanese and international science communication. - OIST will further strengthen social media channels and develop additional expertise and resource in multimedia production. - OIST will develop new internal communication channels and professional capacity 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 achievement. Branding materials and toolkits for all staff in support of | | <p>institutes and universities in Japan, such as providing promotion support when holding symposiums.</p> <ul style="list-style-type: none"> - New social media channels and resources were developed with the goal of better engaging specific audiences with a focus on local and national stakeholders. The number of followers on several of the university's social networking sites increased by an average of 15%, and the number of views on the video streaming service nearly doubled each quarter. In addition, we collaborated with Forbes JAPAN to produce "OIST Talks," in which the OIST President speaks with leaders from various fields. In support of the 10th anniversary we designed an exhibition (one semi-permanent and one traveling). - Internal communications efforts for sharing information and increasing engagement included using the intranet, internal websites, newsletters, email, info screens, lock screens, printed materials, and events. In addition, extensive support was provided around COVID communications including intranet announcements, | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|---------------------------------|--|---------|--|-----------------|
| | <p>this will also be developed and provided.</p> <ul style="list-style-type: none"> - Develop new branding and awareness-raising opportunities in Okinawa and Japan in collaboration with government, media and partners including the OIST Foundation. - Issue news releases and press announcements about the latest scientific outcomes of OIST's research and other activities, hold press conferences, regular meetings with local reporters, and press briefing sessions with Tokyo-based journalists throughout the year, web and social media analytics. <p>1225 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.</p> | | <p>COVID Guidance Page, content in newsletters, email, and a virtual townhall. Other than the COVID support, new channels and tactics were not activated due to being down one staff member on that team.</p> <ul style="list-style-type: none"> - OIST published two joint press releases and two web articles with the OIST Foundation and actively communicated the Foundation's activities through social media. - CPR wrote and disseminated 60 press releases and 45 web articles on the OIST research results and activities. Although we were unable to hold a press conference in Tokyo due to COVID, we held online press conferences (including a hybrid format of face-to-face and online). We worked to expand our network by holding meetings and responding to interviews with reporters across Japan. <p>1225 As online seminars have become more common, we installed "Remo" on a trial basis. Remo is an online event tool facilitating communication in a virtual space. We also installed "Sansan", which is a management tool for webinars.</p> | |
| 1.3 Faculty Affairs Goal | <p>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, the university library, and other miscellaneous faculty and researcher matters.</p> | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|------------------------------------|--|---|--|-----------------|
| | Further, we will provide Career Development Programs for all personnel and enforce archiving of research data of all OIST publications. | | | |
| 1.3 Faculty Affairs Actions | <p>(Appointment)</p> <p>1301 We will continue to recruit faculty members strategically considering budget and research space available.</p> | <p>* Number of research units evaluated</p> <p>* Number of tenure reviews and promotion reviews</p> | <p>(Appointment)</p> <p>1301 8 new faculty members started their appointment either as a full-time or as a Transitional Professor. Six more faculty candidates are under consideration and in negotiation. The number of faculty at the end of FY21 stands at 87.</p> | |
| 1.3 Faculty Affairs Actions | <p>(Faculty/Research Evaluation)</p> <p>1302 We will conduct tenure reviews to faculty who negotiated their contracts or appointed at the internationally highest standards.</p> <p>1303 We will conduct tenure reviews of 3 faculty and promotion review of 3 faculty.</p> <p>1304 We will conduct unit reviews for 7 research units led by tenured and adjunct faculty members.</p> <p>1305 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,</p> | <p>* The number of papers registered in the Institutional Repository</p> | <p>(Faculty/Research Evaluation)</p> <p>1302 We conducted faculty reviews by external reviewers at internationally high standards and in compliance with DORA (San Francisco Declaration on Research Assessment).</p> <p>1303 Two faculty members whose tenure reviews had started in FY2020 were granted tenure in FY2021. Another tenure review has started in FY2021 and will be completed in early FY2022. Promotion reviews for tenured Associate Professors have been postponed to FY2022 due to the pandemic etc.</p> <p>1304 We conducted unit reviews for 6 research units. One unit review has been postponed to FY2022 due to his delayed arrival in Japan caused by the pandemic.</p> <p>1305 The Faculty Annual Performance Appraisals were conducted for full-time faculty members. We reviewed individual faculty research, teaching, university service, and</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|------------------------------------|--|---------|---|-----------------|
| | 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. | | external grants received. We also checked the units' Annual Reports published on their websites, registration status of their publications and articles at OISTIR, and the status of research data archival, to fulfill the accountability in using public expenses for the research projects. Attachment 1. 3-1 FY2020 Number of Research Honors/Awards Attachment 1. 3-2 FY2020 Outreach by Faculty and Researchers | |
| 1.3 Faculty Affairs Actions | (Research Productivity Report) 1306 We will continue to increase the number of research items registered and enhance the support system for Open Access university wide. | | (Research Productivity Report) 1306 363 articles were deposited in the institutional repository (OISTIR) of the university, bringing the total number of articles to 1709. The Open Access percentage in 2021 was 94%, which is maintained at a minimum of 90% every year, and we are actively disseminating research results. The number of downloads of registered papers in OISTIR during this period was 64,485. | |
| 1.3 Faculty Affairs Actions | (Senior Appointment & Post retirees) 1307 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. | | (Senior Appointment & Post retirees) 1307 There was no unit review for faculty members over or close to the retirement age in FY2021. | |
| 1.3 Faculty | (Faculty Development) 1308 We will conduct Faculty Retreat. In these retreats, we | | (Faculty Development) 1308 In place of a Faculty Retreat this year, we focused on | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|------------------------------------|--|---------|--|-----------------|
| Affairs Actions | <p>will invite speakers with established credentials in delivering soft skills to faculty and other researchers.</p> <p>We will continue to provide New Faculty Orientation, with greater emphasis on preparation for tenure and other faculty reviews and especially on proper management of their lab members, in order to run their research units with fewer conflicts.</p> | | <p>the even bigger task of creating the Center for Professional Development and Inclusive Excellence (C-Hub). The C-Hub was launched to lead professional development and diversity, equity, and inclusion (DEI) support for the entire university. In lieu of the Faculty Retreat, the C-Hub led a university-wide online international symposium on Inclusive Mentoring and other webinars and workshops, aiming to help our faculty members become inclusive lab leaders. In order to train early career science faculty in skills to become better public communicators of their high impact scientific research, C-Hub successfully received a grant from the Japan Foundation Center for Global Partnership to create a bi-lateral Japan-U.S. Science Communication & Policy Fellowship Network.</p> | |
| 1.3 Faculty Affairs Actions | <p>(Postdoctoral Career Development)</p> <p>1309 We focus most of our attention on postdoc professional development and career support. We are also working on integrating Research Environment Guidelines based on OIST Values into New Faculty and Postdoc orientations which will help create a better atmosphere in our research units. In addition, we also provide postdocs with learning opportunities to enhance their leadership & management, communication, collaboration and grant writing skills.</p> | | <p>(Postdoctoral Career Development)</p> <p>1309 We expanded our activity in this sector from the focus on just postdocs to all staff at OIST, including postdocs, other researchers, students, as well as admin staff. C-Hub conducted a needs analysis survey and focus group interviews with postdocs and researchers. Based on the analysis, C-Hub provided various leaning opportunities, formed mentoring circles, and developed certificate program in pedagogy.</p> <p>In addition, C-Hub led the establishment of the OIST Alumni Association Network (OAAN), which will be launched this May 2022. The OAAN includes the entire present and past postdoc and graduate student community.</p> | |
| 1.4 Global | OIST will continue to create strong networks with the | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| Networking Goal | 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. | | | |
| 1.4 Global Networking Actions | <p>1401 OIST will provide opportunities for students to interact with other universities in Okinawa and Japan including student exchange, networking and teaching. (First bullet point)</p> <p>1402 OIST will focus on activities towards enhancing networking.</p> | <p>* Number of international courses and workshops organized by OIST (14)</p> <p>* Impressions and feedbacks from the participants of international courses and workshops.</p> <p>* Number of new partnership programs and extension of existing programs with globally leading universities and institutions.</p> <p>- RIKEN: Conducting one symposium and</p> | <p>1401 Due to COVID-19, opportunities were limited, but two OIST students lectured at local Okinawa universities. Through OIST's membership in the Consortium for Career Development for PhD (CCDP), students had numerous opportunities to participate in remote professional and career development seminars and workshops with students from other Japanese universities. (Same as 1116)</p> <p>1402 During this reporting period, we initiated, planned and executed various domestic and international workshops and seminars to provide online and on-site networking mechanisms for students and young researchers with the following institutional partners. The seminar series has expanded the opportunities for young researchers to present their research.</p> <ol style="list-style-type: none"> 1. RIKEN: 2 symposia (hybrid), 1 partner faculty member 2. University of Tokyo: 4 bilateral seminars (online) 3. Osaka University: 1 seminar (hybrid); 1 bilateral seminar (online) 4. Keio University: 2 bilateral seminars (online) 5. Tohoku University: 1 Workshop (hybrid) has been | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>1403 Continue to 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. This will strengthen the academic reputation and networking of OIST researchers and students, thus contributing to the recruiting of new faculty and scientific talent. Increase the number of online and hybrid workshops with by exploiting video conferencing system, to cope with the restrictions imposed by COVID-19 to overseas travelers. Maximize the cost-effectiveness of the administrative logistics support by streamlining the workflow in response to the increasing number of incoming faculty.</p> <p>1404 OIST will provide a Research Internship program available to talented students with excellent research potential.</p> | <p>appointing an External Professor from RIKEN</p> <p>- The University of Tokyo: Conducting two seminars/workshops hybrid style (online/onsite)</p> <p>- Tohoku University: Conducting one seminar/workshop hybrid style (online/onsite)</p> | <p>postponed to April 2022 due to COVID-19.</p> <p>6. Hebrew University: 1 workshop (online)</p> <p>7. Sorbonne University: 1 discussion between PIs in both institutes (online); 1 Joint grant application</p> <p>1403 Due to continuing spread of COVID-19, international travel remained restricted. In FY2021, Conference and Workshop Section helped organize 2 hybrid- and 9 online-workshops. The section provided in-depth documentation and technical support to carry out these workshops smoothly. Some online conferencing tools were used to ensure the smooth operation and networking of the participants. To streamline the workflow of the logistics support, OIST Workshop Management System has been developed. 24 workshops were either postponed to FY2022 or later or were cancelled.</p> <p>Attachment 1. 4-1 FY2020 List of OIST Funded Workshops/Mini-Symposia</p> <p>1404 GS continues to provide its research internship program. Despite a (not-unexpected) higher-than-normal cancellation rate due to the travel restrictions, the continuing success of the program can be seen through the increased number of research intern applicants to the OIST PhD program. (Same as 1108)</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | 1405 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. | | 1405 Provided most updated information on the border control in timely manner and immediately adjusted the supporting mechanisms to meet the government requirements and student needs under the COVID situation. Also provided the adequate support to students in difficult situation by individual consultation, proxy application, language support, shopping support and coordination with other parties as necessary. (Same as 1109) | |
| Chapter 2 Governance & Administrative Transparency and Efficiency | | | | |
| 2.1 Basic structures for governance and business operations Goal | <p>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.</p> <p>Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the</p> | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | corporation, including comparison with international best practice. | | | |
| 2.1 Basic structures for governance and business operations Actions (1) | <p>(Basic Management)</p> <p>2101 Regular BOG meetings will be held in May, September/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.</p> <p>2102 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.</p> <p>2103 The CEO/President will exercise leadership in all matters of daily operation of the OIST SC and the OIST</p> | | <p>(Basic Management)</p> <p>2101 Regular BOG meetings were held in May, October and February, and regular BOC meetings will be held in May and February 2022, all via zoom. In the BOG meeting in May, the performance and achievements of FY2020 were reported and evaluated. The result of this assessment was made available to the CAO for public sharing.</p> <p>2102 BOG and BOC meetings in May and BOG in October were all held remotely using zoom due to the COVID-19 circumstance. Normally in addition to the main meetings in order to accommodate more discussions focused on the relevant role of each BOG and BOC, BOG and BOC sub-committee meetings would be held giving the opportunity to pre-discuss important issues. Due to the COVID-19 situation, no sub-committee meetings were held in May. However, the BOG Steering Committee held two meetings inviting all the BOG members during FY2021, plus one ad-hoc Extraordinary Meeting inviting all BOG members. Other BOG sub-committees held in FY2021 were Business and Finance, Academic & Research, to which the Faculty Council and Student Council participated and External Funding Development.</p> <p>2103 The CEO/President continued to exercise leadership in all matters of daily operation of the OIST SC and the OIST</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>Graduate University and ensure steady implementation of the Business Plan.</p> <p>2104 The CEO/President convenes the Risk Management Committee (twice per year) to identify serious risks and prepare mitigation/control measures and report to the BOG.</p> <p>2105 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.</p> | | <p>Graduate University and ensure steady implementation of the Business Plan.</p> <p>2104 We focused on preventing the spread of COVID-19 infection as the Risk Management activities in FY2021. In addition to the members of the Risk Management Committee, we formed a group of members dedicated to COVID-19 measures. We exchanged information collected by the members daily at the most and once a week at the least. Then we created integrated and consistent university-wide guidelines, kept the information up-to-date, and notified and alerted the campus frequently.</p> <p>2105 The periodic audit was conducted on the status of business operations from November 2021 to April 2022. In conducting the periodic audit, the Auditors carefully explained the purpose, objectives, and meaning of audits under the Private Schools Act, etc., and received proactive cooperation from the Divisions. The Auditors' Audit Report for FY2021 will be submitted to the BOG and BOC in May 2022. Aside from the periodic audit activities, the Auditor made efforts to further understand the status of the University's business operations through having regular meetings with the CCO and others, as well as communicating with the Vice Presidents and others as necessary.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--|--|---------|--|-----------------|
| 2.1 Basic structures for governance and business operations Actions (1) | (Expansion of the University) 2106 Recruitment of new faculty will continue, under the guidance of the Faculty Development Working Group enriched by the recommendations delivered from the Perspective Council. Lab 5 construction will continue. Future development of the Incubator Facility will be considered, based on the operational experience and status of the current Facility. Regarding accommodation, construction of the new on-campus housing will continue, while discussion will be made for future development of off-campus housing. To strengthen the capability of information dissemination, outreach, collaborations with universities and research institutes as well as industry, and the liaison office established in Tokyo will become fully operational. | | (Expansion of the University) 2106 Faculty recruitment proceeded to strengthen molecular/cell biology and ecological science and to expand quantum science & engineering, neuroscience, mathematics, and Computer Science / AI. Distinguished professors were hired through target of opportunity and assistant and tenured professors hired through open search to reach 87 faculty-led research units by the end of FY2021. Lab 5 construction is on track for completion in FY2022. PFI on-campus housing and infrastructure construction is on track for completion in FY2021, bringing another 140 residential units for lease. Tokyo Office was established and in full operation to organize information sessions and host meetings. | |
| 2.1 Basic structures for governance and business operations 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. | | | A |
| 2.1 Basic structures for governance and business operations Actions (2) | (Development of Administrative Organizations) 2107 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 | | (Development of Administrative Organizations) 2107 Continued 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. Information sharing meeting between the Executive and the Faculty Assembly continued to provide | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>information between senior management and the Faculty. The Salary Review Committee will continue to meet as needed.</p> <p>2108 Weekly meetings of the President, Executive Vice President, COO and Provost will facilitate a smooth coordination between the individual executives.</p> <p>2109 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.</p> <p>2110 Provision state-of-the-art IT tools, services and support, enabling the University in its mission to become a world leading university.</p> <p>2111 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.</p> <p>2112 Identify, evaluate, design, deploy and maintain the</p> | | <p>administration information from the senior management to the Faculty. Continued to hold meetings of the Salary Review Committee as needed.</p> <p>2108 Regular meetings of the President, Executive Vice President, Secretary-General, Provost with the occasional attendance of VPHR was held to facilitate a smooth coordination between the individual executives.</p> <p>2109 Maintained close communication with CAO through the Quarterly Meetings in April, August, and November and other meetings held for specific issues. Appropriately and timely shared necessary information such as progress in FY2021 Business Plan, FY2022 Business Sketch, budget request for FY2022, and preparation of FY2022 Business Plan, etc.</p> <p>2110 We have contributed to reducing human contact by implementation of an unmanned locker for short-term rental of IT devices such as laptops and tablets.</p> <p>2111 We have aggregated information on IT resources and services on a service portal, which supports users in finding those resources and services more accessible. We add optimized information based on the number of times it is viewed and feedback.</p> <p>2112 Providing stable operation and service of the core</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>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.</p> <p>2113 Ensure alignment of IT with the business through the development, endorsement and communication of an IT strategic plan. Ensure the alignment of the plan with the business through continuous interaction and feedback. Track alignment with best practice through external peer review.</p> <p>2114 Drive digital transformation to identify, develop and support enterprise systems and services that supports the university's business efficiently.</p> <p>2115 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>business platform. We analyzed the implementation status of the entire network and addressed critical issues on a priority basis. As a result, we were able to provide stable network services.</p> <p>We have also increased the communication bandwidth in various locations. The Wifi system has been updated for a more flexible and secure network environment to meet research requirements.</p> <p>2113 We scheduled a peer review of IT services and strategies. However, it has been postponed due to the spread of Covid-19.</p> <p>New CIO was appointed in January 2022.</p> <p>2114 We installed a platform for accepting Ph.D. applications. Besides the Electronic signature system across the administrative departments. This promoted digitalization.</p> <p>2115 We provided papers and presentations regarding OIST information processing on the networks of universities. This activity could support return knowledge to those involved at other universities and build networks with them.</p> <p>We also reviewed and re-signed a memorandum of understanding with the NAIST regarding realizing disaster countermeasures for the information environment.</p> <p>As for activities in Okinawa prefecture, we planned to host two Internship students from Okinawa KOSEN. However, we</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>2116 While reducing operational costs and increasing safety, digitally transform, simplify and automate office work and promote standardization and efficiency</p> <p>2117 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.</p> <p>2118 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>have decided to postpone the opportunity due to the pandemic situation.</p> <p>2116 The service portal used by the IT Division was further developed and expanded to other departments, such as Facilities Management and Finance, to automate the processing of common requests, implement self-service, and automate the receipt of failure inquiries and handover to the appropriate person. This allowed us to handle the increasing number of inquiries despite limited staffing.</p> <p>2117 Implemented the ongoing mandatory online training programs, “Information Security” and “Personal Information Protection.” Additionally, To increase the effectiveness of the training, it was focused on necessary information for business operations to stakeholders.</p> <p>We strengthen Cyber security monitoring services and link with machine learning and external cyber security networks. Therefore it became possible to detect risks with higher accuracy. Due to the Covid-19 situation, the number of cyber-attacks was increased and become more sophisticated. Hence, we implemented a faster detection tool.</p> <p>2118 The research activities at OIST continued to be affected by the COVID-19. Overall numbers for legal consultations and contract reviews remained very similar to those of FY2020. The total number of consultations in FY2021 was 134, which was 109% that of FY2020, and the</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--|---|---------|---|-----------------|
| | <p>2119 Defend OIST SC from claims in and out of court and avoid financial damage and reputational risk.</p> <p>2120 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>total number of contract review was 235, which was 99% that of FY2020.</p> <p>2119 We won three (3) lawsuits, and settled two (2) lawsuits, all of which had been ongoing for a while. We continue to give legal advices regarding employment disputes and conflicts.</p> <p>2120 The monthly new employee trainings have continuously been done via Zoom due to the COVID-19. The orientation materials have been updated due to the increasing vehicle/driving related troubles.</p> | |
| 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. | | | A |
| 2.2 Budget allocation and execution Actions | <p>(Budget Allocation and Execution)</p> <p>2201 Strategic Resource Allocation Committee (SRAC), formulate high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, Equipment budget, and Space. The proposals will be then approved by the President/CEO.</p> | | <p>(Budget Allocation and Execution)</p> <p>2201 Strategic 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. The proposals were then approved by the President/CEO.</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>2202 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> <p>2203 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 All research-related budgets shall be closely monitored and adjusted through September and January budget reviews.</p> <p>2205 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>2202 The budgetary allocation/execution units which are consistent with the organizational structure received the necessary budget to implement the Business Plan.</p> <p>2203 The budget allocation and reporting process was reinforced in collaboration with the budget analyst assigned in each division. The status of budget execution was 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, we reported the budget execution status to CAO on monthly basis.</p> <p>2204 Mid-year review in September and another review in January, at the beginning of the fourth quarter were conducted. These were the time when all the research-related budgets were reviewed and adjusted. This fine-tuned the expenditures to optimize spending. This monitoring process was strengthened through frequent communication between the Budget Section and all other Divisions.</p> <p>2205 As cases of negotiated contract are broken into some patterns when individual contract expenditures exceed a predetermined threshold, the section leader in charge of rules and compliance reviewed the appropriateness of the negotiated contracts which do not exceed 5M JPY and the</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>2206 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>2207 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 and whether competitiveness and 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>SG/AVP reviewed the ones which exceed 5M JPY.</p> <p>2206 Conducted internal audit based on the internal auditing plan under the Chief Compliance Officer. Continued to develop human resources through sending a staff to training courses provided by government agencies, etc. on regular basis, to ensure proper contract, procurement and accounting procedures.</p> <p>2207 In order to ensure proper implementation, a committee consisting of external experts held on October 27, 2021 and reviewed contracts concluded by the University, taking into consideration whether appropriate procedures had been applied to and whether competitiveness and transparency had been ensured. At the same time, the University received comments from the committee concerning measures for improvement of procurement procedures. In addition, we exerted 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>The number of holding of Specification and Technical Review Committee concerning large scale research tools/equipment is 5.</p> | |
| 2.3 Efficiency of | OIST Graduate University will continue its efforts to improve efficiency in its business operations. | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--|---|--|--|-----------------|
| business operations Goal (1) | | | | |
| 2.3 Efficiency of business operations Actions (1) | <p>2301 Administration Review Committee will deliberate measures to establish a mechanism to ensure more effective and efficient business operation.</p> <p>2302 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>2303 Reduce costs of system and research equipment maintenance by reviewing the methods of maintenance etc.</p> <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. The revised</p> | <p>* Number of unit-price contracts: more than 28 (based on fixed value in FY2019)</p> <p>*Ratio of the number of purchase contracts concluded through tendering or other competitive processes: more than 62%</p> <p>*Successful bid rate for those excluding research related purchases.</p> | <p>2301 The Administration Review Committee (ARC) by external evaluators from Japan and abroad could not be held due to COVID-19. Instead, a consulting firm conducted a thorough study and compiled a set of recommendations. The implementation plan of the recommendations was discussed, and concrete HR reform plan was created and approved by the Executive Committee.</p> <p>2302 Research Support activities were strengthened through efficient and money-saving ways, such as utilizing the methods of unit price contracts, bulk purchase for research materials and reagents, and multi-year contracts.</p> <p>The number of unit price contract: 35 items.</p> <p>2303 The costs of system and research equipment maintenance were reduced by applying multi-year contracts and reviewing the methods of maintenance etc.</p> <p>2304 Transparency and competitiveness in contracts were ensured through information disclosure of the negotiated contracts including the justification of the contract. The University has lowered the threshold for the negotiated contract from this fiscal year and continuously conducted the measurement of the effectiveness. In addition, reviewed the</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|--|---------|--|-----------------|
| <p>criteria for negotiated contracts shall be introduced in April 2020. 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.</p> <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>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 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>procedures for procurement of constructions and revised PRP Ch28 and related stipulations. The segregations and procedures were continuously reviewed from the perspectives of efficiency and simplicity.</p> <p>Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts) Contract number: 109 (55.9%) [FY2020 138(62.2%)] Successful bid rate for those excluding research related purchases: 95.7%</p> <p>2305/2306 University held internal training in order to improve negotiation skills of Procurement staffs based on the fruit of the previous investigations.</p> <p>2307 Contributed to improving their English communication ability by accepting a staff from Tohoku university. Enhanced administrative efficiency of the OIST by absorbing their knowledge and experience in national university operation and administration.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| 2.3 Efficiency of business operations Goal (2) | OIST Graduate University makes the best use of its facilities and equipment. | | | A |
| 2.3 Efficiency of business operations Actions (2) | <p>(Effective Use of Facilities)</p> <p>2308 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, Space Allocation Committee and Research Support Division, and meeting and interviews with the research units to understand their needs.</p> <p>2309 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.</p> | | <p>(Effective Use of Facilities)</p> <p>2308 BFM continues to take part in the space allocation committee to discuss the issues related to space allocation. BFM actively meets with space requestors prior to space allocation committee meetings and assists the allocation committee and end-users to create the best solution for effective use of the space.</p> <p>2309 To ensure the long-term use of Seaside House, we commissioned a consulting firm to prepare a large-scale repair plan for the building, mechanical and electrical equipment.</p> | |
| 2.4 Personnel management Goal | To attract, retain and develop talent, analyze OIST engagement survey results and take actions to improve engagement and enablement of employees. At the same time, as a corporation with large financial support from the Japanese government, OIST will continue to make efforts to contain overall personnel costs and to set the proper range of compensation as well as making effort to realize even more diverse and inclusive workplace by reinventing and reimagining its HR policies and programs to support OIST's | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| 2.4 Personnel management Action | growth in a sustainable and effective manner. | | | |
| | <p>(Recruitment)</p> <p>2401 We will stablish 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.</p> <p>2402 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.</p> | <p>* Number of employees (by job categories, nationalities and gender)</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>* Salary level of employees (average salary by job category)</p> <p>* Number of employees taking training programs</p> <p>* Annual learning hours for administration staff (40 hours)</p> | <p>(Recruitment)</p> <p>2401 In order to effectively manage the personnel budget planning, continued to review and gain approval both new and backfill hiring requisitions at the Upper Management Meeting joined by the CEO/President, Vice CEO/EVP, Provost, Secretary General and VPHR.</p> <p>As for recruitment activities, leveraged various suitable channels for advertising, posting to other institutions channels, etc. based on the nature of the jobs.</p> <p>As for recruitment activities, leveraged various suitable channels for advertising such as local newspapers, posting to other institutions channels, etc. based on the nature of the jobs (preschool teachers, divers, new graduates, etc.). Under covid pandemic situation, while we struggled to establish an effective recruiting process especially from outside Okinawa and overseas, we actively utilized recruiting events held in Okinawa. We completed several executive hiring within this fiscal year upon waive of restriction on immigration.</p> <p>2402 A special task team with managers from each division was formed under sponsorship by Secretary General and VPHR. The team generated and obtained directional agreement by Executives multiple HR systems improvement plans (to be executed in FY2022 – 2023) aiming for “Right People, Right Roles” and “Next Generation Leader development from internal resource”.</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
|--|---------|---|-----------------|
| <p>2403 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.</p> <p>2404 Take steps to build and maintain a work environment that is equitable and welcoming to all employees and students.</p> <ul style="list-style-type: none"> - 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 female OIST employee. - Promote diversity, equity and inclusiveness through presentations and networking opportunities for OIST and the Okinawan community. <p>2405 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 Disabilities scheduled for 2018. Provide counsel and input on removing barriers for providing equal working opportunities, as appropriate.</p> | | <p>2403 Having a designated Employee and Labor Relations Manager, we established agile resolution capabilities to handle individual case and an opportunity to have direct conversation with employees. We also promoted “Assertive Communication workshop” to improve communication skills on day-to-day operations.</p> <p>2404 Due to impact by COVID-19 pandemic, we avoided face-to-face training classes and provided on-line training on “unconscious bias”.</p> <p>In addition, we expanded a playground for kids of working parents, and, under emergency situation due to closure of schools and nursing care center, we deployed temporary Work From Home arrangement for all employees to help them to manage their work and personal commitment on child and of elder care.</p> <p>Female managers actively participated in various activities sponsored by external public workgroups to promote gender equality in Okinawa via giving a lecture about development of female leaders and exchanging information of best practices.</p> <p>2405 From the recruiting stage of People With Disabilities (PWD), we closely worked with external professional NPO to create working environment embedded necessary supports for them.</p> <p>Attachment 2. 4-1 FY2021 Number of Employees</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--|---|---------|---|-----------------|
| | <p>2406 The OIST Health Center will provide reliable health care services such as health checkups for staff/students and support for hospital visits to OIST community.</p> <p>2407 The OIST clinic will provide first aid and other services such as hospital referral to OIST community.</p> | | <p>Ratio of staff in administrative divisions to the total headcount; 32%</p> <p>Ratio of labor costs to the total operational budget: 44.2% (current estimate)</p> <p>2406 In addition to providing regular services such as annual health checkups, stress check program, and various health consultations, the OIST Health Center provided services to OIST employees/students, local residents, and community caregivers as a part of PCR testing and vaccination team against COVID-19.</p> <p>2407 The OIST Clinic cooperated with internal staff such as a staff concurrently working in research unit and outsourced staff from cooperating medical institutions and provided initial diagnosis and vaccinations against COVID-19 and other diseases.</p> | |
| 2.4 Personnel management Action | <p>(Compensation)</p> <p>2408 Referring to salary levels of national government employees and those of academic institutions in and 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).</p> | | <p>(Compensation)</p> <p>2408 We analyzed the compensation for the incumbents, new hires, attritions, compensation changes for transfers/promotions and ensured our pay postures are at an equitable and sustainable level.</p> <p>Attachment 2. 4-2 FY2020 Salary Level of Employee</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>2409 We will revise the Rules of Employment to align with the new labor law requirement of "Same Work, Same Pay."</p> | | <p>2409 We revised the Rules of Employment to improve part-time workers. Also, we introduced “Variable Work Hour system” for those who work for child care facilities to improve their service quality and to retain those talents.</p> | |
| <p>2.4 Personnel management Action</p> | <p>(Career development, training and evaluation)</p> <p>2410 Deliver a talent review program focusing on the succession planning for managers and longer-term talent development needs for top talent.</p> <p>2411 Introduce an integrated/comprehensive learning platform or portal to register and track the training programs, lectures, workshops, etc. to serve as the one stop repository for analysis and insight for all OIST staff.</p> <p>2412 In addition to the standard new-hire orientation on the university organization structure, administrative procedures, Japanese laws, etc., we will deliver useful trainings to help them with the tools and OIST rules. Furthermore, we will conduct follow up with interviews to understand their level of assimilation and any support</p> | | <p>(Career development, training and evaluation)</p> <p>2410 A special task team with managers from each division was formed under sponsorship by Secretary General and VPHR. The team generated and obtained directional agreement by Executives multiple HR systems improvement plans (to be executed in FY2022 – 2023) aiming for “Right People, Right Roles” and “Next Generation Leader development from internal resource”. (Same as 2402)</p> <p>2411 Implemented on-line learning platform for employees to improve English skills and IT skills, AND we made effort to install a mechanism to promote self-learning by 40hrs/year/person. Due to corona pandemic, we couldn’t form a working group to install a holistic platform systems to manage self-learning and career development.</p> <p>2412 Provided enriched on-line New Hire Orientation about business tools and basic work rules, and Training Section staff established a processes to give follow-up advices on their day-to-day questions during their on-boarding period.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>required.</p> <p>2413 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.</p> <p>2414 Enhance the management training program started in the previous fiscal year. Further, support the OIST administration staff achieve the 40 hours learning goal primarily based on online learning.</p> <p>2415 Provide newly hired employees with necessary updates to the business process on a regular basis.</p> | | <p>2413 A special task team with managers from each division was formed under sponsorship by Secretary General and VPHR. The team generated and obtained directional agreement by Executives multiple HR systems improvement plans (to be executed in FY2022 – 2023) aiming for “Right People, Right Roles”, “Next Generation Leader development from internal resource” and moreover “Performance Evaluation System renewal”. (Same as 2402)</p> <p>With approval by Salary Review Committee, we run follow-up systems for under performers and resolved those issues.</p> <p>2414 We installed objective setting on annual self learning by 40hrs/year (named For-T). Self-learning hours per person were improved at 34hrs (+54% improved vs. last year, % of achieved: 88.6%). We plan to further fine-tune available contents for self-learning.</p> <p>Attachment 2. 4-3 FY2021 Number of Employees Taking Training Programs</p> <p>2415 We established a process to give follow-up advices to newly hired employees on their day-to-day questions during their on-boarding period.</p> | |
| 2.5 Compliance | OIST Graduate University will ensure compliance in all aspects of the university operations. | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| Goal: | | | | |
| 2.5 Compliance Actions | <p>2501 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.</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</p> | | <p>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 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. In addition, in order to verify the consistency of the PRP with laws and regulations, the consistency of PRP with each other and between Japanese and English languages, and the discrepancy and consistency between the PRP and actual operations, we conducted an overall inspection of the PRP and made efforts to reduce risks by revising the PRP appropriately.</p> <p>2503 Ensured appropriate creation, arrangement and preservation of corporate documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Records (Act No. 66 of 2009) and University policy and rules developed accordingly. In addition, the necessary updates of corporate registration information and proper operations of official seal, etc. were appropriately provided.)</p> <p>2504 Gave advice to relevant divisions, handled personal information properly based on the Act on the Protection of</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>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.</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 &</p> | | <p>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 personal information through making training materials for staff, maintenance of personal information registry and provision of information on the amended law 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 rules and compliance reviewed the appropriateness of the negotiated contracts which are less than 5M JPY and the SG/ 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, continuing from previous fiscal year, the Secretary General required all university officers and employees to disclose their external activities and commitments on a formal basis based on the PRP Chapter 22,</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>Commitment.”</p> <p>2507 Review of research protocols by review boards and professional staff will ensure that our research activities are compliant with pertinent 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>2509 In addition, 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 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>2510 OIST will improve the mandatory online training</p> | | <p>and implemented its management and operation.</p> <p>Following the results of the previous audit, the relevant rules and forms, etc. for security export control were renewed, and a wide range of support was provided through research compliance.</p> <p>2507 Through reviewing of research and experimental plans by the review boards, all research activities were ensured to comply with relevant laws and regulations.</p> <p>2508 For proper management of competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research), we continued thorough implementation of proper management to the researchers through posting Misconduct prevention plan.</p> <p>2509 “Proper use of public research funds” training is provided online to all employees including new employees as mandatory training for prevention of misconduct of research funds. 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 to facilitate understanding of the rules.</p> <p>2510 Researchers are now required to complete</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>course for all researchers in Responsible Conduct of Research by ensuring the materials are up to date and adding new relevant material.</p> <p>2511 OIST continually implements new training in addition to existing ones. We will invite new training such as Harvard University's Research Integrity Officer who provided new training in research integrity in December 2020. Additionally, in this fiscal year, we will provide an internal seminar on frequent causes of research misconduct and suggestions on how to prevent them.</p> <p>2512 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.</p> | | <p>"Responsible conduct of Research" course. We announced and tracked incomplete training by some researchers earlier in the fiscal year, followed up with those people, and thus achieved essentially 100% completion for FY21.</p> <p>2511 We provided a new format of research integrity training to students, including e-learning and interactive workshop. We began to plan implementation of a similar new format for faculty and postdocs.</p> <p>2512 The Field Work Safety Committee held a total of twelve safety-focused pre-review presentations for research units conducting fieldwork activities with serious risks (activities including diving and snorkeling) in addition to the application review process to ensure safety. The committee contributed to enhancing safety by pointing out areas where safety was not being ensured and promoting improvements. The Safety and Health Committee conducted workplace inspections to audit the storage status of chemical substances, etc. The committee also conducted incident and accident investigations and reported to prevent recurrences.</p> | |
| 2.6 Information Disclosure | 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 | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| and Public Relations Goal: | 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. | | | |
| 2.6 Information Disclosure and Public Relations Actions: | <p>2601 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).</p> <p>2602 OIST will deliver continuous improvement of its websites, to ensure that design, layout and user experience are consistent with the sites of peer institutions in Japan and around the world. Further enhancements will be made to online search and other functions.</p> <p>2603 Organizing press briefing sessions and press events, which allow journalists in both Okinawa and the mainland can participate in order to maintain consistently positive press coverage. Continue working with other Japanese universities and research institutions through initiatives such as of the Japanese Association for Communication in Science and Technology (JACST) and Japan SciCom Forum.</p> | | <p>2601 Continued to disclose the information timely and appropriately on the OIST website etc. to comply with the School Education Act (Act No. 26 of 1947) and the Act on Public Access to Information held by IAIs (Act No. 140 of 2001).</p> <p>2602 CPR redesigned the main website (which will be launched in FY22) based on user experience and architecture research. At the same time we laid the groundwork for the creation of new content, including tagging research for easy searching. Plus, information on the history and events of the university has been greatly expanded. This year, we also created a 10th anniversary website and an SDGs website.</p> <p>2603 The section manager served as the secretary of the "the Japan Association of Communication for Science and Technology (JACST)", consisting of public relations officers from research institutes and universities in Japan, and worked to expand its network with other organizations by serving as the organizer of the "Japan SciCom Forum." In addition, we actively engaged in activities to enhance collaboration with research institutes and universities in Japan, such as providing promotion support when holding symposiums.</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>2604 Improving the News Center in its website and to facilitate retrieval of information about the OIST Ph.D. program and publications by OIST researchers, and strengthen content provision on Flickr, Vimeo, YouTube and similar multimedia channels.</p> <p>2605 Seek increases in the effective use of social media (including Facebook, Twitter, Instagram and LinkedIn), generating increased numbers of followers and supporters of OIST (including potential Ph.D. students, scientists, faculty, industry collaborators and donors.)</p> | <p>CPR wrote and disseminated 60 press releases and 45 web articles on the OIST research results and activities. Although we were unable to hold a press conference in Tokyo due to COVID, we held online press conferences (including a hybrid format of face-to-face and online). We worked to expand our network by holding meetings and responding to interviews with reporters across Japan. We also formed a collaborative project with the prestigious media outlet Forbes JAPAN and produced four videos. (Same as 1124)</p> <p>We also commissioned research by Nature Index and used the latest data to objectively explain OIST's high performance compared to other prominent universities around the world, which was published in Nature magazine and Nikkei Science.</p> <p>2604 By linking research articles with a wide variety of other relevant information, we have made it easy to search the University's science on an article-by-article basis.</p> <p>2605 By making new language-specific social media channels for different parts of the university, we made it possible to tailor the message to specific audiences. For the University's video streaming service, a new music-focused video series was launched ("OIST Sound Lab"), showcasing OIST-inspired productions and performances with OIST members, with the hope of expanding domestic and international viewers.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>2606 Maintain and improve the library of OIST Policies, Rules and Procedures on the website.</p> <p>2607 In case of any incident, Communication and Public Relations will consult the General Counsel Office and the Chief Operating Officer to release duly and timely information in consideration of reputation risk.</p> | | <p>2606 Maintained and improved the library of OIST Policies, Rules and Procedures on the website.</p> <p>2607 Crisis Communication Training was conducted twice and a draft of Crisis Communication Manual was initiated so that the University can respond immediately in the event of a crisis while maintaining its reputation.</p> | |
| Chapter 3 Finance | | | | |
| 3 Finance Goal: | Based on the OIST Mid-Term Strategy for External Funding revised again in the previous fiscal year, 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. | | | A |
| 3 Finance Actions: | <p>(Grants)</p> <p>3101 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>3102 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.</p> | <p>* Increase of the number of applications for external research grants</p> <p>* Increase of the number of awarded research grants (number and amount)</p> <p>* Gross Grants growth: The total amount is</p> | <p>(Grants)</p> <p>3101 We provided grant-related information through our website and email. In view of the impact of the COVID-19, we prepared a video of the KAKENHI writing seminar and then released it on the web so that researchers can access it at a convenient time.</p> <p>3102 To promote applications for a large-scale research program, we organized research workshops with potential partner universities and visited the other party.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>3103 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.</p> <p>3104 Encourage and incentivize researchers to collaborate with industry and apply for public and private-sector innovation grants and contracts.</p> <p>3105 We anticipate healthy proportional increase of third-party income hoping for added income encouraged through incentive systems.</p> | <p>targeted to increase by 6.6% from the amount targeted in the 2020 business plan to 1,047 million yen (6.38% of the ordinary expenses of the subsidy budget, depending on the conditional circumstances such as economic situation.</p> | <p>3103 We sent grant information to the university research community using the on-campus information portal site TIDA and e-mails. Due to the COVID-19, it was difficult to visit major funding agencies. Therefore, we collected the grant information through briefing seminars and committees held online by the funding agencies.</p> <p>3104</p> <ul style="list-style-type: none"> - Concluded 29 agreements/contracts to raise ¥500M in external funding for technology development and COVID testing services - Promoted more than 70 grant opportunities from private foundations to the OIST research community and supported 35 applications by providing advice, translation, and administrative services. 13 proposals were selected for funding. - Applied for “Development of Industry-Academia Co-creation Center” grant from METI to fund a new incubator facility <p>3105 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 FY2021 External Grants and Donations Table</p> | |
| 3 Finance | (Donations) | | (Donations) | |
| Actions: | 3106 OIST manages gift and donation solicitation | | 3106 Launched the 10 th Anniversary campaign in | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | including representation in the USA. This activity will be strengthened also in Japan with strategic outreach to perspective donors in and outside Okinawa through the new office in Tokyo. | | partnership with the OIST Foundation in the U.S. Established joint programs with the OIST Foundation to raise philanthropic funds for supporting women in science (Rita R. Colwell Impact Fund), science education outreach (Nakasone Endowment Fund, Seishyokou Endowment Fund, both established by the Foundation), and emergency (Ukraine Emergency Support Program). Expanded prospective donor base in the U.S. through a variety of OIST Foundation events, online and at strategic locations such as Washington, D.C., New York, and Hawai'i. For fundraising in Japan specifically, established the Furusato Nozei corporate donation program in partnership with Onna Village. Started incorporating philanthropic fundraising pitches into selected business networking events in Tokyo through the Tokyo office and with volunteering BOG/BOC members' support. | |
| Chapter 4 Contribution to Self-sustainable Development of Okinawa | | | | |
| Contribution to Self-sustainable Development of Okinawa Goal: | <p>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:</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> | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <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 their socio-economic impact on Okinawa</p> | | | |
| <p>4</p> <p>Contribution to Self-sustainable Development of Okinawa</p> <p>Actions:</p> | <p>(Technology Transfer and Innovation)</p> <p>(a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer</p> <p>4101 Ensure the capture and protection of intellectual assets of OIST by proactively engaging with faculty and researchers.</p> <p>4102 Perform marketing activities in the early stages of invention evaluation, by using multiple channels to connect to industry to capture market needs. Enhance the Invention Evaluation Committee process and quality of patent filing</p> | <p>* Number of official contacts with companies, with the view of future collaborations and licensing (65)</p> <p>* Number of collaborative projects with companies (collaboration/ sponsored research agreements, MOUs, etc.) (20)</p> <p>* Intellectual property indicators (number of</p> | <p>(Technology Transfer and Innovation)</p> <p>(a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer</p> <p>4101 Proactive outreach to faculty and researchers on intellectual property resulted in the following achievements.</p> <ul style="list-style-type: none"> - 17 new invention disclosures - 32 new patent applications filed - 34 patents granted <p>(Since 2005, 531 patent applications have been filed and 215 patents have been granted.)</p> <p>Attachment 4. 1-1 Patent Status</p> <p>4102 Due to severe limitations on travel, multiple digital marketing channels were created to promote OIST technologies, including social media and virtual exhibitions. In addition, TDIC also expanded promotion of technologies to</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | with industry and market feedback | <p>invention disclosures (10), patents filed (55) and awarded (30), commercialization of intellectual property (2), etc.)</p> <p>* Number of symposia, meetings, workshops, and seminars organized or hosted by OIST on topics related to innovation, entrepreneurship, and R&D Cluster development (12)</p> <p>* 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</p> | <p>venture capital for investment.</p> <ul style="list-style-type: none"> - Promoted technologies at 4 national and 3 international industry conferences, including JST Technology Showcase, BioJapan 2021, Kansai Bio Business Matching, Nano tech 2022, Battery Show Europe, AUTM and BIO Europe 2022. - Revised all technology marketing materials - New: Launched LinkedIn as an online tool for technology marketing and industry engagement, attracting more than 500 followers within 1 year. - New: Launched a Twitter account as a social media platform to promote technologies and events - New: Launched the Innovation Network at OIST (INO) with 20 founding corporate members: - New: Launched a TDIC newsletter targeted to industry: - Organized 8 pitch events with venture capital firms - Marketing campaigns resulted in 5 ongoing licenses to companies | |
| 4103 | Utilize an intellectual property assets evaluation platform on which industrial partners, competing technologies and infringement risks are reviewed to effectively protect intellectual property assets and accelerate technology transfer activities. | | 4103 Intellectual property assets evaluation platforms such as PatSnap and Treebute, were 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. Identification of core scientific strengths is in process. | |
| 4104 | Expand awareness of inventions and protection of | Cluster development | 4104 Activities to increase awareness of inventions and | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | intellectual property throughout the university by organizing training courses, seminars, and workshops for students and researchers. | (375) * Number of POC projects and Technology Pioneer fellowships (21) * Number of OIST and external startups and entrepreneurial projects in the Startup Accelerator Program, incubator facility, and other entrepreneurship programs (10). * Number of companies in the Industry | intellectual property by target audience: - <u>Graduate Students</u> : "Introduction to Intellectual Property", attended by 17 first-year graduate students - <u>Researchers</u> : i) " Introduction to Intellectual Property " attended by 29; ii) One-on-one preparations with inventors to present at the JST Technology Showcase. - <u>Research Units</u> : Frequent lab visits to discuss intellectual property and introduce TDIC services - <u>Faculty, Researchers, Students</u> : Individual “office-hours” with faculty, students, and researchers - <u>Startup Accelerator Program teams</u> : Advised 4 accelerator teams on IP protection and utilization - <u>All Staff</u> : Introduced OIST intellectual property policies and procedures to all new employees at orientation; organized a “Coffee with TDIC” during Global Entrepreneurship Week; published an introduction to technology transfer in JST Magazine Sangakukan Renkei Journal | |
| 4 Contribution to Self-sustainable Development of Okinawa Actions | (b) Manage the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization 4105 Support ongoing POC projects including Technology Pioneer Fellowships by continuing to provide funding, market analysis, hands-on project management, educational courses and events, and access to industry mentors. Maintain connections to completed projects to ensure continued commercialization efforts. | Affiliates Program (10) * Number of visits and visitors (including visitors on the day of the Science Festival): 20,000 * Number of local students who visited the | (b) Manage the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization. 4105 The Proof-of-Concept Program added 9 new projects in FY21 and continued to support 11 ongoing projects (Total: 20): 9 ITR, 4 Phase I, 3 Phase II, 4 Technology Pioneer Fellowships. Hands-on support POC projects included: - 26 meetings with industry and venture capital - 13 Innovators Society meetings | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>4106 Expand and strengthen the panel of industry reviewers, experts, and mentors for the POC Program by attending industry conferences to identify experts, coordinating meetings with POC project teams, and organizing networking events.</p> | <p>campus: 2,000</p> <p>* Number of lectures and talks for local students.: 30</p> <p>* Number of employees from Okinawa (researchers and staff)</p> <p>* Number of externally organized international conferences and workshops and number of participants at the OIST venue.</p> | <ul style="list-style-type: none"> - 5 seminars organized on entrepreneurship - 51 hours of training courses for technology commercialization - 45 sessions of external mentoring and coaching <p>POC Program achievements in FY21</p> <ul style="list-style-type: none"> - 2 members of the 1st cohort of Technology Pioneer Fellows established startup companies (Ryudyn and Watasumi) - 22 publications <p>4106 10 new reviewers and mentors were recruited for the POC program to reach almost 100 global experts. Over 30 were engaged to advise the POC Program in FY21.</p> <p>Attachment 4. 1-2 FY2021 POC Projects</p> | |
| <p>4</p> <p>Contribution to Self-sustainable Development of Okinawa Actions</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>4107 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 (through coordination with the General Counsel Office), and financial organizations in support of startups</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>4107 Startup Accelerator Program: 2 global teams were selected to join Cohort FY21:</p> <ul style="list-style-type: none"> - Genome Miner: Next generation sequencing and AI. <ul style="list-style-type: none"> • Branch office incorporated in Okinawa • Secured angel investment • Selected for Japan Agriculture (JA) Accelerator • Received grant award from Bank of Okinawa - Menopause and Beyond: Holistic services to women in their transition into menopause. | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>4108 Expand educational opportunities in entrepreneurship to meet the diverse interest levels of students and researchers, from those merely curious about entrepreneurship to active entrepreneurs with an idea, a technology and a team. Deliver a range of educational offerings, including extracurricular seminars (such as the Innovation Seminar Series), workshops (such as the Lean Startup Workshop), entrepreneurship clubs, boot-camps, and curricular courses on innovation and entrepreneurship offered for credit.</p> | <ul style="list-style-type: none"> Published articles in Okinawa Times on women's health In process of incorporating company in Japan Received grant award from bank of Okinawa <p>Alumni achievements:</p> <ul style="list-style-type: none"> EF Polymer (Cohort FY19): <ul style="list-style-type: none"> Secured additional funding from Okinawa investors Expanded product demonstration projects to 6 Japanese Prefectures and 6 countries Awarded top prize for Environmental Startups from the Ministry of the Environment Sage Sentinel (Cohort FY20): <ul style="list-style-type: none"> Successfully incorporated company in Japan <p>4108 Provided entrepreneurship education opportunities in 2 categories: extracurricular and experiential.</p> <ul style="list-style-type: none"> Extracurricular: 5th Annual "Introduction to Entrepreneurship" workshop; "Entrepreneurship Basics" course; "Entrepreneurship Education" by Dr. Fumiaki Ikeno; "What Do Venture Capitalists Do?" with Incubate Fund Extracurricular: Established the Innovators Society, an entrepreneurship club at OIST, which held 13 meetings Experiential: 9th Annual Lean Startup Entrepreneurial Training Program (online). 35 participants, including 7 from other universities in Japan. This workshop strengthens the pipeline for the POC Program and | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>4109 Continue to operate and utilize the Innovation Square incubator facility (opened in May 2019) 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. Develop plans for new spaces for innovation by working with designers on the concept and master plans.</p> <p>4110 Promote the establishment of an OIST Venture Capital Fund by an external venture capital partner.</p> | <p>Accelerator Program</p> <ul style="list-style-type: none"> - Experiential: Recruited an Entrepreneur-in-Residence, Eli Lyons, to advise and mentor OIST researchers about startups and fundraising <p>4109</p> <ul style="list-style-type: none"> - Tenants in the Innovation Square Incubator facility increased to 30, of which 8 are connected to OIST. The occupancy rate of the incubator is now 100%. - Applied for “Development of Industry-Academia Co-creation Center” grant from METI to fund a new incubator facility <p>Attachment 4. 1-3 FY2021 Startups</p> <p>4110 Strategy to strengthen early-stage venture funding and business support for OIST startups resulted in the following achievements:</p> <ul style="list-style-type: none"> - Expanded network with venture capital firms in Japan and abroad from 5 in FY20 to 10 in FY21 - Established a ¥500M investment partnership with Beyond Next Ventures to invest in OIST startups (OBI-Hub: https://i2.oist.jp/obi-hub) - Issued a Request for Proposal to establish an OIST venture fund; Selected a General Partner and negotiated partnership agreement; Fund to be established Q1 of FY22 - Organized 8 pitch events with venture capital firms | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| 4 Contribution to Self-sustainable Development of Okinawa Actions | (d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer 4111 Promote collaborative research with industry by proactively identifying potential corporate partners, building long-term relationships, and hosting company visits and exchanges. | | (d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer 4111 Made over 100 contacts with companies to promote OIST research/startups and discuss opportunities for collaboration. Highlights of achievements made from these contacts include: <ul style="list-style-type: none"> - Collaboration with Suntory Holdings on healthy aging - Collaboration with global unicorn startup on food technologies - Collaboration with local Okinawa company on analysis of new semiconductor materials - Partnership with Hyatt Resort in Seragaki to promote marine conservation - Contract with Mitsubishi Research Institute on COVID simulation - MOU with FC Ryukyus - Joint R&D lab with Corundum Systems Biology on lab automation tools for multi-omic analysis - ¥500M in external funding raised (includes ¥360M from COVID PCR testing contract work) Attachment 4. 1-4 FY2021 Industry-related Collaboration and Innovation Seminars and Events | |
| | 4112 Pursue grant funding from the Okinawa Prefectural Government (OPG) for research and innovation projects that | | 4112 TDIC continues its long-standing relationship with the Okinawa Prefectural Government to pursue projects | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>align with the Okinawa Science and Technology Roadmap and the 10-year Okinawa promotion plan. Monitor and support existing OPG-funded projects by contributing to meetings and symposia to enhance knowledge exchange.</p> <p>4113 Promote OIST technologies, strengthen relationships with industry, and obtain external funding by participating in industrial exhibitions, workshops, and conferences nationally and internationally. Establish an Industry Affiliates Program, a corporate membership program that aims to connect industry with OIST research, education, and innovation activities by holding networking events and facilitating meetings with OIST faculty, researchers, and students, which is expected to increase external funding.</p> | | <p>aligned with the Prefecture's promotion plans.</p> <ul style="list-style-type: none"> - 1 project was selected for Okinawa Science and Technology Innovation System Development Project - The Prefecture supported the Startup Accelerator Program for the 4th year <p>4113 (Same as 4102) Due to severe limitations on travel, multiple digital marketing channels were created to promote OIST technologies, including social media and virtual exhibitions. In addition, TDIC also expanded promotion of technologies to venture capital for investment.</p> <ul style="list-style-type: none"> - Promoted technologies at 4 national and 3 international industry conferences, including JST Technology Showcase, BioJapan 2021, Kansai Bio Business Matching, Nano tech 2022, Battery Show Europe, AUTM and BIO Europe 2022. - Revised all technology marketing materials - New: Launched LinkedIn as an online tool for technology marketing and industry engagement, attracting more than 500 followers within 1 year. - New: Launched a Twitter account as a social media platform to promote technologies and events - New: Launched the Innovation Network at OIST (INO) with 20 founding corporate members: - New: Launched a TDIC newsletter targeted to industry: - Organized 8 pitch events with venture capital firms - Marketing campaigns resulted in 5 ongoing licenses to companies | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>4114 Expand external funding by encouraging and incentivizing researchers to collaborate with industry and by identifying relevant sources of public and private-sector grants and contracts for innovation and supporting the application process.</p> <p>4115 Strengthen internal expertise in business and marketing to enhance technology transfer activities by encouraging staff participation in professional development courses.</p> <p>4116 Work closely with the Office of the General Counsel to build university expertise in negotiating and administering complex agreements with industry, including nondisclosure agreements, materials transfer agreements, collaborative/sponsored research agreements, licenses, consulting agreements, and MOUs. Clarify rules for licensing and royalty distribution.</p> | | <p>4114 Promoted more than 70 grant opportunities from private foundations to the OIST research community and supported 35 applications by providing advice, translation, and administrative services. 13 proposals were selected for funding.</p> <p>4115 TDIC staff completed 797 hours of professional development training on topics such as intellectual property, contract negotiations, and supporting startups.</p> <p>4116 Worked with the General Counsel Office to:</p> <ul style="list-style-type: none"> - Complete systematic review of templates of contracts and agreements related to technology transfer - Execute 74 contracts and agreements | |
| 4 Contribution to Self-sustainable Development of Okinawa Actions | <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>4117 Proactively coordinate interactions with external organizations that encourage innovation and technology transfer such as the Keidanren, Keizai Doyukai, and other local, national, and international promotion organizations.</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>4117 Strengthened connections with external organizations to promote OIST research and innovation programs:</p> <ul style="list-style-type: none"> - Organized seminar on artificial intelligence with Tokyo Keizai Doyukai | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>4118 Develop a plan strategically for how the incubator facility, Startup Accelerator Program, Venture Capital Fund, and other entrepreneurship activities 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> | <ul style="list-style-type: none"> - Worked with Asia Society Japan on strategy to build the OIST venture fund - Steering Committee Member of Innovation and Strategy Center Okinawa (ISCO) - Connected with the Silicon Valley Japan Platform to promote OIST to companies in Silicon Valley - Organized 2 meetings with the University of Ryukyus and also met with Tokyo Institute of Technology and Keio University to exchange on innovation programs <p>4118 Reached several targets in building up the innovation ecosystem around OIST:</p> <ul style="list-style-type: none"> - Increased the number of tenants in the incubator facility from 21 in FY2020 to 30 in FY2021 - Increased connections to venture capital firms in Japan and abroad from 5 in FY2020 to 10 in FY2021 - Selected venture capital general partner to establish the OIST venture fund, with a target to raise a 5 billion yen venture fund by Q3 2023 - Recruited an Entrepreneur-in-Residence, Eli Lyons, to advise and mentor OIST researchers about startups and fundraising - Established the Innovators Society, an entrepreneurship club at OIST, which held 13 meetings in FY2021 - Connected with startup accelerator programs globally, such as Hello Tomorrow, Spirete, Berkeley SkyDeck, Leave-A-Nest, and Triple Bridge Acceleration, to cross-promote startup opportunities | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>4119 Work closely with CAO, OPG, and other key entities on actions to establish an innovation ecosystem in Okinawa.</p> <p>4120 Organize international seminars, workshops, and symposia on the theme of innovation, entrepreneurship, and R&D Cluster development to increase global awareness of OIST and Okinawa and to strengthen connections to global expertise.</p> | | <ul style="list-style-type: none"> - Celebrated Global Entrepreneurship Week (November 8-14) with 3 open seminars and events. - Initiated a branding project with a consulting firm to increase recognition of the TDIC brand in Japan and globally - Worked to establish an internship program with Hitotsubashi Business school <p>4119</p> <ul style="list-style-type: none"> - Held frequent exchange meetings with the Cabinet Office and the OPG to discuss technology transfer activities - Worked closely with CAO to apply for “Development of Industry-Academia Co-creation Center” grant from METI <p>4120 Organized 28 events on innovation and entrepreneurship, attended by 550 participants.</p> <p>Attachment 4. 1-4 FY2021 Industry-related Collaboration and Innovation Seminars and Events</p> | |
| 4 Contribution to Self-sustainable Development of Okinawa | <p>(f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa</p> <p>4121 Establish partnerships necessary to advance analysis of innovation indicators at OIST and in Okinawa. Establish methods that produce and aggregate statistical data</p> | | <p>(f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa.</p> <p>4121 Implemented Salesforce as a software tool to track, analyze, and report on key performance indicators for technology commercialization activities. Will continue to</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| Actions | to develop indicators of technological innovation in Okinawa and analyze their impact. | | work on implementation to allow automatic KPI monitoring. | |
| 4 Contribution to Self-sustainable Development of Okinawa Actions | <p>(Networking with local institutions and communities)</p> <p>4122 OPG (Okinawa Prefecture Government)/OIST Working Group will continue as a regular forum for information/opinion exchanges and coordination. Through this forum, stronger collaborative relationship e.g. in OIST's contribution to the new Okinawa Development Plan and many other specific joint activities will be further strengthened.</p> <p>4123 Organize joint science and technology research seminars and meetings for information exchange with other organizations and universities in Okinawa. Provide an extensive annual program of campus visits, school and community engagement, community-focused science promotion, events and public lectures, open talks, and education-led outreach. Support Okinawan talent development – both scientific and professional. Provide</p> | | <p>(Networking with local institutions and communities)</p> <p>4122 OIST has restructured government relationship management to accommodate increase in number of interactions and complexity while streamlining the process and increase the level of internal coordination across the school. There are now three distinct teams; Okinawa Government Liaison Team; Tokyo Government Liaison Team; Business Liaison Team. Under this new structure, Okinawa team members regularly meet with the OPG officials and the interactions are reported at weekly Team meeting. Additionally, TDIC operates Accelerator program with the funding from OPG, the program selects four start-up ventures and invite them to OIST to incorporate business in Okinawa. In 2022, EF Polymer, one of the OIST Accelerator alumni company received the top minister's prize for environmental start-up from the Ministry of Environment.</p> <p>4123 Although campus tours have been suspended due to the spread of the new coronavirus infection, the following outreach programs, mainly online programs, were conducted.</p> <ol style="list-style-type: none"> 1. Dozens of campus tours were conducted: Students: 1,324 students from 24 schools visited. General visitors: 326 people visited. 2. Onna/OIST Children's School of Science was held Aug. 16-20. We conducted one online program by OIST | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | events which highlight Okinawan and other cultures and which help promote community cohesion through cultural events and other social activities. Ensure an appropriate breadth of community engagement across the Okinawan Prefecture, including remote islands. | | <p>researchers for 6 classes and 62 students from Onna Village.</p> <ol style="list-style-type: none"> SCORE (science contest for high school students) had 28 students participate from six schools. We co-hosted Science Talk with OIST research staff: with a bookstore in Naha City, and held 2 sessions as FY2020 program, and 4 new sessions in a dialogue style with speakers: OIST staff, University of the Ryukyus, Onna Village, and OIST graduate. 182 audience joined the event by zoom. We organized a cultural and exchange event for the Art Wall Project with BFM. We invited a local artist and nine students from Unna Junior High School to create a mural on the exterior wall of the Energy Center Building 2 on the campus. The Science Festival was cancelled due to the rapid spread of the COVID's Omicron strain just before the event. Also, we facilitated one researcher speaking to a remote island, but all other activities off of the main island were suspended due to COVID. | |
| 4 Contribution to Self-sustainable Development of Okinawa Actions | <p>(Other matters concerning Okinawa development)</p> <p>4124 Maintain and strengthen the academic and R&D networks with other universities, institutes and business sectors by inviting external organizers to host events using 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. These MICE events will bring in direct impact to</p> | | <p>(Other matters concerning Okinawa development)</p> <p>4124 Due to continuing spread of COVID-19, utilization of the OIST meeting facility remained to be limited, reflecting the guidelines of preventing the spread of COVID-19. There were only two externally organized events held at OIST venue. The Conference and Workshop Section has kept the venue utilization event guideline updated and safe operation of the venue. Due to the continuing restrictions on</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | | | | Self-evaluation | | | | | | | | | | | | | | | | | | | | | | | | |
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| | Okinawan economy as well as increased opportunity of STEM outreach activities by visiting researchers. Implement through hygiene measures to prevent the spread of COVID19, as well as providing technical support of video conferencing system for online and hybrid events using OIST venue. | | international travel, 7 externally organized academic events were postponed to FY2022 or later or cancelled. 1 non-academic event was cancelled due to the prolonged state of emergency in Okinawa. <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>188</td><td>27</td><td>7</td><td>222</td><td>24%</td></tr><tr><td>Others</td><td>292</td><td>88</td><td>330</td><td>710</td><td>76%</td></tr><tr><td>Total</td><td>480</td><td>115</td><td>337</td><td>932</td><td>100%</td></tr></table> | | | | | Admin. etc | Technicians | Researchers | Total | Ratio | Okinawa | 188 | 27 | 7 | 222 | 24% | Others | 292 | 88 | 330 | 710 | 76% | Total | 480 | 115 | 337 | 932 | 100% | |
| | Admin. etc | Technicians | Researchers | Total | Ratio | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Okinawa | 188 | 27 | 7 | 222 | 24% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Others | 292 | 88 | 330 | 710 | 76% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 480 | 115 | 337 | 932 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Chapter 5 University Campus and Community Development; Safety and Environment Protection | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.1 Campus Development Goal | OIST Graduate University will develop the campus as planned. | | | | | | A | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.1 Campus Development Actions: | (Campus Development) 5101 Closely monitor construction schedule of infrastructure and building works for Lab 5 with tight management and continuous effort to reduce construction costs. 5102 Closely monitor construction activities of #9 bridge that connects the northern road of Lab 4 and 5. 5103 Operate and maintain the completed campus | | (Campus Development) 5101 Infrastructure works have been successfully completed. Building works for Lab.5 are on schedule and projected cost to complete the project is within the budget. 5102 #9 bridge has been successfully completed. 5103 BFM continues to provide day-to-day oversight, | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>buildings, facilities.</p> <p>5104 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.</p> | | <p>operation, and maintenance services to all existing facilities.</p> <p>5104 BFM is strictly following the required procedures, Act No. 127 of 2000, for Promoting Proper Tendering and Contracting for Public Works.</p> | |
| 5.2 University Community and Education/Childcare Services Goal | <p>Facilitate the development of the University community including staff, students and their families. The OIST Graduate University will develop and extend services to address the emotional, physical, educational, social and recreational needs of its diverse community. This includes enhancing 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 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. - The University will investigate the availability of and promote access to 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 | | | A |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| 5.2 University Community and Education/Childcare Services Actions | <p>(Developing the University Community)</p> <p>5201 Develop and implement high-quality programs to support the daily living needs of stakeholders (OIST employees, students, and their families)</p> <ul style="list-style-type: none"> - Enhance the onboarding experience for family members - 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 - Foster a network of family ambassadors. The Family Ambassador Network is formed by spouses of OIST employees. The network's primary purpose is to share information about OIST and its surroundings from the family member's perspective to new employees and their family members. This network was designed to help new employees and their family members obtain helpful information from people familiar with living in Okinawa. - 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 <p>5202 Provide support for OIST staff who provide services to visiting researchers and invited guests, such as data registration and maintenance of the database, and provide assistance to visiting researchers and invited guests during their stay at OIST.</p> | | <p>(Developing the University Community)</p> <p>5201 Provided high-quality programs and support to OIST community members. Worked with other sections across OIST to provide more cohesive, effective support, which reduced redundancy of effort.</p> <p>To reduce the stress and challenges caused by differences in living environments, "How to Guide" videos have been added to the website, which includes information on how to separate garbage and how to obtain a driver's license. In addition, new content, "Green Okinawa," has been added to the website to raise awareness about environmental protection.</p> <p>5202 Continued support for OIST staff who hosts visiting researchers and guests. By collaborating with IT division, the process of visiting researcher account request got improved.</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>5203 Provide quality and cost-effective food services to the diverse OIST community.</p> <p>5204 Development and oversight of procedures to regulate quality of food vendor services.</p> <ul style="list-style-type: none"> - 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 plan increment of the number of clinicians to meet the increasing demand for wellbeing services and more outreach community initiatives. We will work closely with all stake holders to ensure that the range of services provided, meet the needs of the OIST community. We will repeat the Ganjuu survey and use the community feedback to shape the service. 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 | | <p>5203/5204 Continued to provide food, snacks and agricultural products for OIST community while complying with the COVID-19 measures. Met regularly with Cafe and Restaurant operators to review services. Implemented the selection of shop operator in Village Center and successfully secured a vendor. Improved the rules and procedures for bento vendor selection. Work closely with Food Services Committee to design, conduct and analyze food survey. Engaged in SDGs group meetings to reduce plastics from food served at OIST.</p> <p>5204 The demand for mental health services has increased due to anxiety and loss caused by COVID-19 and changes in the world situation, and we have increased the number of clinical psychologists. Despite having more than industry standard client case-loads, Ganjuu team have facilitated over 100 engagement events, workshops and seminars for the OIST community across the year and did presentations at international conferences to highlight the importance of mental health services in an international educational institution. The Ganjuu survey was delayed due to the demand and limited resources.</p> | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>wellbeing of the OIST community and continue to support wellbeing initiatives. Together with other community service, we will try to restore the sense of community that has been hit hard by COVID-19 over the last year</p> <p>5205 Recreation Services will oversee community engagement activities including support and oversight of club activities.</p> <ul style="list-style-type: none"> - Oversee the use of shared community space in the OIST village zone, fitness gym, and Seaside House (Lounge, Deck, Patio, Tennis Courts, Soccer field) <p>5206 Schedule and support recreational activities, events, classes, seminars for the whole OIST community that encourage physical, social and emotional wellbeing.</p> <ul style="list-style-type: none"> - 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 <p>5207 Complete construction of the new PFI housing on campus.</p> | | <p>5205 In accordance with Okinawa Prefecture's measures to prevent the spread of COVID-19 and the University's countermeasures policy, the guidelines for use of recreational facilities have been revised.</p> <p>5206 Hired local External Teachers through Recreation Services to provide health and wellness classes for OIST community. Website dedicated to listing leisure activities and local discounts for OIST community. Added Okinawan cultural activities to list of approved activities. Developed Uchinaaguchi class to support learning and appreciating Okinawan culture and language. Teamed with President's Office and SDG office, provided meaningful social engagement opportunities for the OIST community.in effort to achieve the SDG Goals of Okinawa Prefecture and the university.</p> <p>5207 Construction of the new PFI on-campus housing has been successfully completed.</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| 5.2 University Community and Education/Childcare Services Actions | <p>(Education and Childcare Services for OIST Family)</p> <p>5208 Continue efforts to improve the educational environment of children of OIST employees and students by introducing STEM programming in the provided childcare services.</p> <p>5209 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.</p> <ul style="list-style-type: none"> - 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 | | <p>(Education and Childcare Services for OIST Family)</p> <p>5208 The SAP successfully implemented STEM activities during the Holiday Programs, as well as through Art Club activities. We also added a Social Emotional Learning Class, twice a week, to our program.</p> <p>5209</p> <ul style="list-style-type: none"> - Research based best practices are applied in staffing models at CDC and Japanese minimum ratios are followed according to the law. The CDC also practices continuity in care, keeping children in the same age group together with the same children and staff when possible. For best practice purposes, the SAP also maintains a higher ratio than legally required for school-aged children. - Income and expenses were reviewed monthly to establish a sustainable funding model. - OIST experienced delays in recruitment of overseas hires because of Japanese boarder restrictions caused by COVID-19 pandemic. Therefore, CDC/SAP Enrollment did not grow as projected, so there was no additional space or expansion required. - CDC Management made training accessible by creating | |

| FY 2021 Plan | Metrics | Achievements in FY2021 | Self-evaluation |
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| <p>staff in the CDC and SAP</p> <ul style="list-style-type: none"> - The CDC Liaison Committee will meet regularly to support the CDC and SAP - The CDC Oversight Committee will review CDC and SAP operations and provide advice and recommendations - The CDC Parent Teacher Committee will meet regularly with CDC management to offer advice and recommendations <p>5210 Continue to provide appropriate educational opportunities in English for the children of OIST staff and students attending Japanese public schools in Okinawa.</p> <ul style="list-style-type: none"> - 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 | | <p>a training specific website for CDC Staff. SAP implemented an onboarding training system which included job specific training for new staff members.</p> <ul style="list-style-type: none"> - The CDC Liaison Committee has met one time since its establishment in FY2021 and discussed about the implementation of professional development for all classroom staff and priority system for access to CDC/SAP services. - The terms of reference for CDC Oversight Committee is established to set up the committee. - The CDC Parent-Teacher Counsel advised on improvements related to additional parent parking and safety awareness. <p>5210 Provided English educational support to English-speaking OIST children who attend Japanese schools. The classroom is operational 5 days a week, offering each group of students 100 minutes of reading, writing, and spelling instruction per week, following US Common Core standards.</p> <ul style="list-style-type: none"> - Maintained positive relationships with 8 local international schools in Okinawa by visiting and communicating regularly. The information collected is posted on the Schooling Options website. Collaborated with other division and distributed schooling options flyers across all divisions. A virtual school presentation was provided in lieu of annual school tours due to the ongoing influence of COVID-19. - Continued discussions concerning the feasibility of an | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | <p>IB K-12 school for OIST families and the local community</p> <p>5211 Informed by survey results, continue to improve the quality of language education services provided to staff and family members.</p> <p>5212 Explore more flexible teaching schedules and enhanced program offerings.</p> | | <p>international IB K-12 school.</p> <p>5211 Survey results showed that students wanted more business, academic or science-based topics in English classes. Activities with a business focus were increased and frequently used vocabulary at OIST has been taught. Survey results show that students have requested more Japanese conversation. Conversation seminars have been started.</p> <p>5212 Walk in English seminars have been conducted. These have provided more flexibility to students. Social events for example: The language exchange have been conducted. Walk in Japanese conversation seminars have also been started. These provide more flexibility and have been used to enhance and strengthen material learnt in class.</p> | |
| 5.2 University Community and Education/Childcare Services Actions | <p>(Student Support)</p> <p>5213 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.</p> <p>5214 Schedule and support recreational activities, events, classes, seminars for the OIST students that encourage</p> | | <p>(Student Support)</p> <p>5213 The number of students of concern cases went up slightly this year. This was expected given the growing student body and the Pandemic that causes a lot of stress. The Early Student Intervention Coordinator and GS Students of Concern team managed all cases well. The time from the initial contact to case closure has continued to decrease, indicating that we are becoming more efficient in implementing a support triage for students. (Same as 1110)</p> <p>5214 New Fitness Classes added to the Recreation Services Programming - free to all OIST members, online,</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
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| | physical, social and emotional wellbeing. | | hybrid and in-person which supports physical, social and emotional wellbeing. | |
| 5.3 Safety and Environment Protection Goal (1) | 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. | | | A |
| 5.3 Safety and Environment Protection Actions (1) | <p>5301 The Emergency Response and Business Continuity Plans will be operated and further rehearsed with training exercises.</p> <p>5302 Ensure safety and emergency response at each department through workplace inspections.</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 In accordance with the national and prefectural policies on COVID-19, we took actions based on the Emergency Response plan and Business Continuity Plan.</p> <p>5302 During the workplace inspections, the safety management system and recognition of emergency equipment in the laboratory was reviewed. Workplace inspections by health officers were conducted with emphasis on infection prevention in consideration of the corona situation. OHS staff provided biosafety advice, technical support and logistics for COVID-19 PCR testing, antigen testing and vaccinations.</p> <p>5303 Campus facilities have been coordinated to serve as evacuation centers for nearby residents. Onna Village, the Tancha area, and OIST continue to work together to build an even stronger system by conducting regular joint exercises to exchange information.</p> <p>For the of prevention of COVID-19 infection, no joint exercise with Onna Village was conducted this year. We plan to conduct joint exercises in the future, depending on the</p> | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation | | | | | | | | | | | | | | | | | | |
|---|--|---------|--|-----------------|-----------------------------------|--|------------|--------|--------|---------------------|------|------|------|-------------------|-------|-------|------|-----------|------|------|-------|--|
| | | | infection situation. | | | | | | | | | | | | | | | | | | | |
| 5.4 Safety and Environment Protection Goal (2) | 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. | | | A | | | | | | | | | | | | | | | | | | |
| 5.4 Safety and Environment Protection Actions (2) | (Environment Protection) 5401 Promote use of recycled products. 5402 Monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption. | | (Environment Protection) 5401 We continued to encourage the use of recycled products when placing construction orders. Recycled products are used for copy paper and toilet paper used on campus. 5402 Level of Energy consumption is constantly monitored, and energy consumption is continuously reduced. As the result of energy saving work in FY2020, CO2 emission in FY2020 has been reduced 2.8% in comparison with FY2020. LNG consumption increased slightly due to the increased utilization of LAB4 in the last year. <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>FY2020</th><th>FY2021</th></tr><tr><td>CO2 emission (tCO2)</td><td>1.55</td><td>1.51</td><td>2.8%</td></tr><tr><td>Electricity (kwh)</td><td>1,710</td><td>1,656</td><td>3.2%</td></tr><tr><td>Water(m³)</td><td>4.31</td><td>3.54</td><td>17.8%</td></tr></table> | Item | Amount per OIST's staff per month | | Reduction% | FY2020 | FY2021 | CO2 emission (tCO2) | 1.55 | 1.51 | 2.8% | Electricity (kwh) | 1,710 | 1,656 | 3.2% | Water(m³) | 4.31 | 3.54 | 17.8% | |
| Item | Amount per OIST's staff per month | | Reduction% | | | | | | | | | | | | | | | | | | | |
| | FY2020 | FY2021 | | | | | | | | | | | | | | | | | | | | |
| CO2 emission (tCO2) | 1.55 | 1.51 | 2.8% | | | | | | | | | | | | | | | | | | | |
| Electricity (kwh) | 1,710 | 1,656 | 3.2% | | | | | | | | | | | | | | | | | | | |
| Water(m³) | 4.31 | 3.54 | 17.8% | | | | | | | | | | | | | | | | | | | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | | | | Self-evaluation |
|--------------|---|---------|--|-----------------------|-----------------|-------|-----------------|
| | 5403 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. | | A-Oil (Liter) | 56.9 | 56.7 | 0.4% | |
| | | | LP Gas (m³) | 0.13 | 0.12 | 6.20% | |
| | | | LNG Gas m³ | 6.86 | 7.01 | -2.2% | |
| | | | 5403 OIST wastewater treatment plants discharge higher quality treated water than the Onna Village effluent standard requires (see below). OIST treatment plant wastewater is tested periodically to ensure that plant is functioning normally, and quality is maintained. | | | | |
| | | | | Onna Village Standard | OIST's standard | | |
| | BOD (Biochemical Oxygen Standard) | 10 ppm | 2 ppm | | | | |
| | SS (Suspended Solids) | 10 ppm | 2 ppm | | | | |
| | PH | 5~7 | 5~7 | | | | |
| | 5404 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. | | 5404 FM has been working hard to minimize and/or eliminate red soil running to the sea through careful protective measures, including construction of retention ponds and utilization of muddy water purification plants. | | | | |
| | 5405 Manage campus facilities and landscaping to | | 5405 OIST has been a forefront in protection of the | | | | |

| FY 2021 Plan | | Metrics | Achievements in FY2021 | Self-evaluation |
|--------------|--|---------|---|-----------------|
| | preserve natural balance and protect indigenous species. | | environment by commissioning highly qualified 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. The environmental monitoring work did not reveal any significant environmental impacts in the campus development. At each construction site, under the guidance of the consultants of the environmental monitoring work, the construction was designed to minimize the impact on the environment. | |

令和3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. 1-2-1 | 学生に関する情報 |
| 3 | 1. 1-2-2 | 令和3年度 学術交流協定一覧 |
| 4 | 1. 2-1 | 令和3年度 OIST 研究施設の外部利用者 |
| 5 | 1. 2-2 | 令和3年度 OIST論文・発表数 |
| 6 | 1. 3-1 | 令和3年度 研究に関する受賞実績 |
| 7 | 1. 3-2 | 令和3年度 アウトリーチ活動実績 |
| 8 | 1. 4-1 | 令和3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 | 令和3年度 職位毎・国籍別職員数 |
| 10 | 2. 4-2 | 令和3年度 職員の給与水準 |
| 11 | 2. 4-3 | 令和3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. 1-1 | 特許出願状況 |
| 14 | 4. 1-2 | 令和3年度 POCプロジェクト |
| 15 | 4. 1-3 | 令和3年度 スタートアップ |
| 16 | 4. 1-4 | 令和3年度 受託研究等（産学連携）及びイベント |

List of Attachment Documents to the FY2021 Performance Report

| No. | File No. | Document Name |
|-----|----------|---|
| 1 | 1. 1-1 | Number of Students Receiving External Scholarships, etc. |
| 2 | 1. 1-2-1 | Students Information |
| 3 | 1. 1-2-2 | FY2021 List of Agreements with Other Universities |
| 4 | 1. 2-1 | FY2021 The Number of Use of our Research Facilities by External Organizations |
| 5 | 1. 2-2 | FY2021 OIST Publications and Presentations |
| 6 | 1. 3-1 | FY2021 Number of Research Honors/Awards |
| 7 | 1. 3-2 | FY2021 Outreach by Faculty and Researchers |
| 8 | 1. 4-1 | FY2021 List of OIST Funded Workshops/Mini-Symposia |
| 9 | 2. 4-1 | FY2021 Number of Employees |
| 10 | 2. 4-2 | FY2021 Salary Level of Employees |
| 11 | 2. 4-3 | FY2021 Number of Employees Taking Training Programs |
| 12 | 3. 1 | FY2021 External Grants and Donations Table |
| 13 | 4. 1-1 | Patent Status |
| 14 | 4. 1-2 | FY2021 POC Projects |
| 15 | 4. 1-3 | FY2021 Startups |
| 16 | 4. 1-4 | FY2021 Industry-related Collaboration and Innovation Seminars and Events |

添付資料1. 1-1 令和3年（2021）年度外部の奨学金等を獲得した学生数

Attachment 1.1-1 Number of Students Received External Scholarships, etc.

| External Fund | 外部資金の名称 | # of students receiving the fund/受給者数 |
|-----------------------------------|----------------------------|---------------------------------------|
| FY21 JSPS (DC) | 令和 3 年度採用分日本学術振興会特別研究員（DC） | 15 |
| FY21 JEES Softbank AI Scholarship | 令和 3 年度ソフトバンクAI人材育成奨学金 | 1 |
| Tobe Maki Scholarship Foundation | 公益財団法人 戸部眞紀財団 | 1 |

2. Number of grant applications supported and success ratio in FY21/令和3（2021）年度外部資金申請者数

| External Fund | 外部資金の名称 | # of application/申請者数 | # of Acceptance/獲得数 | Success Ratio/獲得率 |
|--|---|-----------------------|---------------------|-------------------|
| FY22 JSPS (DC) | 令和4年度採用分日本学術振興会特別研究員（DC） | 67 | 7 | 10% |
| FY22 JEES Softbank AI Scholarship | 令和4年度ソフトバンクAI人材育成奨学金 | 1 | 0 | 0% |
| Tobe Maki Scholarship Foundation | 公益財団法人 戸部眞紀財団 | 3 | 1 | 33% |
| SPIE 2021 Optics and Photonics Education Scholarship | 2021 Optics and Photonics Education Scholarship | 1 | 1 | 100% |
| 2021 Google PhD Fellowship (East Asia)* | 2021 Google PhD フォローシップ (東アジア地区) | 2 | 1 | 50% |

FY2021 Student Information

| | Metrics | Number | Comment |
|---|--|--------|---|
| 1 | Number of applications for the PhD program | 1,269 | AWsS and Pathway AY2021 |
| | Japanese | 44 | |
| | International | 1,225 | |
| | Male | 853 | |
| | Female | 416 | |
| 2 | Number of admitted PhD students | 44 | Class 2021 |
| | Japanese | 10 | |
| | International | 34 | |
| | Male | 30 | |
| | Female | 14 | |
| 3 | Number of graduates (Total) | 88 | |
| | AY2016 | 7 | |
| | AY2017 | 13 | |
| | AY2018 | 15 | |
| | AY2019 | 25 | |
| | AY2020 | 17 | |
| | AY2021 (as of February 28, 2022) | 11 | |
| 4 | PhD student retention rate (%) | | |
| | Class 2012 | 85 | |
| | Class 2013 | 85 | |
| | Class 2014 | 85 | |
| | Class 2015 | 92 | |
| | Class 2016 | 91 | |
| | Class 2017 | 89 | |
| | Class 2018 | 94 | |
| | Class 2019 | 88 | |
| | Class 2020 | 95 | |
| | Class 2021 | 100 | |
| 5 | Average number of students per faculty member | 3 | 250 PhD students / 87 Faculties as of 2022 March |
| 6 | Number of applications for the RI program (GS fund and Unit fund) | | |
| | AY2019 | 2,894 | |
| | AY2020 | 3,723 | |
| | AY2021 (as of the end of FY2021) | 3,082 | |
| 7 | Number of Research Interns (GS fund and Unit fund) | | |
| | AY2019 | 52 | |
| | AY2020 | 57 | |
| | AY2021 (as of the end of FY2021) | 88 | |
| 8 | Number of agreements with other universities | 27 | Activated agreements within FY2021 (SRS, study-leave, co-supervision) List separately attached |

Attachment 1.1-2-2 FY2021 List of Agreements with Other Universities/Institutions

| University/Institution | Country | Type of Agreement | New/Continue |
|--|-----------|---|--------------|
| University of the Ryukyus | Japan | Agreement of Cooperation | Continue |
| Okinawa National College of Technology | Japan | Agreement of Cooperation | Continue |
| Institute of Medical Science, The University of Tokyo | Japan | Academic Exchange Agreement | Continue |
| The University of Tokyo | Japan | Agreement on Scientific and Academic Cooperation | Continue |
| School of Science, The University of Tokyo | Japan | Memorandum of Understanding on Student Exchange | Continue |
| University of Sargodha, Department of Chemistry | Pakistan | Agreement on Student Exchange | Continue |
| The Technical University of Munich | Germany | Agreement on External Co-supervision of an OIST student | Continue |
| Toyota Technological Institute ("TTI") | Japan | Agreement on External Co-supervision of an OIST student | Continue |
| Ecole Pratique des Hautes Etudes (EPHE) | France | Agreement on Acceptance of Student | Continue |
| Imperial College London | UK | Agreement on Acceptance of Student | Continue |
| Metropolitan Autonomous University (UAM) | Mexico | Agreement on Acceptance of Student | Continue |
| National Autonomous University of Mexico (UNAM) | Mexico | Agreement on Acceptance of Student | Continue |
| University of Augsburg (UniA) | Germany | Agreement on External Co-supervision of an OIST student | Continue |
| National Chiao Tung University | Taiwan | Agreement on Acceptance of Student | Continue |
| Indian Institute of Science Education and Research (IISER) | India | Agreement on Acceptance of Student | Continue |
| The Hebrew University of Jerusalem (HUJI) | Israel | Agreement on External Co-supervision of an OIST Student | Continue |
| Sofia University | Bulgaria | Request and Standard Terms and Conditions for Hosting an OIST Student | Continue |
| Lunenfeld-Tanenbaum Research Institute | Canada | Request and Standard Terms and Conditions for Hosting an OIST Student | Continue |
| Okinawa Churashima Foundation | Japan | Agreement on Scientific and Academic Cooperation | Continue |
| Johannes Gutenberg University Mainz | Germany | Agreement on Acceptance of Student | Continue |
| Academia Sinica | Taiwan | Memorandum of Understanding on Scientific and Academic Cooperation | Continue |
| RIKEN | Japan | Agreement on Scientific and Academic Cooperation | Continue |
| Okinawa City Board of Education | Japan | Agreement on Mutual Collaboration and Cooperation on Academic Research and Human Resource Development | Continue |
| Graduate School of Medicine, Osaka University | Japan | Special Research Student | Continue |
| Graduate School of Informatics Kyoto University | Japan | Collaboration Agreement | Continue |
| The Graduate University for Advanced Studies, SOKENDAI | Japan | Agreement on Acceptance of Student | New |
| University of Mataram | Indonesia | Request and Standard Terms and Conditions for Hosting an OIST Student | New |
| Stanford University | USA | Request and Standard Terms and Conditions for Hosting an OIST Student | New |
| Max Planck Institute for the Physics of Complex Systems | Germany | Request for approval on External Study and Research of a PhD student and con | New |

Attachment 1. 2-1**The number of use of our research facilities by external organizations (FY2021)**

OIST 研究施設の外部利用者（令和3年度）

| Outline of Use | User Classification | # of Organizations | # of total users | Duration of Use | Amount (Yen) |
|---|---------------------------------|--------------------|------------------|---------------------|--------------|
| Use of 300kV Cryo Electron Microscope | Private company (OIST Start-up) | 1 | 2 | 2021/4/1-2022/3/31 | 599,086 |
| Use of 200kV Cryo Electron Microscope | Private company (OIST Start-up) | 1 | 2 | 2021/4/1-2022/3/31 | 334,343 |
| Use of Scanning Electron Microscope | Private company | 1 | 3 | 2021/5/17-2022/3/31 | 303,160 |
| Use of Transmission Electron Microscope | Private company | 1 | 1 | 2021/8/23-2022/3/31 | 157,080 |
| Use of equipment in the Machine Shop | Private company | 1 | 1 | 2022/3/1-2022/3/8 | 5,060 |

| 利用概要 | 利用者区分 | 団体数 | 利用人数 | 利用期間 | 利用金額 (円) |
|--------------------|---------------------|-----|------|---------------------|----------|
| 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 | 2 | 2021/4/1-2022/3/31 | 599,086 |
| 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 | 2 | 2021/4/1-2022/3/31 | 334,343 |
| 走査型電子顕微鏡 | 民間企業 | 1 | 3 | 2021/5/17-2022/3/31 | 303,160 |
| 透過型電子顕微鏡 | 民間企業 | 1 | 1 | 2021/8/23-2022/3/31 | 157,080 |
| 工作室機械 | 民間企業 | 1 | 1 | 2022/3/1-2022/3/8 | 5,060 |

添付資料1.2-2 令和3年度 OIST論文・発表数

Attachment 1.2-1 FY2021 OIST Publications and Presentations

OIST 論文数・講演数 (ユニット別) 令和3年度
OIST Scientific Productivity (by unit) FY2021

| | Unit Name | Books and edited books | Book Chapter and Journal Articles | Seminars and Presentations at conferences including poster presentations | Dissertations, Online Databases, etc. | Unit Total |
|----|--------------------|------------------------|-----------------------------------|--|---------------------------------------|-------------|
| | ユニット名 | 書籍の執筆・編集の数 | 書籍の章及び学術論文 | セミナーの数, 学会でのプレゼン（ポスタープレゼン含む）の数 | 博博士論文、オンラインデータベース等 | ユニット別合計 |
| | Total | 3 | 529 | 704 | 33 | 1269 |
| 1 | Abdulla | 0 | 0 | 0 | 0 | 0 |
| 2 | Arbuthnott | 0 | 4 | 1 | 0 | 5 |
| 3 | Armitage | 0 | 0 | 0 | 0 | 0 |
| 4 | Bandi | 0 | 1 | 0 | 1 | 2 |
| 5 | Bourguignon | 0 | 10 | 20 | 1 | 31 |
| 6 | Busch | 0 | 17 | 16 | 2 | 35 |
| 7 | Chakraborty | 0 | 5 | 4 | 0 | 9 |
| 8 | Christine Luscombe | 0 | 13 | 11 | 0 | 24 |
| 9 | Dani | 0 | 11 | 26 | 1 | 38 |
| 10 | DeSchutter | 0 | 4 | 2 | 0 | 6 |
| 11 | Dieckmann | 0 | 3 | 0 | 0 | 3 |
| 12 | Doya | 0 | 7 | 31 | 2 | 40 |
| 13 | Economo | 0 | 30 | 29 | 2 | 61 |
| 14 | Ekert | 0 | 1 | 4 | 0 | 5 |
| 15 | Elkouss | 0 | 0 | 2 | 0 | 2 |
| 16 | Feichtner-Kozlov | 0 | 3 | 0 | 0 | 3 |
| 17 | Feng | 0 | 2 | 0 | 0 | 2 |
| 18 | Fried | 0 | 8 | 4 | 0 | 12 |
| 19 | Froese | 0 | 9 | 26 | 1 | 36 |
| 20 | Fukai Unit | 0 | 7 | 16 | 0 | 23 |
| 21 | Fukunaga | 0 | 4 | 0 | 0 | 4 |
| 22 | Gioia | 0 | 1 | 0 | 0 | 1 |
| 23 | Goryanin | 0 | 4 | 5 | 0 | 9 |
| 24 | Hikami | 0 | 5 | 9 | 0 | 14 |
| 25 | Hoehn | 0 | 5 | 7 | 0 | 12 |
| 26 | Husnik | 0 | 8 | 13 | 1 | 22 |
| 27 | Ishikawa | 0 | 1 | 3 | 1 | 5 |
| 28 | Kabe | 0 | 5 | 5 | 0 | 10 |
| 29 | Kazu (Tanaka) | 0 | 2 | 5 | 0 | 7 |

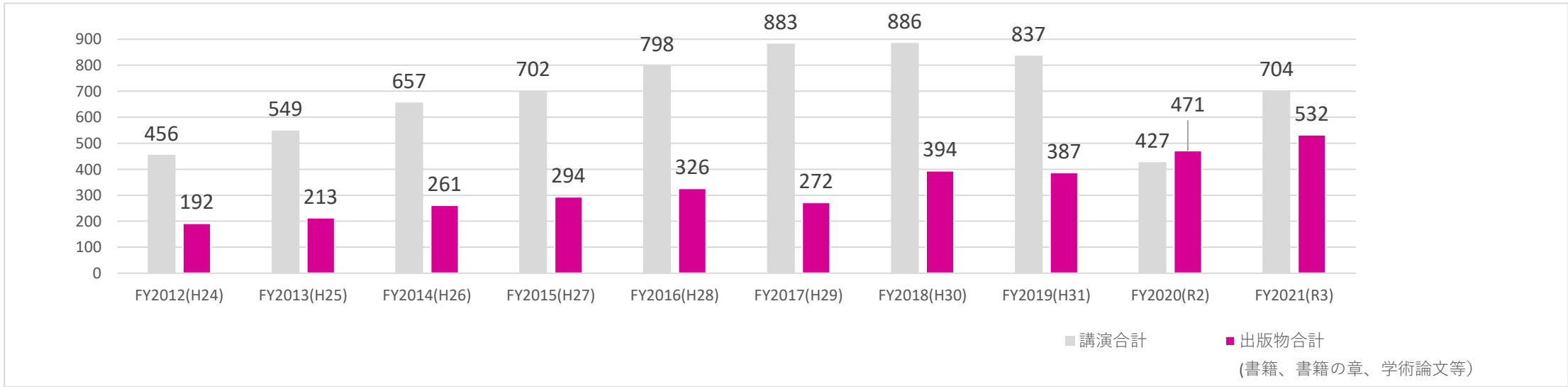
| | Unit Name | Books and edited books | Book Chapter and Journal Articles | Seminars and Presentations at conferences including poster presentations | Dissertations, Online Databases, etc. | Unit Total |
|----|---------------|------------------------|-----------------------------------|--|---------------------------------------|------------|
| | ユニット名 | 書籍の執筆・編集の数 | 書籍の章及び学術論文 | セミナーの数, 学会でのプレゼン（ポスタープレゼン含む）の数 | 博博士論文、オンラインデータベース等 | ユニット別合計 |
| 30 | Khusnutdinova | 0 | 6 | 12 | 0 | 18 |
| 31 | Kitano | 0 | 4 | 27 | 0 | 31 |
| 32 | Kiyomitsu | 0 | 1 | 3 | 0 | 4 |
| 33 | Kono | 0 | 7 | 14 | 0 | 21 |
| 34 | Konstantinov | 0 | 4 | 3 | 2 | 9 |
| 35 | Kuhn | 0 | 6 | 5 | 4 | 15 |
| 36 | Kusumi | 0 | 3 | 2 | 0 | 5 |
| 37 | Laudet | 0 | 17 | 13 | 0 | 30 |
| 38 | Laurino | 0 | 7 | 26 | 0 | 33 |
| 39 | Liu Unit | 0 | 0 | 0 | 0 | 0 |
| 40 | Luscombe | 0 | 1 | 1 | 0 | 2 |
| 41 | Maruyama | 1 | 2 | 2 | 1 | 6 |
| 42 | Masai | 0 | 2 | 4 | 0 | 6 |
| 43 | Mikheyev | 0 | 4 | 0 | 0 | 4 |
| 44 | Miller | 0 | 9 | 8 | 0 | 17 |
| 45 | Mitarai | 0 | 6 | 7 | 1 | 14 |
| 46 | Myers | 0 | 0 | 1 | 0 | 1 |
| 47 | Narita | 0 | 19 | 8 | 0 | 27 |
| 48 | Neiman | 0 | 10 | 15 | 0 | 25 |
| 49 | Nemoto | 0 | 0 | 1 | 0 | 1 |
| 50 | Nic Chormaic | 0 | 13 | 24 | 0 | 37 |
| 51 | Okada | 0 | 6 | 7 | 0 | 13 |
| 52 | Paabo | 0 | 4 | 0 | 0 | 4 |
| 53 | Pao | 0 | 3 | 4 | 2 | 9 |
| 54 | Pigolotti | 1 | 6 | 5 | 0 | 12 |
| 55 | Qi | 0 | 22 | 3 | 1 | 26 |
| 56 | Ravasi | 0 | 19 | 9 | 0 | 28 |
| 57 | Reiter | 1 | 1 | 6 | 0 | 8 |
| 58 | Rokhsar | 0 | 6 | 0 | 0 | 6 |
| 59 | Rosti | 0 | 15 | 23 | 3 | 41 |
| 60 | Satoh | 0 | 24 | 0 | 0 | 24 |
| 61 | Saze | 0 | 7 | 6 | 0 | 13 |
| 62 | Shannon | 0 | 7 | 22 | 2 | 31 |
| 63 | Shen | 0 | 18 | 29 | 1 | 48 |

| | Unit Name | Books and edited books | Book Chapter and Journal Articles | Seminars and Presentations at conferences including poster presentations | Dissertations, Online Databases, etc. | Unit Total |
|----|------------------|------------------------|-----------------------------------|--|---------------------------------------|------------|
| | ユニット名 | 書籍の執筆・編集の数 | 書籍の章及び学術論文 | セミナーの数, 学会でのプレゼン（ポスタープレゼン含む）の数 | 博博士論文、オンラインデータベース等 | ユニット別合計 |
| 64 | Shintake | 0 | 3 | 1 | 0 | 4 |
| 65 | Skoglund | 0 | 2 | 0 | 0 | 2 |
| 66 | Spector | 0 | 3 | 19 | 0 | 22 |
| 67 | Speyer | 0 | 5 | 28 | 0 | 33 |
| 68 | Stephens | 0 | 2 | 11 | 0 | 13 |
| 69 | Sugiyama | 0 | 1 | 6 | 0 | 7 |
| 70 | Takahashi | 0 | 2 | 4 | 0 | 6 |
| 71 | Takahashi Hiroki | 0 | 1 | 6 | 0 | 7 |
| 72 | Tanaka | 0 | 4 | 5 | 0 | 9 |
| 73 | Tani | 0 | 4 | 8 | 0 | 12 |
| 74 | Terenzio | 0 | 1 | 3 | 0 | 4 |
| 75 | Toriumi | 0 | 2 | 3 | 0 | 5 |
| 76 | Touber | 0 | 2 | 0 | 1 | 3 |
| 77 | Tripp | 0 | 7 | 9 | 0 | 16 |
| 78 | Twamley | 0 | 6 | 6 | 0 | 12 |
| 79 | Uusisaari | 0 | 7 | 4 | 0 | 11 |
| 80 | Watanabe | 0 | 1 | 5 | 2 | 8 |
| 81 | Wickens | 0 | 6 | 1 | 0 | 7 |
| 82 | Wolf | 0 | 9 | 10 | 0 | 19 |
| 83 | Yamamoto | 0 | 8 | 15 | 0 | 23 |
| 84 | Yanagida | 0 | 6 | 6 | 0 | 12 |
| 85 | Yokobayashi | 0 | 8 | 12 | 0 | 20 |
| 86 | Yoshida | 0 | 0 | 3 | 0 | 3 |
| 87 | Zhang | 0 | 6 | 2 | 1 | 9 |
| 88 | Zhou Unit | 0 | 4 | 8 | 0 | 12 |

OIST論文数・講演数（平成24-令和3年度）

OIST Scientific Productivity (FY2012-2021)

| | 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, オンライン データベース等 | 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 | Seminars | 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 | 380 | 641 | 196 | 16 | 837 | 387 |
| FY2020(R2) | 1 | 470 | 302 | 125 | 33 | 427 | 471 |
| FY2021(R3) | 3 | 529 | 487 | 217 | 33 | 704 | 532 |



複数教員による共同出版数（令和3年度）

Number of joint publications between different faculty members (FY2021)

FY2021 OIST Internal Collaborative Publications

1. Wang, Z. Y., et al. (2021). "Visualizing superconductivity in a doped Weyl semimetal with broken inversion symmetry." *Physical Review B* 104(11). doi: 10.1103/PhysRevB.104.115102
2. Le Kien, F., et al. (2021). "Optical trap for an atom around the midpoint between two coupled identical parallel optical nanofibers." *Physical Review A* 103(6): 10. doi: 10.1103/PhysRevA.103.063106
3. Sarma, B., et al. (2021). "Cavity magnomechanical storage and retrieval of quantum states." *New Journal of Physics* 23(4). doi: 10.1088/1367-2630/abf535
4. Matthews, M.M., Kim, T.G., Shibata, S. et al. (2021). COVID-19 serological survey using micro blood sampling. *Sci Rep* 11, 9475. doi: 10.1038/s41598-021-88850-z
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7. Monti, A., et al. (2021). "A fast and efficient tool to study the rheology of dense suspensions." *Physics of Fluids* 33(10): 103314. doi: 10.1063/5.0065655
8. Paterno, G. M., et al. "Excited states engineering enables efficient near-infrared lasing in nanographenes." *Materials Horizons*. doi: 10.1039/d1mh00846c
9. Le Kien, F., et al. (2021). "Spatial distributions of the fields in guided normal modes of two coupled parallel optical nanofibers." *New Journal of Physics* 23(4). doi: 10.1088/1367-2630/abea44
10. Nakano, T., et al. (2022). "An On-Demand Drug Delivery System for Control of Epileptiform Seizures." *Pharmaceutics* 14(2): 18. doi:

10.3390/pharmaceutics14020468

11. Koldaeva, A., Tsai, H. F., Shen, A. Q. and Pigolotti, S. (2022). "Population genetics in microchannels." Proceedings of the National Academy of Sciences of the United States of America. doi:10.1073/pnas.2120821119

The above collaborative publications were published by the following units:

1. Dani, K./Okada, Y.
2. Nic Chormaic, S./Busch, T.
3. Busch, T./Twamley, J.
4. Collins, M./Wolf, M.
5. Laudet, V./Satoh, Nori
6. Pigolotti, S./ Bourguignon, T.
7. Shen, A./ Rosti, M.
8. Kabe, R./ Narita, A.
9. Nic Chormaic, S./ Busch, T.
10. Dani, K. / Wickens, J.
11. Pigolotti, S. / Shen, A.

Attachment 1.3-1 FY2021 Number of Research Honors/Awards

Research Honors and Awards won by Faculty

| No. | Research Unit | Award Winner/Honor Title | URL | Date Awarded |
|-----|--|---|---|-------------------|
| 1 | Kazu Unit Memory Research Unit | Prof. Kazumasa Tanaka has received Young Scientist Award from the Ministry of Education, Culture, Sports Science and Technology. | https://www.mext.go.jp/content/20210414-mxt_sinkou01-000013957_2.pdf | 4/2021 |
| 2 | Ravasi Unit Marine Climate Change Unit | Prof. Timothy Ravasi was selected to work alongside researchers at the James Cook University's Australian Research Council (ARC) Centre of Excellence for Coral Reef Studies. | https://www.oist.jp/news-center/news/2020/9/29/oist-marine-scientist-allied-prestigious-coral-reef-center | 4/2021 to present |
| 3 | Kabe Unit Organic Optoelectronics Unit | Prof. Ryota Kabe was selected to contribute to the Emerging Investigators 2021 from the Journal of Nanoscale (The Royal Society of Chemistry). | https://pubs.rsc.org/en/content/articlelanding/2021/nr/d1nr90087k#divAbstract | 5/5/2021 |
| 4 | Shen Unit Micro/Bio/Nanofluidics Unit | Prof. Amy Shen was selected as a Fellow of the Royal Society of Chemistry, 2021. | N/A | 5/2021 |
| 5 | Shen Unit Micro/Bio/Nanofluidics Unit | Prof. Amy Shen was selected as an APS Fellow, 2021 from American Physical Society for contributions to our understanding of bifurcations and instabilities in flows of complex fluids at small length scales, and for the design of ingenious microfluidic experiments. | https://www.aps.org/programs/honors/fellowships/archive-all.cfm?unit_id=DFD | 11/2021 |
| 6 | Wolf Unit Molecular Cryo-Electron Microscopy Unit | Prof. Matthias Wolf has received Vorarlberg Science Award from the Vorarlberg (an Austrian federal) state government for his work in the field of structural biology. | https://tida.oist.jp/tida-stories/professor-matthias-wolf-accepts-vorarlberg-science-award | 11/8/2021 |
| 7 | Nic Chormaic Unit Light-Matter Interactions for Quantum Technologies Unit | Prof Sile Nic Chormaic has received the Visiting Scientist Award by LabEX PALM, France. | N/A | 12/2021 |
| 8 | Paabo Unit Human Evolutionary Genomics Unit | Prof. Svante Paabo (PI) has received the 2021 Massry Prize Laureates from Keck School of Medicine of University of Southern California. | https://keck.usc.edu/massry-prize/current-laureates | 12/2021 |
| 9 | Christine Luscombe pi-Conjugated Polymers Unit | Prof. Christine Luscombe has been selected as one of "Outstanding Reviewers 2021" for Chemical Science, a journal published by the Royal Society of Chemistry, for her significant contributions as a peer reviewer. Outstanding reviewers are selected based on the number, timeliness and quality of reports completed over that year. | https://www.rsc.org/journals-books-databases/author-and-reviewer-hub/reviewer-information/outstanding-peer-reviewers/ | 2/2022 |
| 10 | Christine Luscombe Unit pi-Conjugated Polymers Unit | Prof. Christine Luscombe has been selected as one of "Outstanding Reviewers 2021" for Energy and Environmental Science, a journal published by the Royal Society of Chemistry, for her significant contributions as a peer reviewer. Outstanding reviewers are selected based on the number, timeliness and quality of reports completed over that year. | https://www.rsc.org/journals-books-databases/author-and-reviewer-hub/reviewer-information/outstanding-peer-reviewers/ | 2/2022 |
| 11 | Nemoto Unit Quantum Information Science and Technology Unit. | Prof. Kae Nemoto has been decorated as an Officer of the National Order of Merit of the French Republic (d'Officier de l'Ordre national du Mérite). | https://jp.ambafrance.org/article17580 | 3/2/2022 |
| 12 | Hoehn Unit Qubits and Spacetime Unit | Prof. Philipp Hoehn was selected as a co-PI for phase 2 of "The Quantum Information Structure of Spacetime (QISS)", a Templeton Foundation funded interdisciplinary consortium of research groups across the globe (incl. some renowned researchers and institutes such as Oxford, Perimeter, University of Vienna and Austrian Academy of Sciences, UC at Santa Barbara, etc.). Together with the group from UCSB, OIST Qubits and Spacetime Unit led by Prof. Philipp Hoehn joined as new nodes of the network. Funding will start in September 2022 and run for 3 years. | https://www.qiss.fr/consortium/ | 3/16/2022 |

Research Honors and Awards won by Other Researchers

| No. | Research Unit | Award Winner/Honor Title | URL | Date Awarded |
|-----|---|---|---|--------------|
| 1 | Tanaka Unit Chemistry and Chemical Bioengineering Unit | Mr. Santanu Mondal (PhD student) has received the Pharmaceutical Society of Japan # 141 annual Student Best Presentation Award from the Pharmaceutical Society of Japan for his excellent poster. | https://confit.atlas.jp/guide/event/pharm141/static/prize?lang=ja | 4/2021 |
| 2 | Nic Chormaic Unit Light-Matter Interactions for Quantum Technologies Unit | Mr. Theodoros Bouloumis (PhD student) has received a 2021 Optics and Photonics Education Scholarship by SPIE, the international society for optics and photonics, for his potential contributions to the field of optics, photonics or related field. | https://spie.org/membership/student-services/scholarships/winners/2021-optics-and-photonics-education-scholarship-recipients | 5/2021 |
| 3 | Uusisaari Unit Neuronal Rhythms in Movement Unit | Dr. Bogna Ignatowska Jankowska has received the "Postdoctoral Presentation Prize" for the talk at 31st Annual International Cannabinoid Research Society Symposium on Cannabinoids (ICRS), 2021. | https://new.icrs.co/ICRS2021/ICRS2021/ | 6/2021 |
| 4 | Yamamoto Unit Cell Signal Unit | Ms. Aisulu Maipas (PhD student) has received the RNA 2021 Poster Prize from the RNA society for excellence in RNA research. | https://www.rnasociety.org/rna-2021-poster-prize-winners | 7/6/2021 |
| 5 | Kazu Unit Memory Research Unit | Ms. Tomoka Yoseyama (research intern) has received the Junior investigator Poster Development Award from Japan Neuroscience Society in July 2021. | https://www.mext.go.jp/content/20210414-mxt_sinkou01-000013957_2.pdf | 7/2021 |
| 6 | Yokobayashi Unit Nucleic Acid Chemistry and Engineering Unit | Dr. Keisuke Fukunaga (Postdoctoral Scholar) has received the FIBER Nucleic Acid Chemistry Young Lecture Award from the Frontier Institute for Biomolecular Engineering Research for outstanding lecture. | http://konan-fiber.jp/archives/2871 | 8/5/ 2021 |
| 7 | Yokobayashi Unit Nucleic Acid Chemistry and Engineering Unit | Dr. Keisuke Fukunaga (Postdoctoral Scholar) has received Bio-related Chemistry Symposium Lecture Award from Division of Biofunctional Chemistry, The Chemistry Society of Japan for outstanding lecture. | https://seitai.chemistry.or.jp/activity/ | 9/2021 |
| 8 | Khusnutdinova Unit Coordination Chemistry and Catalysis Unit | Mr. Shubham Deolka (PhD student) has received the Student Lecture Award from Japan Society of Coordination Chemistry for his presentation at the 71st Annual Conference in 2021. | http://www.sakutai.jp/awardees/award-14 | 10/19/2021 |
| 9 | Froese Unit Embodied Cognitive Science Unit | Dr. Jamila Rodrigues has received the best-contributed award at the "The Moral Roots of Quarantine: the East and the West" conference for her presentation. | N/A | 12/2021 |
| 10 | Mitarai Unit Marine Biophysics Unit | Mr. Kota Ishikawa (PhD student) has received a registration award from 2022 Ocean Sciences Meeting. | N/A | 2/28/2022 |
| 11 | Economo Unit Biodiversity and Biocomplexity Unit | Dr. Jamie Kass (Research Fellow) has received "Young Scholar Award of the Ecological Society of Japan (ESJ Suzuki Award)" that is sent to promising researchers who can expect excellent research development in the future. | https://esj.ne.jp/meeting/abst/69/prize_winners.html | 3/15/2022 |

添付資料 1. 3-2 令和3年度アウトリーチ活動実績
Attachment 1.3-2 FY 2021 Outreach Programs

| 日付/Date | 研究ユニット/セクション Unit/Section | プログラム名/参加者 Program/Participants | 内容/Contents | 会場/Venue | グループ/ Group | 参加者数/ Number of people |
|------------|--|--|--|--------------------------------------|----------------|------------------------------|
| 2021/4/9 | Mechanics and Materials Unit 力学と材料科学ユニット | ガイド付きツアー Guided Campus Tour | Research outline/研究紹介 | Online/オンライン | G | 10 |
| 2021/5/24 | Marine Science Section 海洋科学セクション | 恩納村立安富祖小学校 Afuso E.S | Research outline/研究紹介 | Online/オンライン | OE | 54 |
| 2021/5/25 | Evolutionary Neurobiology Unit 進化神経生物学ユニット | ガイド付きツアー Guided Campus Tour | Research outline/研究紹介 | Online/オンライン | G | 38 |
| 2021/6/2 | Evolutionary Genomics Unit 進化ゲノミクスユニット | 恩納村立うんな中学校 Unna M.S | Research outline/研究紹介 | Online/オンライン | OJ | 40 |
| 2021/6/9 | Cognitive Neurorobotics Research Unit 認知脳ロボティクス研究ユニット | ガイド付きツアー Guided Campus Tour | Research outline/研究紹介 | Online/オンライン | G | 1 |
| 2021/6/29 | Optical Neuroimaging Unit 光学ニューロイメージングユニット | 糸満市立高嶺中学校 Takamine M.S | Science program/科学プログラム | Online/オンライン | OJ | 44 |
| 2021/7/15 | Environmental Science Section 環境科学セクション | 竹富町立古見小学校 Komi E.S | Research outline/研究紹介 | Online/オンライン | OE | 6 |
| 2021/7/27 | Environmental Science Section 環境科学セクション | ガイド付きツアー Guided Campus Tour | Research outline/研究紹介 | Online/オンライン | G | 15 |
| 2021/8/16 | Marine Eco-Evo-Devo Unit 海洋生態進化発生生物学ユニット | 恩納村×OISTこどもかがく教室 Onna×OIST Children's School of Science | Science program/科学プログラム | Online/オンライン | OE | 17 |
| 2021/8/17 | Scientific Imaging Section イメージングセクション | 恩納村×OISTこどもかがく教室 Onna×OIST Children's School of Science | Science program/科学プログラム | Online/オンライン | OJ | 4 |
| 2021/8/17 | Optical Neuroimaging Unit 光学ニューロイメージングユニット | 恩納村×OISTこどもかがく教室 Onna×OIST Children's School of Science | Science program/科学プログラム | Online/オンライン | OE | 7 |
| 2021/8/18 | Nonlinear and Non-equilibrium Physics Unit 非線形・非平衡物理学ユニット | 恩納村×OISTこどもかがく教室 Onna×OIST Children's School of Science | Science program/科学プログラム | Online/オンライン | OE | 17 |
| 2021/8/19 | Evolutionary Genomics Unit 進化ゲノミクスユニット | 恩納村×OISTこどもかがく教室 Onna×OIST Children's School of Science | Science program/科学プログラム | Online/オンライン | OE | 11 |
| 2021/8/20 | Fluid Mechanics Unit 流体力学ユニット | ガイド付きツアー Guided Campus Tour | Research outline/研究紹介 | Online/オンライン | G | 11 |
| 2021/8/20 | Science and Technology Group サイエンス・テクノロジー・グループ | 恩納村×OISTこどもかがく教室 Onna×OIST Children's School of Science | Science program/科学プログラム | Online/オンライン | OE | 6 |
| 2021/9/16 | Environmental Science Section 環境科学セクション | 浦添市立前田小学校 Maeda E.S | Research outline/研究紹介 | Online/オンライン | OE | 90 |
| 2021/10/12 | Marine Science Section 海洋科学セクション | 竹富町立古見小学校 Komi E.S | Research outline/研究紹介 | Online/オンライン | OE | 6 |
| 2021/11/20 | Buildings and Facilities Management Division 施設管理ディビジョン | アートの壁プロジェクト うんな中学美術部 | Culture and social event/ 文化・交流イベント | #2 Energy Center/第二 エネルギーセンター | OJ | 9 |
| 2021/11/27 | Environmental Science Section 環境科学セクション | サイエンストーク Science Talk | Science talk/サイエンストーク | Naha Junku book store/那覇ジュンク 堂 | G | |
| 2021/12/11 | Conference work shop section カンファレンスワークショップセクション "Evolutionary Genomics Unit 進化ゲノミクスユニット" | 第10回スコア！サイエンスinオキナ ワ：起業のための研究能力 The 10th SCORE! Science in Okinawa: Research for enterprise | Science event/科学イベント | Auditorium/講堂 | OH | 28 |
| 2021/12/13 | Project Management Team プロジェクトマネジメントチーム | 沖縄県立名護商工高校 Nago Shoko HS | Career education/キャリア教育 | Online/オンライン | OH | 40 |
| 2021/12/15 | Marine Biophysics Unit 海洋生態物理学ユニット | 浦添市立浦添小学校 Urasoe E.S | Research outline/研究紹介 | Online/オンライン | OE | 102 |
| 2022/1/22 | Office of Technology Development and Innovation 技術開発イノベーションオフィス | サイエンストーク Science Talk | Science talk/サイエンストーク | OIST | G | 70 |
| 2022/2/15 | Digital Content, Brand and Design Section デジタルコンテンツ・ブランドデザイン・セクション | 沖縄県立美来工科高校 Mirai Koka H.S | Career education/キャリア教育 | Online/オンライン | OH | 40 |
| 2022/2/22 | Experimental Quantum Information Physics Unit 量子情報物理実験ユニット | 沖縄県立具志川高校 Gushikawa H.S. | Career education/キャリア教育 | Gushikawa HS/具志 川高校 | OH | 240 |
| 2022/2/24 | Membrane Cooperativity Unit 膜協同性ユニット | 恩納村立恩納小学校 Onna E.S | Science program/科学プログラム | Online/オンライン | OE | 42 |
| 2022/2/26 | Office of the Dean of the Graduate School 研究科長オフィス | サイエンストーク Science Talk | Science talk/サイエンストーク | Online/オンライン | G | 55 |
| 2022/2/27 | Marine Eco-Evo-Devo Unit海洋生態進化発生生物学ユ ニット | YouTubeでサイエンスライブ！ | Science program/科学プログラム | Online/オンライン | OE | 222 |
| 2022/3/14 | Memory Research Unit 記憶研究ユニット | 沖縄市立諸見小学校 Moromi E.S | Research outline/研究紹介 | Online/オンライン | OE | 70 |
| 2022/3/14 | Optical Neuroimaging Unit 光学ニューロイメージングユニット | Killin Elementary school | Science program/科学プログラム | Killin Elementary School | Other | 222 |
| 2022/3/15 | Marine Science Section 海洋科学セクション | 恩納村立山田小学校 Yamada E.S | Research outline/研究紹介 | Online/オンライン | OE | 23 |

| 日付/Date | 研究ユニット/セクション Unit/Section | プログラム名/参加者 Program/Participants | 内容/Contents | 会場/Venue | グループ/ Group | 参加者数/ Number of people |
|-----------|---|------------------------------------|-------------------------|----------------|----------------|------------------------------|
| 2022/3/17 | Biodiversity and Biocomplexity Unit 生物多様性・複雑性研究ユニット | 私立興南中学 Konan M.S | Research outline/研究紹介 | Online/オンライン | OJ | 160 |
| 2022/3/22 | Experimental Quantum Information Physics Unit 量子情報物理実験ユニット | 沖縄県立名護高校 Nago High School | Career education/キャリア教育 | Nago HS/名護高校 | OH | 90 |
| 2022/3/23 | Evolutionary Neurobiology Unit 進化神経生物学ユニット Evolutionary Genomics Unit 進化ゲノミクスユニット Membranology Unit 膜生物学ユニット Protein Engineering and Evolution Unit タンパク質工学・進化ユニット | ビヨンドトゥモロー Beyond Tomorrow | Science talk/サイエンストーク | Yashio sou/八汐荘 | H | 30 |
| 2022/3/26 | Experimental Quantum Information Physics Unit 量子情報物理実験ユニット | サイエンストーク Science Talk | Science talk/サイエンストーク | Online/オンライン | G | |

OE 県内小学校/Elementary school in Okinawa
OJ 県内中学校/Middle school in Okinawa
OH 県内高校/High school in Okinawa
E 県外小学校/Elementary school outside Okinawa
J 県外中学校/Middle school outside Okinawa
H 県外高校/High school outside Okinawa
Other その他

List of OIST funded Workshops in FY2021

| | Status | Start Date | End Date | Title | Venue (planned) | Number of expected participants for cancelled/postponed events | Participants (total) | Remote Participants (of total) | Participants (online overseas) |
|-------|-----------|--------------------|--------------------|---|------------------------------------|--|----------------------|--------------------------------|--------------------------------|
| 1 | POSTPONED | May 24, 2021 | May 28, 2021 | OIST Workshop "Analysis on Metric Spaces" | OIST Conference Center | 50 | - | - | - |
| 2 | CANCELLED | June 28, 2021 | July 15, 2021 | OIST Workshop "OIST Computational Neuroscience Course (OCNC 2021)" | OIST Seaside House | 50 | - | - | - |
| 3 | CANCELLED | July 30, 2021 | August 13, 2021 | OIST Workshop "OIST Developing Neural Circuits Course (DNC) 2021" | OIST Conference Center | 50 | - | - | - |
| 4 | POSTPONED | September 20, 2021 | September 24, 2021 | OIST Workshop "Informational Architecture of Spacetime" | OIST Seaside House | 60 | - | - | - |
| 5 | POSTPONED | October 3, 2021 | October 6, 2021 | OIST Workshop "OIST Workshop on Axonal Degeneration and Regeneration" | OIST Seaside House | 60 | - | - | - |
| 6 | POSTPONED | October 25, 2021 | October 28, 2021 | OIST Workshop "Sensorimotor circuits for limb control" | OIST Main Campus | 60 | - | - | - |
| 7 | POSTPONED | November 1, 2021 | November 5, 2021 | OIST Workshop "International Conference on Embodied Cognitive Science (ECogS)" | OIST Seaside House | 50 | - | - | - |
| 8 | POSTPONED | November 22, 2021 | November 26, 2021 | OIST Workshop "Applied Topology" | OIST Conference Center | 50 | - | - | - |
| 9 | POSTPONED | December 14, 2021 | December 19, 2021 | OIST Workshop "Representation theory of Hecke algebras and categorification" | OIST Main Campus | 60 | - | - | - |
| 10 | POSTPONED | January 24, 2022 | January 28, 2022 | OIST Workshop "Cells, energetics, and information: New perspectives on nonequilibrium systems" | OIST Seaside House | 50 | - | - | - |
| 11 | CANCELLED | February 7, 2022 | February 11, 2022 | OIST Workshop "Advances in biodiversity genomics for ecological community analysis: linking theoretical and empirical approaches" | OIST Seaside House | 50 | - | - | - |
| 12 | CANCELLED | February 21, 2022 | March 2, 2022 | OIST Workshop "OIST Collaborative Experimental Design and Analytics (CEDA) Workshop 2021/22" | OIST Seaside House and Main Campus | 50 | - | - | - |
| 13 | POSTPONED | March 7, 2022 | March 11, 2022 | OIST Workshop "International Symposium on Optoelectronic Devices (ISOD 2022)" | OIST Conference Center | 60 | - | - | - |
| Total | | | | | | - | - | - | - |

List of OIST funded Mini-Symposia in FY2021

| | Status | Start Date | End Date | Title | Venue | Number of expected participants for cancelled/postponed events | Participants (total) | Remote Participants (of total) | Participants (online overseas) | Country Unknown for Remote Participants (of total) |
|-------|-------------|-------------------|-------------------|---|--------------------|--|----------------------|--------------------------------|--------------------------------|--|
| 1 | Held online | November 15, 2021 | November 17, 2021 | OIST Mini Symposium "New proteins by evolution and engineering" | Online (Zoom) | - | 88 | 88 | 49 | 5 |
| 2 | POSTPONED | November 30, 2021 | December 2, 2021 | OIST Mini Symposium "Phylogeny and classification of termites" | OIST Main Campus | 15 | - | - | - | - |
| 3 | CANCELLED | January 6, 2022 | January 7, 2022 | OIST Mini Symposium "Exploring the frontiers of functional photonics" | OIST Seaside House | 20 | - | - | - | - |
| 4 | POSTPONED | January 18, 2022 | January 20, 2022 | OIST Mini Symposium "Translating evidence on altered motivational processes in ADHD into behavioral management strategies: Toward new research ideas" | OIST Main Campus | 15 | - | - | - | - |
| 5 | POSTPONED | February 23, 2022 | February 24, 2022 | OIST Mini Symposium "Sex differences in neural circuits" | OIST Main Campus | 15 | - | - | - | - |
| 6 | POSTPONED | March 15, 2022 | March 17, 2022 | OIST Mini Symposium "Yielding and Flow of Soft Matter Systems" | OIST Main Campus | 15 | - | - | - | - |
| Total | | | | | | - | 88 | 88 | 49 | 5 |

List of OIST Jointly-funded and Executive Workshops FY2021

| | Status | Start Date | End Date | Title | Venue | Number of expected participants for cancelled/postponed events | Participants | Remote Participants (of total) | Participants (online overseas) | Country Unknown for Remote Participants (of total) |
|-------|-------------|--------------------|--------------------|---|------------------------|--|--------------|--------------------------------|--------------------------------|--|
| 1 | CANCELLED | April 12, 2021 | April 16, 2021 | Interdisciplinary Science Conference on Okinawa (ISCO 2020) — Physics and Mathematics meet Medical Science | OIST Conference Center | 100 | - | - | - | - |
| 2 | POSTPONED | September 12, 2021 | September 16, 2021 | Workshop on Advanced Spectroscopy and Transport for 2D Materials at Surfaces | OIST Conference Center | 130 | - | - | - | - |
| 3 | Held online | October 11, 2021 | October 15, 2021 | RIMSxOIST Joint Workshop "Interactions of new trends in algebraic geometry and singularities" | Online (Zoom) | - | 83 | 83 | 7 | 3 |
| 4 | CANCELLED | November 22, 2021 | November 28, 2021 | EMBO Workshop "Library Design for Protein Engineering" | OIST Seaside House | 30 | - | - | - | - |
| 5 | POSTPONED | December 9, 2021 | December 12, 2021 | OIST Jointly-funded "Joint proposal on "IEEE-NANOMED 2021" with a thematic session on "Biomicrofluidics and Bioprinting"" | OIST Conference Center | 250 | - | - | - | - |
| 6 | POSTPONED | March 17, 2022 | March 18, 2022 | Marine Microbial Diversity - Genomes to Communities | OIST Main Campus | 40 | - | - | - | - |
| 7 | CANCELLED | March 21, 2022 | March 25, 2022 | Information Security in the Quantum Age (ISQA) | OIST Seaside House | 50 | - | - | - | - |
| Total | | | | | | | 83 | 83 | 7 | 3 |

List of OIST Unit/Section co-organized & nominally co-hosted academic events at OIST FY2021

| | Start Date | End Date | Title | Venue | Participants (total) | Remote Participants (of total) | Participants (online overseas) |
|----|-------------------|-------------------|--|---|----------------------|--------------------------------|--------------------------------|
| 1 | April 6, 2021 | April 7, 2021 | OIST-RIKEN 1st Collaboration Symposium "Green and Blue Planet-How can ecological research shape our future?" | Hybrid (OIST Conference Center + Zoom) | 167 | 66 | 1 |
| | 2021年6月1日 | 2021年6月1日 | Quantum/Cyber Security Initiative | Online (Zoom) | 200 | 200 | - |
| 2 | July 17, 2021 | July 25, 2021 | SHIMA: Okinawa-Hawaii STEM Education Collaborative | Hybrid (OIST Conference Center, Main Campus+Zoom) | 23 | 23 | 10 |
| 3 | October 6, 2021 | October 7, 2021 | Kinds of Minds - what is thinking?- RIKEN-OIST Joint Symposium, Series 2 | Hybrid (OIST Conference Center + Zoom) | 252 | 201 | 0 |
| 4 | October 11, 2021 | October 12, 2021 | ADR2021: Axonal Degeneration and Regeneration Workshop | Online (Zoom) | 72 | 80 | 60 |
| 5 | October 21, 2021 | December 13, 2021 | Catch-all Mathematical Colloquium of Japan | Online (Zoom) | 130 | 130 | - |
| 6 | November 11, 2021 | November 13, 2021 | The 34th Meeting of the Japanese Society for Alternatives to Animal Experiments | Hybrid (OIST Conference Center + Zoom) | 475 | 465 | 24 |
| 7 | November 22, 2021 | November 22, 2021 | The 6th Okinawa Marine Science Workshop | Online (Zoom) | 90 | 90 | 0 |
| 8 | December 4, 2021 | December 4, 2021 | Neural Computation Workshop 2021 | Hybrid (OIST Conference Center + Zoom) | 55 | 16 | 3 |
| 9 | December 6, 2021 | December 8, 2021 | APAC Cryo-EM conference | Online (Zoom) | 325 | 325 | 285 |
| 10 | January 11, 2022 | January 12, 2022 | Silver Workshop 2022 | Hybrid (International House of Japan + Zoom) | 29 | 23 | 1 (in-person) |
| 11 | January 12, 2022 | January 12, 2022 | Mechanism of Brain and Mind Winter Workshop 2021 | Online (Zoom) | 150 | 150 | 36 |
| | January 18, 2022 | January 18, 2022 | BMSA Seminar on COVID-19 | Online (Zoom) | 129 | 129 | 0 |
| 12 | January 24, 2022 | January 25, 2022 | 6th ABiS Advanced Light Microscopy Course at OIST | Online (Zoom) | 28 | 28 | 0 |
| 13 | February 12, 2022 | February 12, 2022 | 62nd Occupational Mental Health Conference of the Japan Society for Occupational Health | Online | 98 | 94 | 0 |
| 14 | February 28, 2022 | March 4, 2022 | Cryo-Electron Microscopy Course at OIST | Hybrid (OIST Main Campus + Zoom) | 26 | 1 | 1 |
| 15 | March 3, 2022 | March 4, 2022 | RNA Frontier Meeting 2021 | Online (Zoom) | 60 | 60 | 0 |
| | | | | | 2309 | 2081 | 421 |

Attachment 2.4-1 FY2021 Number of Employee

| Division | Job Title | Permanent | | | | Fixed-term | | | | Part-time | | | | Agency Temp | | | | Total | | | | Total |
|---------------------------------|----------------------------------|-----------|----|--------------|-------|------------|-----|--------------|-------|-----------|----|--------------|-------|-------------|----|--------------|-------|-------|-----|--------------|-------|-------|
| | | 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 | |
| Admin | Vice President | | | | | 4 | 6 | 6 | 10 | | | | | | | | | 4 | 6 | 6 | 10 | 10 |
| | Associate Vice President | | | | | 2 | 1 | 2 | 3 | | | | | | | | | 2 | 1 | 2 | 3 | 3 |
| | Provost | | | | | 1 | | 1 | 1 | | | | | | | | | 1 | | 1 | 1 | 1 |
| | Dean | | | | | | 1 | 1 | 1 | | | | | | | | | | 1 | 1 | 1 | 1 |
| | Senior Manager | | 2 | | 2 | 5 | 5 | 3 | 10 | | | | | | | | | 5 | 7 | 3 | 12 | 12 |
| | Manager | 1 | 2 | | 3 | 7 | 8 | 3 | 15 | | | | | | | | | 8 | 10 | 3 | 18 | 18 |
| | Assistant Manager | | 1 | | 1 | 7 | 6 | 2 | 13 | | | | | | | | | 7 | 7 | 2 | 14 | 14 |
| | Research Support Specialist | | | | | 2 | 3 | 5 | 5 | | | | | | | | | 2 | 3 | 5 | 5 | 5 |
| | Specialist | 2 | 1 | | 3 | 17 | 19 | 12 | 36 | | | | | | | | | 19 | 20 | 12 | 39 | 39 |
| | Information Technology Engineers | | | | | | 12 | 8 | 12 | | | | | | | | | | 12 | 8 | 12 | 12 |
| | Administrative Staff | 1 | 1 | | 2 | 131 | 36 | 23 | 167 | | | | | | | | | 132 | 37 | 23 | 169 | 169 |
| | Part-time | | | | | | | | | 4 | 4 | 2 | 8 | | | | | 4 | 4 | 2 | 8 | 8 |
| | Agency Temp Staff | | | | | | | | | | | | | 63 | 15 | 15 | 78 | 63 | 15 | 15 | 78 | 78 |
| Admin Total | | 4 | 7 | | 11 | 176 | 97 | 66 | 273 | 4 | 4 | 2 | 8 | 63 | 15 | 15 | 78 | 247 | 123 | 83 | 370 | 370 |
| Research Support Division (RSD) | Associate Vice President | | 1 | | 1 | | | | | | | | | | | | | | 1 | | 1 | 1 |
| | Senior Manager | | | | | | 3 | | 3 | | | | | | | | | | 3 | | 3 | 3 |
| | Manager | | | | | | 1 | | 1 | | | | | | | | | | 1 | | 1 | 1 |
| | Assistant Manager | | | | | 2 | 2 | 2 | 4 | | | | | | | | | 2 | 2 | 2 | 4 | 4 |
| | Research Support Leader | 1 | | | 1 | | 7 | 4 | 7 | | | | | | | | | 1 | 7 | 4 | 8 | 8 |
| | Research Support Specialist | | 1 | | 1 | 8 | 29 | 17 | 37 | | | | | | | | | 8 | 30 | 17 | 38 | 38 |
| | Specialist | | 1 | | 1 | 2 | 2 | | 4 | | | | | | | | | 2 | 3 | | 5 | 5 |
| | Information Technology Engineers | | | | | | 2 | 2 | 2 | | | | | | | | | | 2 | 2 | 2 | 2 |
| | Research Support Technician | | | | | 4 | 1 | 1 | 5 | | | | | | | | | 4 | 1 | 1 | 5 | 5 |
| | Administrative Staff | | | | | 18 | 2 | | 20 | | | | | | | | | 18 | 2 | | 20 | 20 |
| | Part-time | | | | | | | | | 2 | | | 2 | | | | | 2 | | | 2 | 2 |
| | Agency Temp Staff | | | | | | | | | | | | | 14 | 5 | 2 | 19 | 14 | 5 | 2 | 19 | 19 |
| RSD Total | | 1 | 3 | | 4 | 34 | 49 | 26 | 83 | 2 | | | 2 | 14 | 5 | 2 | 19 | 51 | 57 | 28 | 108 | 108 |
| Research Unit (RU) | Professor | | | | | 5 | 32 | 21 | 37 | | | | | | | | | 5 | 32 | 21 | 37 | 37 |
| | Associate/ Assistant Professor | | | | | 9 | 26 | 21 | 35 | | | | | | | | | 9 | 26 | 21 | 35 | 35 |
| | Group Leader | | | | | 4 | 12 | 7 | 16 | | | | | | | | | 4 | 12 | 7 | 16 | 16 |
| | Staff Scientist | | | | | 13 | 52 | 41 | 65 | | | | | | | | | 13 | 52 | 41 | 65 | 65 |
| | Science Technology Associate | | | | | 10 | 5 | 7 | 15 | | | | | | | | | 10 | 5 | 7 | 15 | 15 |
| | Postdoctoral Scholar | | | | | 52 | 118 | 149 | 170 | | | | | | | | | 52 | 118 | 149 | 170 | 170 |
| | Research Unit Technician | | | | | 53 | 62 | 55 | 115 | | | | | | | | | 53 | 62 | 55 | 115 | 115 |
| | Part-time | | | | | | | | | 20 | 8 | 6 | 28 | | | | | 20 | 8 | 6 | 28 | 28 |
| | Research Unit Administrator | | | | | 60 | | | 60 | | | | | | | | | 60 | | | 60 | 60 |
| | Administrative Staff | | | | | 1 | | | 1 | | | | | | | | | 1 | | | 1 | 1 |
| | Agency Temp Staff | | | | | | | | | | | | | 8 | 3 | 2 | 11 | 8 | 3 | 2 | 11 | 11 |
| RU Total | | | | | | 207 | 307 | 301 | 514 | 20 | 8 | 6 | 28 | 8 | 3 | 2 | 11 | 235 | 318 | 309 | 553 | 553 |
| Total | | 5 | 10 | | 15 | 417 | 453 | 393 | 870 | 26 | 12 | 8 | 38 | 85 | 23 | 19 | 108 | 533 | 498 | 420 | 1031 | 1031 |

as of 2022/03/31

| | | Nationality | Admin | RSD | Research Unit | | Total |
|----|----|--------------|-------|-----|----------------------|------------------|-------|
| | | | | | (Faculty/Researcher) | (Non Researcher) | |
| 1 | AR | Argentinian | | | 1 | | 1 |
| 2 | AT | Austrian | | | 2 | | 2 |
| 3 | AU | Australian | 4 | 1 | 3 | | 8 |
| 4 | BD | Bangladeshi | | 1 | | | 1 |
| 5 | BE | Belgian | 1 | | 5 | 1 | 7 |
| 6 | BG | Bulgarian | | 1 | | 1 | 2 |
| 7 | BR | Brazilian | | | 7 | 1 | 8 |
| 8 | BY | Belarus | 1 | | | | 1 |
| 9 | CA | Canadian | 5 | 1 | 5 | | 11 |
| 10 | CH | Swiss | | 1 | 2 | | 3 |
| 11 | CN | Chinese | 2 | | 24 | 7 | 33 |
| 12 | CO | Colombian | | | 1 | | 1 |
| 13 | CR | Costa Rican | | | 1 | | 1 |
| 14 | CZ | Czech | | | 3 | 1 | 4 |
| 15 | DE | German | 1 | | 14 | 3 | 18 |
| 16 | DZ | Algerian | | | 1 | | 1 |
| 17 | EG | Egyptian | 1 | | | 1 | 2 |
| 18 | ES | Spanish | 1 | | 6 | | 7 |
| 19 | FI | Finnish | 2 | | 1 | | 3 |
| 20 | FR | French | 3 | 1 | 16 | | 20 |
| 21 | GB | British | 10 | | 16 | 7 | 33 |
| 22 | GE | Georgian | | | 1 | | 1 |
| 23 | GH | Ghana | | | 1 | | 1 |
| 24 | GR | Greek | | | 2 | 1 | 3 |
| 25 | HU | Hungary | | | 1 | | 1 |
| 26 | ID | Indonesian | | | 2 | 2 | 4 |
| 27 | IE | Irish | | 1 | 5 | | 6 |
| 28 | IL | Israeli | 1 | | 3 | 2 | 6 |
| 29 | IN | Indian | 4 | | 39 | 2 | 45 |
| 30 | IR | Iran | 1 | | 1 | | 2 |
| 31 | IT | Italian | | 1 | 15 | 3 | 19 |
| 32 | JP | Japanese | 287 | 80 | 92 | 152 | 611 |
| 33 | KR | South Korean | 2 | 3 | 3 | 1 | 9 |
| 34 | KZ | Kazakhstan | | | 1 | | 1 |
| 35 | LK | Sri Lankan | | | 1 | 1 | 2 |
| 36 | LT | Lithuanian | 1 | | | 1 | 2 |
| 37 | LY | Libyan | | 1 | | | 1 |
| 38 | MX | Mexican | 2 | | 3 | 1 | 6 |
| 39 | MY | Malaysian | | | 3 | | 3 |
| 40 | NL | Dutch | | | 1 | | 1 |
| 41 | NZ | New Zealand | 2 | | 3 | | 5 |
| 42 | PE | Peru | | | 1 | | 1 |
| 43 | PH | Filipino | 4 | | 1 | 2 | 7 |
| 44 | PL | Polish | | | 4 | | 4 |
| 45 | PT | Portugal | | | | 1 | 1 |
| 46 | RO | Rumanian | | | 2 | | 2 |
| 47 | RS | Serbian | | | 1 | | 1 |
| 48 | RU | Russian Fed. | 2 | 2 | 10 | 4 | 18 |

| | | Nationality | Admin | RSD | Research Unit | | Total |
|----|----|---------------|-------|-----|----------------------|------------------|-------|
| | | | | | (Faculty/Researcher) | (Non Researcher) | |
| 49 | SE | Swedish | | 1 | 1 | 2 | 4 |
| 50 | SK | Slovakian | | | 2 | | 2 |
| 51 | TH | Thai | | | 1 | | 1 |
| 52 | TN | Tunisian | 1 | 1 | 1 | | 3 |
| 53 | TR | Turkish | | | 1 | 2 | 3 |
| 54 | TW | Taiwanese | 2 | 3 | 3 | 2 | 10 |
| 55 | UA | Ukrainian | 1 | 2 | 2 | | 5 |
| 56 | US | American | 27 | 7 | 19 | 12 | 65 |
| 57 | VN | Vietnamese | 1 | | 3 | 1 | 5 |
| 58 | ZA | South African | 1 | | | 1 | 2 |
| 59 | ZM | Zambia | | | 1 | | 1 |
| | | 総計 | 370 | 108 | 338 | 215 | 1031 |

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. In particular, the CEO/President require appropriate salary level as he/she is required to have a proven track record in organizational management at internationally recognized research institutions, and to be a researcher and a respected and accomplished educator who is capable of leading internationally recognized faculty members in the midst of international competition.

② How performance is reflected into Executive Officers' compensation in FY2019 (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 FY20

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. In particular, the CEO/President require appropriate salary level as he/she is required to have a proven track record in organizational management at internationally recognized research institutions, and to be a researcher and a respected and accomplished educator who is capable of leading internationally recognized faculty members in the midst of international competition.

2. Revisions in FY2020

No change

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 FY2020

No change

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 working hours and jobs.

2. Details of the Revisions in FY2020

No change

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 FY2020

No change

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 working hours and jobs.

2. Revisions in FY2020

No change

2 Payment Condition of Officer Compensation

| Position | Total Annual Compensation in FY2019 | | | | Accession/Retirement Status | | Former position |
|--------------------------|-------------------------------------|-----------------------|-------|---|-----------------------------|------------|-----------------|
| | | Compensation (Salary) | Bonus | Others(details) | Accession | Retirement | |
| Head of Corporation A | K Yen 75,024 | K Yen 30,000 | K Yen | K Yen 45,024 (Special Adjustment & Commuting) | | | |
| "A" Governor | K Yen 25,624 | K Yen 20,000 | K Yen | K Yen 5,624 Adjustment & Commuting Allowance) | | | ※ |
| "B" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | ※ |
| "C" Governor (part-time) | K Yen 375 | K Yen | K Yen | K Yen () | | December 6 | ※ |
| "D" Governor (part-time) | K Yen 660 | K Yen | K Yen | K Yen () | | | |
| "E" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "F" Governor (part-time) | K Yen 660 | K Yen | K Yen | K Yen () | | | |
| "G" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "H" Governor (part-time) | K Yen 451 | K Yen | K Yen | K Yen () | | October 31 | |
| "I" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "J" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "K" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "L" Governor (part-time) | K Yen 775 | K Yen | K Yen | K Yen () | July 1 | | |
| "M" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "N" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "O" Governor (part-time) | K Yen 451 | K Yen | K Yen | K Yen () | | October 31 | |
| "P" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | |
| "Q" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | | ※ |

| | | | | | | |
|--------------------------------|----------------|----------------|-------|--------------|-------------|---|
| "R" Governor (part-time) | K Yen 458 | K Yen | K Yen | K Yen () | February 16 | * |
| "S" Governor (part-time) | K Yen 740 | K Yen | K Yen | K Yen () | | |
| "T" Governor (part-time) | K Yen 288 | K Yen | K Yen | K Yen () | November 1 | |
| "A" Auditor | K Yen 8,750 | K Yen 8,750 | K Yen | K Yen () | October 31 | ◇ |
| "B" Auditor | K Yen 6,250 | K Yen 6,250 | K Yen | K Yen () | November 1 | ◇ |
| "C" Auditor (part-time) | K Yen 2,410 | K Yen 2,410 | K Yen | K Yen () | | ◇ |
| "D" Auditor (part-time) | K Yen 1,417 | K Yen 1,417 | K Yen | K Yen () | November 1 | |

*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 international standard.

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 outstanding graduate university and difficulty of their duties.

【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 FY2020)

| Classification | Payment Amount (Total) | Period of Service | Retired Date | Performance Evaluation Rate | Former position |
|------------------------|---------------------------|-------------------|--------------|--------------------------------|--------------------|
| Head of Corporation | 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 Corporation | 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 FY2019

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 FY2020

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 | FY2019 Annual Salary (Average) | | | |
|----------------------------------|-----------------------------|-------------|--------------------------------|-------------------|---------------------|------------------------|
| | | | Total amount | Prescribed amount | Commuting allowance | Bonus within the total |
| Permanent Employee | No. of staff members 13 | Age 50.9 | K Yen 9,836 | K Yen 9,836 | K Yen 144 | K Yen 0 |
| Administrative & Technical Staff | No. of staff members 13 | Age 50.9 | K Yen 9,836 | K Yen 9,836 | K Yen 144 | K Yen 0 |
| Research Staff | No. of staff members | Age | K Yen | K Yen | K Yen | K Yen |
| Fixed Term Employee | No. of staff members 624 | Age 42.9 | K Yen 7,418 | K Yen 7,418 | K Yen 91 | K Yen 0 |
| Faculty | No. of staff members 64 | Age 50.6 | K Yen 15,980 | K Yen 15,980 | K Yen 44 | K Yen 0 |
| Administrative & Technical Staff | No. of staff members 346 | Age 43.4 | K Yen 6,232 | K Yen 6,232 | K Yen 113 | K Yen 0 |
| Research Staff | No. of staff members 214 | Age 39.7 | K Yen 6,773 | K Yen 6,773 | K Yen 70 | K Yen 0 |
| Overseas Employee | No. of staff members 4 | Age 39.3 | K Yen 10,189 | K Yen 10,189 | K Yen 0 | K Yen 0 |

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

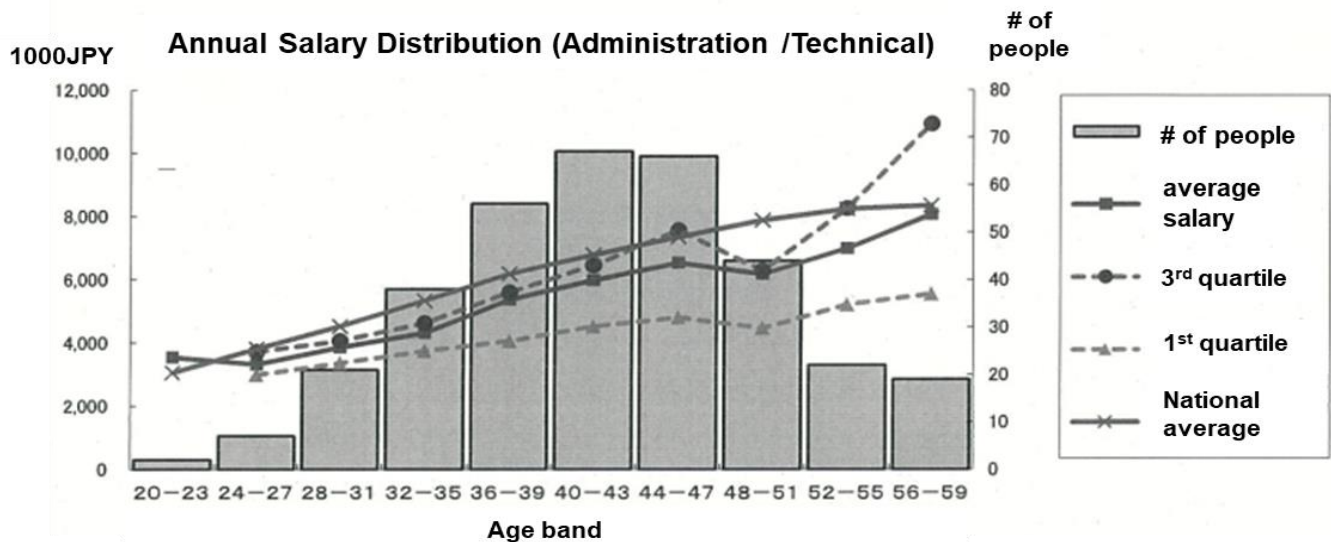
Note 2 : Description of non-applicable permanent and fixed term employee positions are omitted.

Note 3 : No applicable person was found for re-employed permanent and part-time staff.

Note 4 : All staff members of permanent employees, and fixed term employees are employees based on annual salary.

Note 5 : Overseas 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: The number the employees for the age 20-23 range is only 4 so the 1st and 3rd quartiles are not showing.
 Note 3: Including those applicable for annual salary. This condition applied ③ and ④.

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

| Groups Representing Distribution | No. of staff | Average age | Annual Salary | |
|----------------------------------|--------------|-------------|---------------|--------------|
| | | | Average | Max-Min |
| Equivalent to director | 27 | 54.1 | 16,597 | 46,200~9,282 |
| Equivalent to manager | 30 | 48.1 | 9,356 | 11,797~6,271 |
| Equivalent to assistant manager | 46 | 45.7 | 6,851 | 10,299~4,810 |
| Equivalent to section chief | 123 | 43.8 | 5,489 | 9,055~3,935 |
| Staff | 133 | 39.6 | 3,942 | 5,940~2,544 |

- ④ Ratio of the Portion in Bonus (Not Applicable)

| Division | | Summer | Winter | Total |
|------------------|--------------------------------|--------|--------|-------|
| Managerial level | Uniform payment (Each term) | % | % | % |
| | Assessed Payment (performance) | % | % | % |
| | Max~Min | ~ | ~ | ~ |
| | | | | |
| General staff | Uniform payment (Each term) | % | % | % |
| | Assessed Payment (performance) | % | % | % |
| | 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 88.2 • Region/Academic Career basis 98.2 • Age/Academic Career basis 86.7 • Age/Region/Academic Career Bas 97.4 |
| Reason why the salary level is higher than that of the Nation | |
| Verification of the Appropriateness of Salary Level | (Corporate Verification) Compared with government officials, Age Basis Index has been less than 100, 90.9 in 2018 and 88.2 in 2019 respectively. Adjustment of the salary level has been addressed through various measures for lowering it. |
| | [Verification by Competent Minister] 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. |
| 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 2019) | Current FY (FY 2020) |
|---|--------------------------|-------------------------|
| Total Salary and Compensation Payment Amount (A) | K Yen 6,309,542 | K Yen 6,866,693 |
| Retirement Allowance Payment Amount (B) | K Yen 10,852 | K Yen 4,159 |
| Salary of Part-time Officers (C) | K Yen 82,767 | K Yen 74,000 |
| Benefit Package Expenses (D) | K Yen 697,199 | K Yen 759,126 |
| Personnel Expense in the most broad sense (A+B+C+D) | K Yen 7,100,360 | K Yen 7,703,978 |

Matters that serve as reference for the Comprehensive Personnel Cost

- In promoting world-class education and research in science and technology at the OIST, researchers with the highest level of international research capabilities are necessary, and it is necessary to treat them appropriately in line with international standards.
- The total personnel cost increased due to the addition of 32 employees compared to the previous year.
- 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), and 87/100 (from July 2014 to December 2017). In accordance with the Cabinet decision of November 17, 2017, the amount was further reduced to 83.7/100 (in January 2018 and thereafter).

IV Others

None

添付資料 2. 4-3 研修実績

Attachment 2.4-3 Training Programs

令和3年度（FY2021） 研修実績・HR

2022.3.31時点

| 区分 Training | コース名 Course Name | 言語 Language | 実施方法 Method | 対象者 Target | 実施回数 # of times | 参加人数 # of |
|---|--|----------------|----------------|---------------|--------------------|--------------|
| 新入職員 New Employee | 新入職員オリエンテーション New Employee Orientation | | Zoom | | 23 | 190 |
| | 実務者研修（新入職員向け） Accounting and Document Management Training | | 対面 | | 11 | 48 |
| | フォローアップミーティング Follow Up Meeting | | 対面 | | 7 | 34 |
| | 新卒研修 ビジネス基礎研修 | | 対面 | | 2 | 3 |
| | 新卒研修 フォローアップ研修 | | 対面 | | 1 | 1 |
| 管理職研修 Management Development Program | 効果的な評価フィードバック Giving Effective Feedback | 日本語 | ZOOM | 管理職 | 2 | 41 |
| | チームのパフォーマンスを高める秘訣 ～成長支援の対話～ Keys to Strengthening Team Performance～ Growth Dialogue with the Team～ | 日本語 | 対面 | 管理職 | 3 | 36 |
| | アサーティブコミュニケーション研修 Assertive Communication Training | 日本語 | 対面 | 管理職 | 2 | 25 |
| 職員研修 Staff Development Program | アサーティブコミュニケーション研修 Assertive Communication Training | 英語 | 対面 | 管理職 | 3 | 57 |
| キャリア開発 研修 Carrere Development Program | キャリアデザイン研修（一般職員向け） | 日本語 | 対面 | 管理職 | 2 | 33 |
| | キャリアデザイン研修（部下を持つ職員向け） | 英語 | 対面 | 管理職 | 1 | 6 |
| | 個別キャリアコンサルティング | | 対面 | | 26 | 26 |
| 組織力強化研 修 Administrativ e Training | 事務職員エンゲージメント研修+自然科学系の大学院での研究教育活動とは | 日本語 | Zoom | 職員 | 4 | 62 |
| | OIST研究紹介セミナー"ChalkChat" Speker; Prof Bernd Kuhn | 英語 | Zoom | All | 1 | 61 |
| | Assertive Communication Training for CPR Division | | 対面 | | 1 | 11 |
| | | | | | | |
| Total | | | | | 89 | 634 |

Attachment 2.4-3 FY2020 Seminar/Meeting/Course

| Seminar/Meeting/Course | Participants (e.g. admin staff, researchers, vendors etc.) | # of participants | Speaker (language) | Date |
|---|--|---|---|-----------|
| Meet the Professionals -Career & Grants- Dr. Izumi Ohzawa | Researchers, Students and Admin staff | 47 (Reseracher:36) (Student:4) (Admin:7) | OIST Xin YAO (English) Osaka University Izumi Ohzawa (English) | 2021/7/26 |
| Meet the Professionals -Career & Grants- Professor Doya & Professor Kiyomitsu | Researchers, Students and Admin staff | 93 (Reseracher:58) (Student:17) (Admin:18) | OIST Yoshiteru FUJIMSTSU (English) Mary COLLINS (English) Kenji DOYA (English) Tomomi KIYOMITSU (English) | 2021/8/23 |
| KAKENHI Execution Management & Administrative Procedures (English) | Researchers and Admin staff | 26 (Researcher: 4) (Admin: 22) | OIST Suzuna TENGAN (English) | 2021/9/22 |
| Explanatory session for first time KAKENHI awardees (English) | Researchers | 11 (Researcher: 11) | OIST Suzuna TENGAN (English) | 2022/3/25 |

KAKENHI Support Session

| Content | Participants | # of participants | Person in Charge | Date |
|---|--------------|-------------------|----------------------------------|-----------|
| Support sessions for KAKENHI online application | Researchers | 15 | Otake, Yao, Fujimatsu, Hashimoto | 2021/9/16 |
| Support sessions for KAKENHI online application | Researchers | 20 | Otake, Yao, Fujimatsu, Hashimoto | 2021/9/17 |

添付資料2.4-3 令和3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 |
|---|----------------------|---|--|-----------|
| Meet the Professionals -Career & Grants- Dr. Izumi Ohzawa | 研究者、学生、事務職員 | 47 (Reseracher:36) (Student:4) (Admin:7) | OIST 姚 馨（英語） 大阪大学 大澤 五住（英語） | 2021/7/26 |
| Meet the Professionals -Career & Grants- Professor Doya & Professor Kiyomitsu | 研究者、学生、事務職員 | 93 (Reseracher:58) (Student:17) (Admin:18) | OIST 藤松 佳晃（英語） コリンズ メアリー（英語） 銅谷 賢治（英語） 清光 智美（英語） | 2021/8/23 |
| KAKENHI Execution Management & Administrative Procedures（日本語） | 研究者・事務職員 | 14 (Researcher: 7) (Admin: 7) | OIST 天願 鈴菜（日本語） | 2021/9/22 |
| Explanatory session for first time KAKENHI awardees（英語） | 研究者 | 11 (Researcher: 11) | OIST 天願 鈴菜（英語） | 2022/3/25 |

科研費支援セッション

| 内容 | 対象 | 参加者 | 担当 | 開催日 |
|-------|-----|-----|------------|-----------|
| 科研費申請 | 研究者 | 15 | 大竹、姚、藤松、橋本 | 2021/9/16 |
| 科研費申請 | 研究者 | 20 | 大竹、姚、藤松、橋本 | 2021/9/17 |

添付資料2. 4-3 研究支援ディビジョンがコアファシリティを使って学外の研究者・学生に対して行ったトレーニングコースの数
Attachment 2.4-3 Training courses hosted at Core Facilities of RSD for external researchers

| No | Section Name/セクション名 | Dates/日付 | Course name/コース名 | # of participants/ 参加人数 |
|----|------------------------|----------------|--|----------------------------|
| 1 | Imaging/イメージング | 2021. 8.30-9.3 | Kousen Internship | 5 |
| 2 | Imaging/イメージング | 2021.11.17-18 | Aivia Image Analysis Hands-on Training Course | 6 |
| 3 | Imaging/イメージング | 2022.1.24-25 | 6th ABiS Advanced Light Microscopy Training Course | 26 |
| 4 | | | Total number of participants/参加者人数合計 | 37 |

Attachment 2.4-3 Seminar/Training Results in FY2021 (excluding on-line training)

添付資料2.4-3 2021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, 2021 to March 31, 2022

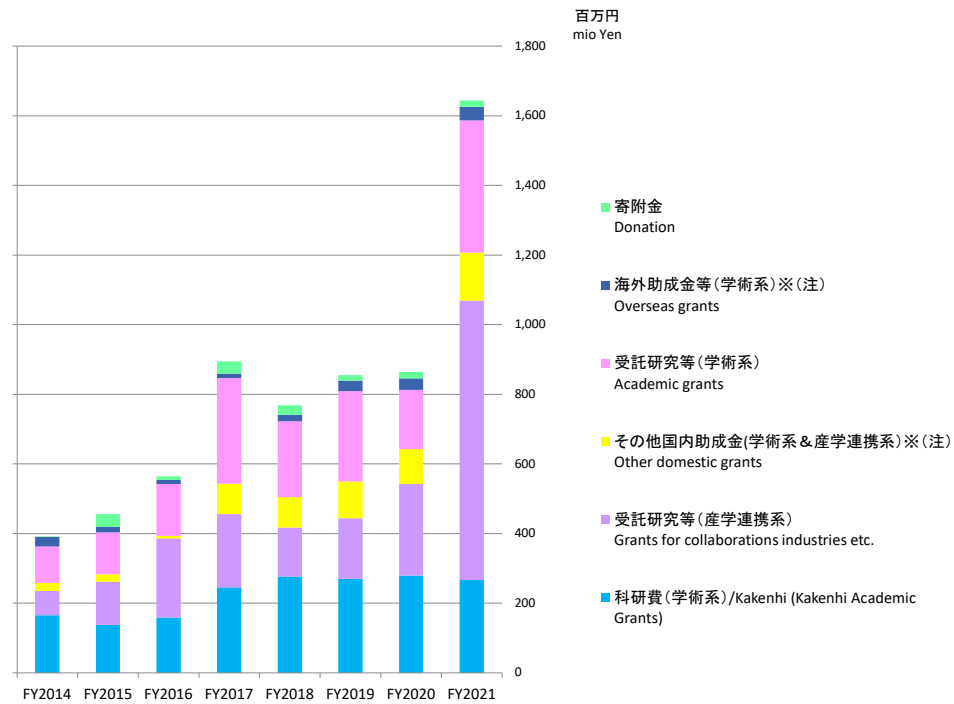
期間：2021年4月1日から2022年3月31日

| | 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 | Nov. 19, 2021 2021年11月15日 | Seminar セミナー | Towards the Integrated Management of Genetically Modified Organisms and Pathogens 遺伝子組換え生物と病原体の総合的な安全管理を目指して | 272 | Online seminar Cohosted by BMSA, JBSA and OIST Participants from internal and external オンラインセミナー BMSA、JBSA及びOISTの共催 参加者は、学外者を含む。 |
| 2 | Nov. 29, 2021 2021年11月29日 | Seminar セミナー | Fire Response- Learn from Past Accidents- 火災対応-過去の事故から学ぶ | 54 | Safety Enhancement Month Event 安全強化月間イベント |
| 3 | Feb. 16, 2022 2022年2月16日 | Training トレーニング | Safety Training for Venders (Advanced Program) (3 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） （3回実施） | 39 | 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 |
| 4 | All through the year 通年 | Training トレーニング | Hands washing training for PCR staff members PCR検査職員のための手洗い実地講習 | 4 | |
| 5 | All through the year 通年 | Training トレーニング | Radiation Workers 放射線を取り扱う者 (2 times in total) (2回実施) | 8 | |
| 6 | 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 (3 times in total) (3回実施) | 3 | |
| 7 | 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 | 0 | No request リクエストなし |
| 8 | All through the year 通年 | Training トレーニング | Hands on training on boat safety/use of buoy, float スノーケラー、ダイバー向け ボート安全、ブイ/フロートの使用方法 | 53 | |

Acquisition of External Funding (as of Mar 31, 2022)/外部資金獲得状況

| 分類 Category | FY2014 | | FY2015 | | FY2016 | | FY2017 | | FY2018 | | FY2019 | | FY2020 | | FY2021 | |
|---|-------------|----|-------------|----|-------------|----|-------------|----|-------------|-----|-------------|-----|-------------|-----|---------------|-----|
| | Amount | # | Amount | # | 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 | 279,366,196 | 126 | 266,250,000 | 127 |
| 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 | 263,049,645 | 22 | 802,424,629 | 23 |
| 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 | 100,231,726 | 40 | 137,844,000 | 54 |
| 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 | 169,562,500 | 21 | 379,884,880 | 27 |
| 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 | 33,552,811 | 6 | 39,242,711 | 11 |
| 寄附金 Donation | 1,075,960 | 7 | 36,417,498 | 13 | 10,644,779 | 13 | 34,747,672 | 27 | 28,227,199 | 24 | 15,975,729 | 39 | 18,407,587 | 54 | 18,048,052 | 102 |
| | 391,105,550 | | 455,678,481 | | 564,478,055 | | 894,219,507 | | 768,552,294 | | 855,132,494 | | 864,170,465 | | 1,643,694,272 | |

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

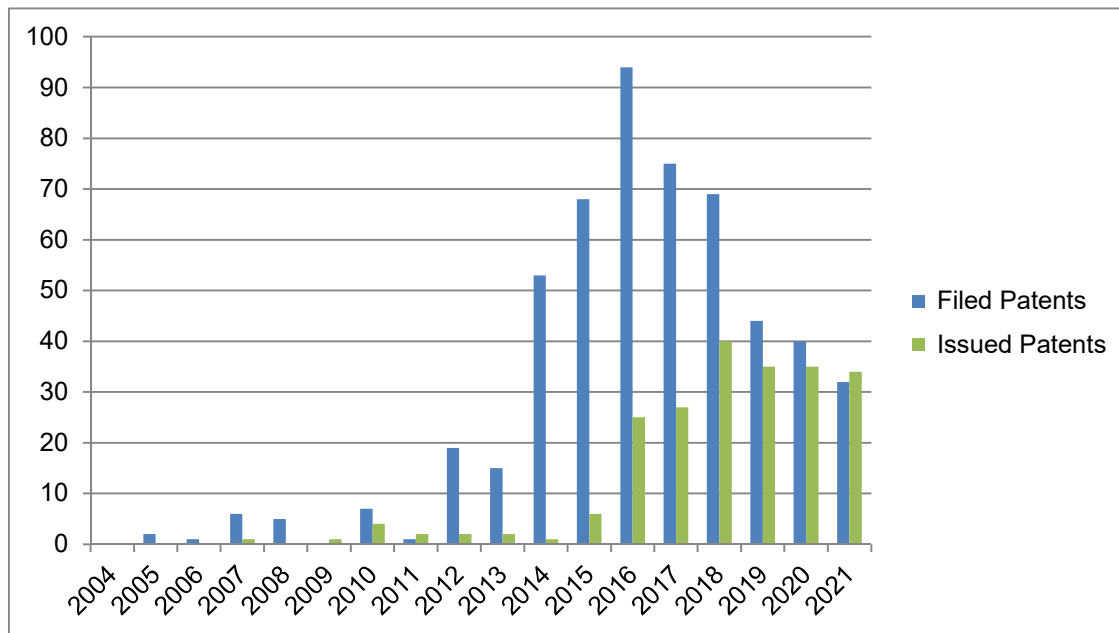


Attachment 4. 1-1 Patent Status

| Fiscal Year | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Filed Patents | 0 | 2 | 1 | 6 | 5 | 0 | 7 | 1 | 19 | 15 | 53 | 68 | 94 | 75 | 69 | 44 | 40 | 32 |
| Issued Patents | 0 | 0 | 0 | 1 | 0 | 1 | 4 | 2 | 2 | 2 | 1 | 6 | 25 | 27 | 40 | 35 | 35 | 34 |

* FY2021 is estimated numbers

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



Attachment 4. 1-2 FY2021 POC Projects

POC PROJECTS

| No | Project Title | New/ Continuing | Principal Investigator | Type (ITR, Phase I/II, TPF) |
|----|---|--------------------|------------------------|--------------------------------|
| 1 | Methodological Innovation to Control the Outbreak of Crown-of-Thorns Starfish(COTS)in Coral Reefs | Continuing | Nori Satoh | ITR |
| 2 | Spin-based cryogenic microwave amplifier for quantum technologies | Continuing | Denis Konstantinov | ITR |
| 3 | Development of human aging detection through measuring abundance of age-related metabolic biomarkers | Continuing | Mitsuhiro Yanagida | ITR |
| 4 | The neuromuscular junction as a new target for treatment of Hereditary Motor and Sensory Neuropathy | Continuing | Tadashi Yamamoto | ITR |
| 5 | All-solid-state Li-ion batteries with improved stability | Continuing | Yabing Qi | ITR |
| 6 | Laser-driven Microplasma Extreme-UV source | Continuing | Keshav Dani | ITR |
| 7 | ADHD Parenting program | Continuing | Gail Tripp | ITR |
| 8 | Development of air-stable organic glow-in-the-dark materials | New | Ryota Kabe | ITR |
| 9 | Early detection of risk for mental disorders by computer mediated real-time social interaction. | New | Tom Froese | ITR |
| 10 | UD proteomics analyses of synapses purified from human ipsc-derived neurons | Continuing | Tomoyuki Takahashi | Phase I |
| 11 | An advanced wastewater treatment technology to help swine farmers meet impending discharge regulations | New | Igor Goryanin | Phase I |
| 12 | Verification of therapeutic approach for frailty based on metabolomic finding | New | Mitsuhiro Yanagida | Phase I |
| 13 | Enhanced production of astaxanthin specialized entrapped yeast | New | Eugene Kroll | Phase I |
| 14 | Development of Ducted Wave Energy Converter | Continuing | Tsumoru Shintake | Phase II |
| 15 | Development of Methods for determining the structures of small compounds using mass and ion-mobility of fragment ions | Continuing | Hiroshi Watanabe | Phase II |
| 16 | Clinical trial study for commercialization of OIST Rice | Continuing | Hidetoshi Saze | Phase II |
| 17 | Condenser-less AI cystoscope for label free prediction, segmentation, tracking of cell phenotype and behavior | Continuing | Hsieh-Fu Tsai | TPF |
| 18 | Bio-Practical AppliCation Treatment Systems | Continuing | David Simpson | TPF |
| 19 | Fiber endcap device for enabling atherectomy with a femtosecond laser | New | Viktoras Lisicovas | TPF |
| 20 | Rapid point-of-care multiplexed biomarker detection system | New | Shivani Sathish | TPF |

Attachment 4. 1-3 FY2021 Startups

Startups and companies

| No | Company Name | New/ Continuing | Type (OIST technology, Accelerator, External) | Location (Lab 3, Incubator, etc) |
|----|--------------------------------------|--------------------|--|-------------------------------------|
| 1 | Okinawa Protein Tomography | Continuing | OIST Technology | Lab 3 |
| 2 | BioAlchemy | Continuing | OIST Technology | Incubator |
| 3 | REPS Japan (formerly Shoreditch-son) | Continuing | Startup Accelerator Program | Incubator |
| 4 | EF Polymer | Continuing | Startup Accelerator Program | Incubator |
| 5 | KanjuBot | Continuing | Startup Accelerator Program | Incubator |
| 6 | Sage Sentinel | Continuing | Startup Accelerator Program | Incubator |
| 7 | Genome Miner | New | Startup Accelerator Program | Incubator |
| 8 | Menopause and Beyond | New | Startup Accelerator Program | Incubator |
| 9 | Savory | Continuing | External | Incubator |
| 10 | HanahanaWorks Okinawa | Continuing | External | Incubator |
| 11 | SPEC | Continuing | External | Incubator |
| 12 | Beans Labo | Continuing | External | Incubator |
| 13 | Miratsuku | Continuing | External | Incubator |
| 14 | Southern Knights Laboratory | Continuing | External | Incubator |
| 15 | Maneria | Continuing | External | Incubator |
| 16 | Hayato Information | New | External | Incubator |
| 17 | Portbridge | New | External | Incubator |
| 18 | Kenko Leaf | New | External | Incubator |
| 19 | Miwa Mega | New | External | Incubator |
| 20 | Beyond Next Ventures | New | External | Incubator |
| 21 | Cultivera | New | External | Incubator |
| 22 | Ess-sense | New | External | Incubator |
| 23 | H.KLAB. | New | External | Incubator |
| 24 | Ryukyu Asteeda | New | External | Incubator |
| 25 | MTG Ventures | New | External | Incubator |
| 26 | Happy Earth | New | External | Incubator |
| 27 | Shima & Co. | New | External | Incubator |
| 28 | Ilinioi | New | External | Incubator |
| 29 | Clybio | New | External | Incubator |
| 30 | Lequison | New | External | Incubator |
| 31 | Biomass Resin | New | External | Incubator |

Attachment 4. 1-4 FY2021 Industry-related Collaboration and Innovation Seminars and Events

Industry-related Grants, Collaborations, and Agreements

| No | Title | New/ Continuing | Funding Source | External Collaborator | Keywords | OIST Partner |
|----|--|--------------------|---|------------------------|---------------------------|--|
| 1 | A-STEP (Adaptable and Seamless Technology Transfer Program through Target-driven R&D) | Continuing | JST | | Energy | Professor Yabing Qi |
| 2 | Development of Cross-cutting Breeding Techniques and New Feed from Abundant Materials for Fishery Products | Continuing | National Agriculture and Food Research Organization | | Environment | Professor Noriyuki Satoh |
| 3 | Science and Technology Innovation System Development Project | New | Okinawa Science and Technology Promotion Center | | Environment | Adjunct Professor Igor Goryanin |
| 4 | Grant for Okinawa Tourism Content Development | New | OPG | Hyatt Regency Seragaki | Environment | Professor Timothy Ravasi |
| 5 | Collaborative Research Project | New | | Confidential | Energy | Professor Tsumoru Shintake |
| 6 | Collaborative Research Project | New | | Confidential | Microfluidics | Professor Amy Shen |
| 7 | Collaborative Research Project | New | | Confidential | Health | Professor Tadashi Yamamoto |
| 8 | Collaborative Research Project | New | | Confidential | AI | Professor Kenji Doya |
| 9 | Collaborative Research Project | New | | Confidential | AI | Professor Kenji Doya |
| 10 | Collaborative Research Project | New | | Confidential | Health | Assistant Professor Keiko Kono |
| 11 | Collaborative Research Project | New | | Confidential | Medical | Professor Yohei Yokobayashi |
| 12 | Collaborative Research Project | New | | Confidential | Environment | Professor Satoshi Mitarai |
| 13 | Collaborative Research Project | New | | Confidential | Research resources | Institutional |
| 14 | Collaborative Research Project | New | | Confidential | Medical | Cathal Cassidy |
| 15 | Collaborative Research Project | New | | Confidential | Health | Professor Mitsuhiro Yanagida |
| 16 | Collaborative Research Project | Continuing | | Confidential | Materials science | STG Associate Yoko Nomura |
| 17 | Collaborative Research Project | Continuing | | Confidential | Industrial Biotechnology | STG Associate Eugene Kroll |
| 18 | Collaborative Research Project | Continuing | | Confidential | Chemistry | Professor Fujie Tanaka |
| 19 | Sponsored Research Project | New | Mitsubishi Research Institute | | COVID-19 | Associate Professor Hiroki Ishikawa |
| 20 | Sponsored Research Project | Continuing | | Confidential | Environment | Professor Noriyuki Satoh |
| 21 | Sponsored Research Project | Continuing | | Confidential | Energy | Professor Tsumoru Shintake |
| 22 | Non-Disclosure Agreement | New | | Confidential | Drug Development | Professor Yohei Yokobayashi |
| 23 | Non-Disclosure Agreement | New | | Confidential | Partnership | Adjunct Professor Igor Goryanin |
| 24 | Non-Disclosure Agreement | New | | Confidential | Partnership | Adjunct Professor Igor Goryanin |
| 25 | Non-Disclosure Agreement | New | | Confidential | Materials science | Adjunct Professor Igor Goryanin |
| 26 | Non-Disclosure Agreement | New | | Confidential | Partnership | Associate Professor Emile Touber |
| 27 | Non-Disclosure Agreement | New | | Confidential | Materials science | STG Associate Yoko Nomura |
| 28 | Non-Disclosure Agreement | New | | Confidential | Medical Devices | Associate Professor Yoko Yazaki-Sugiyama |
| 29 | Non-Disclosure Agreement | New | | Confidential | Institutional Partnership | Institutional |
| 30 | Non-Disclosure Agreement | New | | Confidential | Institutional Partnership | Institutional |
| 31 | Non-Disclosure Agreement | New | | Confidential | Institutional Partnership | Institutional |
| 32 | Non-Disclosure Agreement | New | | Confidential | Institutional Partnership | Institutional |
| 33 | Non-Disclosure Agreement | New | | Confidential | Institutional Partnership | Institutional |
| 34 | Non-Disclosure Agreement | New | | Confidential | Biotechnology | Professor Tomoyuki Takahashi |
| 35 | Non-Disclosure Agreement | New | | Confidential | Health | Institutional |
| 36 | Non-Disclosure Agreement | New | | Confidential | Energy | Professor Tsumoru Shintake |
| 37 | Non-Disclosure Agreement | New | | Wat-NEW network | Institutional Partnership | Institutional |
| 38 | Non-Disclosure Agreement | New | | Confidential | Drug Discovery | Institutional |
| 39 | Non-Disclosure Agreement | New | | Confidential | Research resources | Animal Resource Section |
| 40 | Non-Disclosure Agreement | New | | Confidential | Health | Professor Mitsuhiro Yanagida |

| No | Title | New/ Continuing | Funding Source | External Collaborator | Keywords | OIST Partner |
|----|-----------------------------|--------------------|---------------------------------|---|---------------------------|---|
| 41 | Non-Disclosure Agreement | New | | Confidential | Drug Discovery | Professor Yohei Yokobayashi |
| 42 | Non-Disclosure Agreement | Continuing | | Confidential | Analytical technique | Assistant Professor Hiroshi Watanabe |
| 43 | Non-Disclosure Agreement | Continuing | | Confidential | Data science | Associate Professor Emile Touber |
| 44 | Non-Disclosure Agreement | Continuing | | Confidential | Data science | Associate Professor Emile Touber |
| 45 | Non-Disclosure Agreement | Continuing | | Confidential | Environment | Okinawa Environmental Research Support Section |
| 46 | Non-Disclosure Agreement | Continuing | | Confidential | Health | Associate Professor Hidetoshi Saze |
| 47 | Non-Disclosure Agreement | Continuing | | Confidential | Institutional | Institutional |
| 48 | Material Transfer Agreement | New | | Confidential | Chemistry | Associate Professor Julia Khusnutdinova |
| 49 | Material Transfer Agreement | New | | Confidential | Biotechnology | Professor Noriyuki Satoh |
| 50 | Material Transfer Agreement | New | | Confidential | Health | Associate Professor Hidetoshi Saze |
| 51 | Material Transfer Agreement | New | | Confidential | Chemistry | Professor Fujie Tanaka |
| 52 | Material Transfer Agreement | New | | Confidential | Drug Development | Professor Yohei Yokobayashi |
| 53 | License Agreement | Continuing | | Okinawa Protein Tomography | Biotechnology | Institutional |
| 54 | License Agreement | Continuing | | O-Force | Drug Discovery | Institutional |
| 55 | License Agreement | Continuing | | Confidential | Environment | Professor Noriyuki Sato |
| 56 | License Agreement | Continuing | | Confidential | Biotechnology | Institutional |
| 57 | License Agreement | Continuing | | Confidential | Drug Discovery | Institutional |
| 58 | MOU | New | | FC Ryukyu | Neuroscience | Institutional |
| 59 | MOU | New | | Confidential | Institutional Partnership | Institutional |
| 60 | MOU | New | | Confidential | AI | Institutional |
| 61 | MOU | New | | Confidential | Startup support | Institutional |
| 62 | MOU | Continuing | | Confidential | Startup support | Institutional |
| 63 | MOU | Continuing | | Ryubo Corporation | Startup support | Institutional |
| 64 | MOU | Continuing | | DeepCore | AI | Institutional |
| 65 | MOU | Continuing | | The Okinawa Development Finance Corporation | Startup support | Institutional |
| 66 | MOU | Continuing | | Republic of Maldives Kokyo Tatemono | Energy | Professor Tsumoru Shintake |
| 67 | COVID-19 related Agreement | New | OPG | | COVID-19 | Institutional |
| 68 | COVID-19 related Agreement | New | OPG | | COVID-19 | Institutional |
| 69 | COVID-19 related Agreement | Continuing | OPG | | COVID-19 | Institutional |
| 70 | COVID-19 related Agreement | Continuing | Nago City | | COVID-19 | Institutional |
| 71 | COVID-19 related Agreement | Continuing | Onna Village | | COVID-19 | Institutional |
| 72 | COVID-19 related Agreement | Continuing | Northern Okinawa Medical Center | | COVID-19 | Institutional |
| 73 | Other Agreement | Continuing | | Confidential | Energy | Professor Yabing Qi |
| 74 | Other Agreement | Continuing | | Confidential | Environment | Professor Timothy Ravasi, Professor Satoshi Mitarai |

Exhibitions Promoting OIST Research and Technologies

| No | Program | Date | Place | Organizer | Contents | Notes |
|----|---------------------------|---------------|-------------|--------------------------------|----------------------------------|-------|
| 1 | JST Technology Showcase | June 2021 | Online | JST | Presentaion | |
| 2 | BioJapan | October 2021 | Yokohama | BioJapan Organizing Committee | Booth, Individual meetings | |
| 3 | Battery Show Europe | November 2021 | Germany | Informa | Individual meetings | |
| 4 | nano tech | January 2022 | Tokyo | nano tech Executive Committee | Booth | |
| 5 | AUTM | February 2022 | Online | AUTM | Individual meetings | |
| 6 | Kanisai Business Matching | February 2022 | Online | Kinki Bio-Industry Development | Presentaion, Individual meetings | |
| 7 | BIO-Europe | March 2022 | Switzerland | InformaConnect | Presentaion, Individual meetings | |

Seminars, Courses, and Events related to Innovation organized by the Technology Development & Innovation Center

| No | Title | Date | Speaker/Instructor | Number of Participants |
|----|--|----------------|--|------------------------|
| 1 | Fireside Chat by Dr. Kagimoto | May 2021 | Dr. Tadashi Kagimoto Healios KK | 20 |
| 2 | Talk: The journey from university researcher to entrepreneur | June 2021 | Magali Soumillion | 25 |
| 3 | Scientific entrepreneurship Panel Discussion | July 2021 | | 20 |
| 4 | Busines Planing 101 | July 2021 | Maher Khaled | 20 |
| 5 | Innovators Society - Kickoff | July 2021 | | 10 |
| 6 | Innovators Society - Business Plan | July 2021 | Eli Lyons CEO, Genome Miner | 10 |
| 7 | Innovators Society - Experience with the MIT Startup Bootcamp training | July 2021 | Theodoros Bouloumis, OIST PhD Student | 9 |
| 8 | Innovators Society - Customer discovery | August 2021 | | 9 |
| 9 | Innovators Society - Shivani's journey from student to Tech Pioneer | August 2021 | Dr. Shivani Sathish, OIST Technology Prioneer Fellow | 12 |
| 10 | Innovators Society - Experience with ClimateLaunchpad competition | September 2021 | David Simpson, OIST Technology Pioneer Fellow and Founder of Watasumi | 15 |
| 11 | Fall 2021 Lean Startup Entrepreneurial Training - Intro | September 2021 | George Washington University | 5 |
| 12 | Fall 2021 Lean Startup Entrepreneurial Training Program | September 2021 | George Washington University | 30 |
| 13 | Entrepreneurship Basics Course | September 2021 | Department of the future | 6 |
| 14 | Innovators Society - Have you ever dreamt of starting your own company? | October 2021 | Dr. Paul Tsai, OIST Technology Pioneer Fellow and Co-Founder of RvuDvn | 10 |
| 15 | Innovators Society Talk Series by Dr. Steffen Recktenwald | October 2021 | Dr. Steffen Recktenwald Co-Founder of Cysmic | 10 |
| 16 | Deep Technology Commercialization Course | November 2021 | Department of the future | 7 |
| 17 | Introduction to Intellectual Property | November 2021 | Robert A.H. Brunet Brunet & Co., | 46 |
| 18 | GEW: Open Hour "Meet the Innovation Supporters at OIST" | November 2021 | Technology Development & Innovation Center | 20 |
| 19 | GEW: Fireside Chat "What Do Venture Capitalists Do?" | November 2021 | Paul McInerney, General Partner, Incubate Fund | 40 |
| 20 | GEW: Innovation Seminar Series by Eli Lyons | November 2021 | Eli Lyons CEO, Genome Miner | 28 |
| 21 | Innovators Society Talk Series by Dr. Masaru Nagura | November 2021 | Dr. Masaru Nagura, Cambridge Innovation Center Tokyo | 15 |
| 22 | Entrepreneurship Education by Dr. Fumiaki Ikeno | December 2021 | Dr. Fumiaki Ikeno | 10 |
| 23 | Innovation Network at OIST Panel Discussion "The Power of industry-academia ecosystem on innovation" | December 2021 | Hiroaki Kitano, Jonathan Solomon, Kohta Satake | 100 |
| 24 | Innovators Society - Workshop - 'When and Why to Incorporate a Company' | February 2022 | Eli Lyons CEO, Genome Miner | 20 |
| 25 | Innovators Society - Workshop - 'How to Make a Capitalization Table' | February 2022 | Eli Lyons CEO, Genome Miner | 16 |
| 26 | Innovators Society - What is an NDA, and how do they work? | March 2022 | Graham Garner, OIST Technology Licensing Specialist | 14 |
| 27 | Innovators Society - How Convertible Notes Work for Startups | March 2022 | Eli Lyons CEO, Genome Miner | 11 |
| 28 | Fireside Chat with Mr. Shozo Kamiya - Leaving a big tech company to establish an AI startup | March 2022 | Shozo Kamiya CEO, I'm Beside You | 12 |
| | | | Total Participants | 550 |