

<Translation>

Fiscal Year 2020 Business Report

From: April 1, 2020

To: March 31, 2021

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.....	18
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, 2020)

Faculty members (exclude adjunct and transitional professor): 71
Employees (exclude temporary staff): 841

(4) History

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

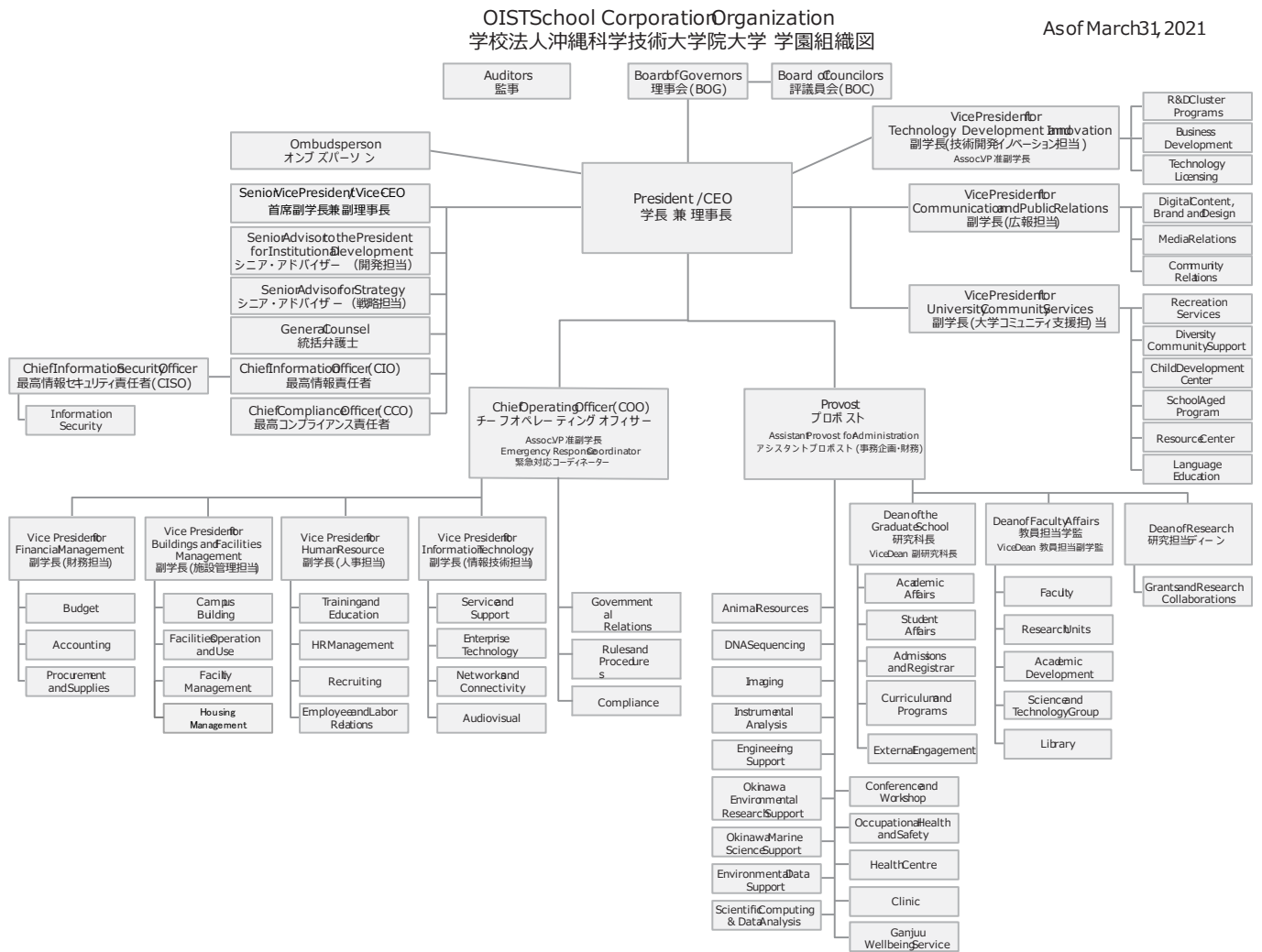
(5) Basis law for the establishment

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, 2021)



2 List of Officers, etc. (as of 31 March, 2021)

- 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, 2021 (1 st Term)	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 Jan.	CEO, OIST SC President of OIST Graduate University
Senior Vice President/ Vice- CEO	Robert Baughman	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 Aug.	Executive VP for Technology Development and Innovation/ Vice-CEO, OIST
			2020	Senior Vice President/ Vice-CEO, OIST
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 Planning and Coordination Division, Minister's Secretariat, Ministry of Economy, Trade and Industry Director, Design and Human Life System Office, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry
			2006	Director for General Affairs Division and Policy Evaluation and Public Relations Division, Minister's Secretariat, Cabinet Office
			2007	Examination Officer, Decoration Bureau, Cabinet Office
			2008	Director General for General Affairs, Okinawa General Bureau, Cabinet Office
			2010	Examination Officer, Secretariat of Environmental Dispute Coordination Commission, Ministry of Internal Affairs and Communications
			2012	Minister's Secretariat, Cabinet Office

			Director for General Affairs Division and Policy Evaluation and Public Relations Division, Minister's Secretariat, Cabinet Office
	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
	2015		Director for General Affairs, Office for Okinawa Affairs, Cabinet Office Director for General Affairs Division, Minister's Secretariat, Cabinet Office
	2016		Director, Secretariat of the International Peace Cooperation Headquarters, Cabinet Office
	2018		Executive Research Fellow, Economic and Social Research Institute, Cabinet Office Deputy Director General for Policy on Children and Child-Rearing Administration, Cabinet Office Director General, Office for Reviewing Restriction on Rights of Adult Wards, Cabinet Office Deputy Director General, Policy Promotion Office, Minister's Secretariat, Cabinet Office
	2020		Minister's Secretariat, Cabinet Office Okinawa Development and Promotion Bureau

				Auditor, OIST
Auditor	Yoshiyuki Uehara	From November 1, 2017 To Oct. 31, 2023*	1973	Joined Okinawa Prefectural Government Staff, Department of Civil Engineering and Construction, Road Construction Division
			1976	Staff, Department of Civil Engineering and Construction, Civil Engineering General Affairs Division, Okinawa Prefecture
			1980	Staff, Department of Planning, General Affairs Division, Okinawa Prefecture
			1983	Supervisor, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture
			1989	Supervisor, Department of Commerce, Industry and Labor, Industrial Site Promotion Division, Okinawa Prefecture
			1992	Associate Director, Department of General Affairs, Finance Division, Okinawa Prefecture
			1995	Assistant Director, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture
			1996	Deputy Councilor, Department of Planning, International City Formation Initiative Office, Okinawa Prefecture
			2000	Councilor, Department of Planning, International City Formation Initiative Office, Okinawa Prefecture
			2002	Director, Department of Planning, Reconstruction and Development Office, Okinawa

			2004	Prefecture 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	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
			2003	Director of Financial Management, Oak Ridge National Laboratory, USA
			2005	Director of Administration, Institute of Astronomy, University of Hawaii
			2011	Associate Director, National Radio Observatory, USA
			2016	Vice President of Operations and Finance, Central Washington University Chief Financial Officer, Brookhaven National Laboratory, USA

*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
		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
Yoko Aniya	From Nov. 1,	1980	Ph.D. (Medical Science), Kagoshima University
		1981	Councilor, Japanese Society of Pharmacology

	2014 To Oct. 31, 2023*	1983	Postdoctoral Fellow, University of Rochester Medical Center, U.S.A.
		1986	Associate Professor, Faculty of Medicine, University of the Ryukyus
		1990	Professor, Faculty of Medicine (School of Health Sciences, Pharmacology & Toxicology), University of the Ryukyus
		1994	Councilor, Japanese Society for the Study of Xenobiotics
		1996	Councilor, Japanese Society of Toxicology
		2001	Head, Integrated Innovation Center for Community, University of the Ryukyus Councilor, University of the Ryukyus
		2002	Dean, School of Health Sciences, University of the Ryukyus
		2003	Professor, Graduate School of Medicine, University of the Ryukyus
		2007	Professor, School of Health Sciences, Faculty of Medicine, University of the Ryukyus
		2011	Professor Emeritus, University of the Ryukyus
		2013	Board member, Okinawa Science and Technology Promotion Center
		2014	Member, Board of Governors, OIST SC
		Nov.	Member, Board of Councilor, OIST SC
Robert Baughman (Senior Vice President/ Vice- CEO)		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 Aug. 2020	Executive VP for Technology Development and Innovation/ Vice-CEO, OIST 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

		2007	Member, International Advisory Committee, Japan Science and Technology Agency Member, President's Council, University of Tokyo 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
Peter Gruss		1977	Ph.D. in Molecular Biology, University of Heidelberg
		1980	Expert Consultant/Visiting Scientist, NIH, Bethesda
		1982	Associate Professor of Microbiology, University of Heidelberg
		1983	Member, Directorate of the Center for Molecular Biology, University of Heidelberg
		1986	Director, Max Planck Institute for Biophysical Chemistry, Department of Molecular Cell Biology
		1990	Honorary Professor, University of Göttingen
		1997	Managing Director, Max Planck Institute for Biophysical Chemistry
		2002	President, Max Planck Society
		2017 Jan.	CEO, OIST SC President of OIST Graduate University
Senapathy Gopalakrishnan	From Nov. 1, 2017 To Oct. 31, 2023*	1977	Master's degree (Physics), Indian Institute of Technology, Madras
		2007	Executive Officer and Managing Director, Infosys
		2011	Vice Chairman, Infosys
		2016	Fellow, Indian National Academy of Engineers
		2016	Honorary Fellow, Institute of Electronics and Telecommunication Engineers (IETE) of India
		2014	Chairman, Axilor Ventures
		2017 Nov.	Member, Board of Governors, OIST SC
Serge Haroche	From Oct. 1, 2015 To	1971	PhD (Physics), Paris VI University
		1975	Professor, Paris VI University
		1981	Visiting professor, Harvard
		1984	Part time professor, Yale University

	Sep. 30, 2021*	1991 1994 2001 2012 2015 2015 Oct.	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 Aug. 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
James Higa	From Jan. 1, 2020 To Dec. 31, 2022	1981 1984 1989 1996 2001 2012 2012 2012 2013 2013 2013 2015	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

		2018	Board of Directors, WorldCover
		2019	Member, Board of Governors, Okinawa Institute of Science and Technology School Corporation
		2020	Member, Board of Governors, OIST SC
Jesper Koll	From Jul. 1, 2020 To Jun. 30, 2023	1989	Managing Director & Chief Economist, SG Warburg Securities Japan
		1994	Managing Director & Chief Economist, JP Morgan Japan Securities
		1997	Managing Director, Tiger Fund Investment Mgt.
		1999	Managing Director & Chief Economist, Merrill Lynch Japan Securities
		2008	Chief Executive Officer, Tantallon Research Japan
		2009	Managing Director & Head of Equity Research, JP Morgan Japan Securities
		2015	Chief Executive Officer, WisdomTree Japan Inc
		2019	Senior Advisor, WisdomTree Investments Inc.
		2019	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	PhD (Science), Tokyo Metropolitan University
		1993	Visiting Researcher, Max-Planck Society for the Advancement of Science
		1997	Associate Professor, Department of Mathematics. Faculty of Science, Toho University
		1999	Associate Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2001	Visiting Professor, Institute of Advanced Scientific Studies (IHES)
		2004	Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2008	Distinguished Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2011	Deputy Director, Professor, WPI-AIMR, Tohoku University
		2012	Director, WPI-AIMR, Tohoku University
		2014	Executive Member, Council for Science and Technology Policy Cabinet Office, JAPAN
		2014	Member, Board of Governors, OIST SC
		Nov.	
		2020	Executive Vice President for Research, Tohoku University (-present)

		Apri.	
VijayRaghavan Krishnaswamy	From Nov. 1, 2011 To Oct. 31, 2023*	1983 1984 1986 1988 1998 2005 2009 2011 Nov. 2012 2013 2018	Ph.D. (Molecular Biology), Tata Institute of Fundamental Research, Mumbai, India Research Fellow at California Institute of Technology, U.S.A. Senior Research Fellow at California Institute of Technology, U.S.A. Joined National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India Senior Professor and Director, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India Member, Science Advisory Council to the Prime Minister of India Member, Janelia Farm Research Campus, HHMI, Advisory Committee Member, Board of Governors, OIST SC Fellow of the Royal Society Distinguished Professor, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India Secretary, Department of Biotechnology, Government of India Principal Scientific Advisor, the Government of India
Erwin Neher	From Jun. 1, 2018 To May 31, 2021	1965 1967 1970 1966 1968 1972 1975	Vordiplom (Physics), Institute of Technology, Munich M.Sc. (Physics), University of Wisconsin Ph.D. (Physics), Institute of Technology, Munich Graduate student and research assistant, the laboratory of Dr. W. W. Beeman, University of Wisconsin, Madison (until 1967) Graduate student and post-doc, the laboratory of Dr. H.D. Lux, Max-Planck-Institute für Psychiatrie, Munich (until 1972) Research Associate, Max-Planck-Institute für biophysikalische Chemie, Dept. "Molekularer Systemaufbau", Göttingen (until 1975) Research Associate as a guest, the laboratory of

		1976	Dr. Ch. F. Stevens, Yale University, Department of Physiology (until 1976) Research Associate, Max-Planck-Institut für biophysikalische Chemie, Göttingen (until 1982)
		1989	Fairchild Scholar, California Institute of Technology
		1983	Director, Membrane Biophysics Department, Max-Planck-Institut für biophysikalische Chemie, Göttingen (until 2011)
		2011	Emeritus Director, Max Planck Institute for Biophysical Chemistry (-present)
		2018	Member, Board of Governors, OIST SC
		Jun.	
Ryoji Noyori	From May 1, 2018 to Apr. 30, 2024*	1961	Bachelor, Kyoto University
		1963	Master, Kyoto University
		1967	Ph.D. (Engineering), Kyoto University
		1963	Instructor, Kyoto University (until 1968)
		1968	Associate Professor, Nagoya University (until 1972)
		1969	Postdoctoral Fellow, Harvard University
		1972	Professor, Nagoya University (until 2003)
		1997	Dean, Graduate School of Science, Nagoya University (until 1999)
		2002	President, The Chemical Society of Japan (until 2003)
		2003	University Professor, Nagoya University (-present)
		2003	President, RIKEN (until March, 2015)
		2005	Chair, Science and Technology Council, Ministry of Education, Culture, Sports, Science and Technology (until 2015)
		2006	Chair, Education Rebuilding Council (until 2008)
		2015	Fellow, RIKEN (-present)
		2015	Director-General, Center for Research and Development Strategy (CRDS), Japan Science and Technology Agency (JST) (-present)
		2015	Director, Science Museum, Japan Science Foundation
		2018	Member, Board of Governors, OIST SC
		May.	
Albrecht Wagner	From Oct. 1,	1971	PhD (Physics), University of Heidelberg
		1984	Professor, University of Heidelberg

	2015 To Sep. 30, 2021*	1991	Professor, University of Hamburg Director of Research, DESY
		1999	Chairman, DESY Board of Directors
		2005	Chairman, TESLA Technology Collaboration Board
		2006	Chairman, International Committee for Future Accelerators (ICFA)
		2007	Vice President of the Helmholtz Foundation
		2008	Chairman, Council of Hamburg University
		2010	Member, Board of the Joachim Herz Foundation
		2011	Member, Board of Councilors, OIST SC
		2015 Oct.	Acting CEO & Acting President, OIST SC
Yoshino Akira	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) (-present)
		2015	Advisor, Asahi Kasei Corp.
		2017	Professor, Graduate School of Science and Technology, Meijo University (-present)
		2017	Honorary Fellow, Asahi Kasei Corp. (-present)
		2018	Visiting Professor, Research and Education Center for Green Technologies, Kyushu University (-present)
		2019	Distinguished Professor, Kyushu University (-present)
		2020	AIST Fellow (-present)
		2020	Director, Global Zero Emission Research Center, Department of Energy and Environment (-present)
		2020	Distinguished Professor, Meijo University (-present)

*Reappointed, 2nd Term **Reappointed

(3) Members of Councilors

Name	Term	Position
Monte Cassim	From Nov. 1, 2011 To Oct. 31, 2023*	President, Graduate School of Leadership and Innovation, Shizenkan 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*	Dean of Research, 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	Senior Advisor of Japan Society for the Promotion of Science (JSPS)
Ali Ganjehlou	From Oct. 2, 2015 To Mar. 31, 2021*	Vice-President for Buildings and Facility Management, OIST
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)
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
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	Co-Founder, Partner & Representative Director,

	To Jun. 30, 2023	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 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.
Masayuki Shibata	From Apr. 1, 2019 To Mar 31, 2021	Vice President for Financial 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 Oct. 31, 2023*	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
Keisuke Yoshio	From Apr. 1, 2018 To March 31, 2021	Chief Operating Officer, 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 “FY2020 Performance Report.”

<Translation>

Fiscal Year 2020 Performance Report

From: April 1, 2020
To: March 31, 2021

Okinawa Institute of Science and Technology School Corporation

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
--------------	---------	------------------------	-----------------

As of March 31, 2021

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</p>	<p>* Number of publications by students</p> <p>* Number of examinations for proposal and thesis</p> <p>* Number of external scholarships, etc. our students receive</p>	<p>(Research Training)</p> <p>1101 Throughout FY2020, OIST increased the number of courses available locally, while providing access to a broader range of external courses through platforms including Coursera.</p> <p>Mentoring and provision of courses and lab rotations was made possible remotely irrespective of trying circumstances associated with COVID-19. Student publications numbered 58 in FY2020.</p> <p>1102 The OIST Graduate School maintained its provision of external supervision to its students and world-leading researchers for thesis and thesis proposal examinations, all despite complications in regard to the ongoing pandemic. External co-supervision agreements continue to be arranged. While moving to an online format, during FY2020, OIST Graduate School nevertheless conducted 36 thesis proposal examinations, 1 thesis proposal re-examination, 2 Master of Science examinations, and 21 thesis defense examinations.</p> <p>1103 OIST Graduate School provides all students with</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	appropriate research and IT facilities and equipment.		personal computing equipment for learning and productivity. This year, laser equipment specific to courses using lasers was purchased so that professors can provide state-of-the art classes. In addition, chemicals and consumables required for each course were purchased to help students gain hands-on knowledge and skills needed to complete thesis research.	
1.1 Ph.D. Program Action (1)	<p>(Curriculum)</p> <p>1104 OIST aims to increase the selection of courses available to students, including on- and off- curriculum instruction, in order to broaden the depth and breadth of the OIST curriculum.</p> <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>* Number of graduates</p> <p>* Average number of students per faculty member</p> <p>* Number of on-curriculum courses offered</p> <p>* Number of off-curriculum courses</p> <p>* Number of credits given to external courses</p>	<p>(Curriculum)</p> <p>1104 52 for-credit electives were offered, with 7 courses being new this year. Additionally, 75 independent studies were completed, and 21 micro courses, targeting skills development such as programming, were also offered. Students completed 49 external courses for credit, all via online delivery, thus expanding the curricular offerings.</p> <p>1105 A total of 21 courses were run online (40%) in FY2020 in response to COVID, providing valuable experience to faculty and staff and helping students to stay on track. Equipment that allows faculty to teach to students both in the classroom and online was installed in 2 classrooms. Free access to Coursera online courses and LinkedIn Learning was provided for all students in FY2020, increasing the number and diversity of courses available.</p> <p>1106 During FY2020, curriculum review of all offered courses by discipline-based working groups was completed, resulting in strategic reordering of the timing or content of several courses, and providing structured environment for</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			implementation of new courses by new and existing faculty. Several courses were retired or reworked.	
1.1 Ph.D. Program Action (1)	(Research Internship) 1107 OIST will provide a Research Internship program available to talented students with excellent research potential.	* Number of Research Interns	(Research Internship) 1107 The OIST Graduate School financially supported 15 research internships, and assisted with a further 24 Unit-funded. In total, 39 research internships were offered.	
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) 1108 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. 1109 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		(Student Support) 1108 Flexibly adjusted the supporting mechanisms to meet the student needs. Provided most updated travel-related resources. Established the new relocation process to meet government requirements and provided most updated instruction to incoming students in timely manner and be able to relocate all the students of Class of 2020 by January, 2021. Also installed exceptional supporting mechanisms to help students identified as COVID positive or closer contact with the adequate and immediate support. 1109 The number of cases managed by the Early Student Intervention Coordinator and Students of Concern Committee remained 49 cases (58 cases in last year). However, the average time cases took to be resolved was less than half of	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	seamless coordination of support across campus.		last year (see Figure “Student Early Intervention2.pdf”). This is despite the fact students had unusually complex situations due to COVID.	
	<p>(Professional and Career Development)</p> <p>1110 OIST will provide a Professional and Career Development Program to prepare students for a wide range of career opportunities.</p> <p>1111 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>1112 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>1113 OIST will seek available funding opportunities for students and support the entire application process by holding</p>	<p>* Number and nature of professional and career development activities</p> <p>* PhD student retention rate</p> <p>* Number of grant applications supported and success ratio</p>	<p>(Professional and Career Development)</p> <p>1110 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 classes, grant writing workshops, interacting with alumni, intellectual property seminar, project management workshops, and Japanese grant guidance, (21 events in FY20).</p> <p>1111 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, and the Language section.</p> <p>1112 GS continued to provide diverse networking opportunities for students despite the challenges presented by COVID-19 including 6 events in FY20: company information sessions, career events, Intellectual Property seminar, OIST alumni talk sessions).</p> <p>1113 An in-house seminar on Japanese grant guidance was hosted together with the SA section and the PCD program</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>information, grant writing and interview practice sessions, and providing clear guidance on the applications.</p> <p>1114 OIST will provide opportunities for students to learn skills to translate discovery into impact on society.</p> <p>1115 OIST will provide opportunities for students to interact with other universities in Okinawa and Japan including student exchange, social networking and teaching.</p> <p>1116 OIST will develop human resources through the provision of relevant skills training to all students to contribute to Japan from inside and overseas.</p>		<p>offered a grant writing workshop.</p> <p>Attachment 1. 1-1 Number of Students receiving External Scholarships, etc.</p> <p>1114 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, through specific skills training in microcourses at OIST and online through Coursera and LinkedIn platforms, and through their participation in entrepreneurship training workshops and projects hosted by OIST Technology Transfer division.</p> <p>1115 GS continued to provide opportunities for students to interact with other universities in Okinawa and Japan; (7 events in FY20: teaching at local universities, interacting via online events with PhD students from other universities in Japan).</p> <p>1116 Through the group project, the PCD program helps students develop communication skills, including interpersonal and intercultural communication, project management skills, and presentation skills. Students are also offer the opportunity to take courses on any aspects of professional development through Coursera or LinkedIn Learning.</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
1.1 Ph.D. Program Goal (3)	To enrich the mutual benefits between OIST and Okinawa, Japan, and the World, OIST will further develop communication and collaborations with other educational institutions and communities.			A
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 Okinawa ancestry opportunities to get to know OIST and/or apply to the PhD and Research Internship Programs.</p>	<p>* Number of applications for the RI program</p> <p>* Number and nature of interactions between OIST students and other students</p> <p>* Number and list of agreements with other universities (SRS, RI MOU, study-leave, co-supervision)</p>	<p>(Student Collaborations)</p> <p>1117 Due to the COVID-19 pandemic situation, the number of OIST Special Students (including Research Interns and Special Research Students) decreased, 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 OIST Graduate School organized hands-on science programs which we worked with OIST postdocs and students to visit local junior high and high schools in Okinawa to deliver hands-on science activities and talks. We also held several online OIST NetCafé (PhD and Research Internship program information session), to introduce our PhD students to share their research experiences at OIST. Over 400 participants, including students from Okinawa, joined the virtual information sessions. We have also worked with local newspaper companies to promote our science workshops to students in Okinawa.</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	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.		1119 GS provided opportunities for students to engage with the Okinawan community through the group project, Okinawa 101 sessions, and Welcome to Okinawa sessions.	
	<p>(Student Recruitment and Alumni Relations)</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 graduates and participants of GS events and programs.</p>	<p>* Number of applications for the PhD program (Japanese and International)</p> <p>* Number of admitted PhD students (Japanese and International)</p>	<p>(Student Recruitment and Alumni Relations)</p> <p>1120 The Graduate School shifted student recruitment activities to provide more PhD and Research Internship programs through virtual events, such as online graduate school fairs, online information sessions, and Science Challenge workshop. In addition, we conducted a series of interviews with existing PhD students as well as previous research intern students and highlighted their stories in short movies. The movies were uploaded on the Admissions Website to be showcased to introduce student life at OIST for future applicants. As a result, we have received 1131 applications for the PhD Program, in which 25 were Japanese and 1106 were international applicants.</p> <p>Attachment 1. 1-2 Students Information</p> <p>1121 The Graduate School has conducted one-on-one interview with each graduate to keep track of their future career paths after finishing their PhDs. The information is kept on alumni database so we can locate where they are, and communicate with them as necessary. Also, the Student Recruitment Team used Slate (CRM) to keep track of interaction history of previous event participants, such as</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>1122 OIST will sharpen its branding and adjust our external communications to better appeal to target populations for student recruitment.</p> <p>1123 OIST will establish a networking platform for alumni to engage them as ambassadors of our programs.</p>		<p>OIST NetCafé audience or workshop participants.</p> <p>1122 Learning from user behaviors on the Admissions Website and coping with the outbreak of COVID-19, the Graduate School has invested resources to strengthen our presence on digital platform, such as participating in large international graduate school fairs in Europe and Asia, as well as increasing the number of social media posts. On social media, a particular emphasis was put to communicate with Japanese students via Twitter, which almost doubled the number of followers from roughly 1,500 to over 3,000 followers today. As a result, we have admitted a total of 62 students (13 Japanese and 49 international).</p> <p>1123 In order to continue to stay in touch with our alumni, we have created Alumni Talks Series to invite our graduates as speakers and share their stories after OIST. This talk series provide our current PhD students an opportunity to learn about professional life in industry, academia, as well as start-up, and also different working cultures across the world. The event also serves as a way for alumni to stay engaged with OIST. There is also a closed LinkedIn group for alumni, where they can find each other's information and stay in touch as necessary.</p>	
1.1 Ph.D. Program	To address the challenges of supporting its rapid growth with existing resources, OIST will continue business re-engineering of the Graduate School toward robust curation of			A

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
Goal (4)	records and data, clear policies, and effective communication.			
1.1 Ph.D. Program Action (4)	<p>(Policy and Process Management)</p> <p>1124 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>1125 OIST will improve the curation and dissemination of policy changes to other stakeholders internal and external.</p> <p>1126 OIST will improve student record management system and curation and visualization of longitudinal data.</p>		<p>(Policy and Process Management)</p> <p>1124 In collaboration with the Faculty Assembly, the OIST General Counsel, and the Student Council, the following additions were added: i) Student Code of Conduct, ii) Student Conduct Policy (including Rules and Procedures), iii) Student Grievance Policy, iv) Student Responsibilities and Expectations, and the Graduate School General Appeals Procedure. In addition, toward the more effective use of and ability to revise policy, the Graduate School separated relevant items from the OIST PRP, in particular rules and procedures, while revising and refining what remained. All academic policy separated from the PRP was also subsequently revised and published by the GS, as was a majority of other GS policy.</p> <p>1125 As above, the Graduate School separated relevant items from the OIST PRP, in particular rules and procedures. Following this separation, all GS policy was published on the GS website.</p> <p>1126 The Graduate School has started working on implementing the new Student Information System named “Navii”. As a result, one function, application system for PhD students and Research Interns, has migrated to Navii already, and this enables us to collect applications from the last November. Other functions will continue to be developed with the aim of launching from the new fiscal year. Once Navii starts fully functioning, it will help us curate and visualize the</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			student-related data more easily.	
	<p>(Business Efficiency Re-engineering)</p> <p>1127 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>1128 OIST will support the Graduate School staff by creating individual development plans and providing training opportunities to staff to improve the talent and knowledge base available to GS, and to improve retention of staff.</p> <p>1129 OIST will support the Graduate School staff to enhance individual professional skills to achieve their full potential through opportunities for personal and professional growth to accommodate expanding needs of the growing university.</p>		<p>(Business Efficiency Re-engineering)</p> <p>1127 GS has taken on an audacious project of migrating all of its business functions to Navii. Our first round of implementation efforts did not go as fast as hoped, but we are applying lessons learned and proceeding with implementation round two. Once implemented, our business efficiency will be much improved for future growth.</p> <p>1128/1129 GS has once again required that every PEREX staff member dedicate up to 5% of their time for professional development activities. We also negotiated free subscription of Coursera and made it available to all in GS before LinkedIn Learning.</p>	
	<p>(Communications)</p> <p>1130 To enhance mutual understanding and improve our quality of service, OIST will continuously adapt our communications with students, faculty, and relevant administrative divisions.</p>	* Number and nature of GS meetings with students and faculty	<p>(Communications)</p> <p>1130 We continued the regularly set meetings with other divisions, faculty committees, and student representatives. In addition to those, we coordinated extra taskforces involving student and faculty representatives for two projects; (1) procurement of a student information system (Navii from Open Campus); (2) Student code of conduct policy</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	1131 OIST will improve the Graduate School website to enhance online communication to the public including prospective students.		development. We received positive feedback from our stakeholders for such proactive communication. 1131 In addition to uploading a series of testimonials of OIST students and previous research interns, the Graduate School has also integrated a bilingual (English and Japanese) chatbot in the Admissions Website to respond to inquiries from prospective students. Thought this is still in a testing phase, the chatbot handled thousands of inquiries over a period of six months, with about 95% accurate response rate. With this, the website can now handle incoming questions at any given time of the day.	
	(Program Extension) 1132 OIST will identify funding opportunities, such as Japan Student Services Organization (JASSO)'s funding programs, to support programs for students.		(Program Extension) 1132 It turned out that graduate students are no longer eligible to apply for JASSO scholarship from this fiscal year. But GS found another scholarship opportunity and a grant has been awarded by Japan Educational Exchanges and Services (JEES) with 100% success rate. In addition, GS was successful in securing a US Department of State grant through US Consulate Naha to fund an outreach program called Shima.	
1.2 Scientific Research Goal	OIST Graduate University will continue to conduct world-class research in cross-disciplinary fields of science. OIST Graduate University is committed to the pursuit of new knowledge through basic science. We are committed to the training of an international community of students. OIST			A

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>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. Following “Basic Policies for Economic and Fiscal Management and Reform” by the Cabinet, we will continue applying our science and technology to the needs of society and industry in Okinawa.</p>			
1.2 Scientific Research Action	<p>(Promotion of cross-disciplinary research)</p> <p>1201 In FY2019, we hired a large number of new faculty in 9 research fields. During the candidate interview, faculty, researchers and students were invited to their seminar regardless of the research fields, promoting potential future collaborations. For faculty recruiting in FY2020, we continue to hire in a multitude of fields while encouraging incoming faculty to collaborate broadly. In FY2020, we plan to hire 3 female faculty to improve the gender balance in the faculty.</p> <p>1202 Our Faculty Lunch Talks will be continued to promote inter-unit conversations and trust that this will result in interdisciplinary research. We utilize the existing shared facilities such as fish tanks, Marine Science Station, microscopes and DNA sequencers etc. and will continue to enhance sharing of the research facilities which are available</p>		<p>(Promotion of cross-disciplinary research)</p> <p>1201 In FY2020, we conducted the recruitment for three female faculty candidates completely online due to the COVID-19. Even though we have not been able to make an offer to one candidate who is waiting to visit OIST, we have hired another candidate. Negotiations with the third are continuing.</p> <p>1202 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</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>to all units.</p> <p>1203 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>managed to have ten seminars by faculty members in a wide range of research fields.</p> <p>In this fiscal year several new faculty joined our Marine Science program. They successfully implemented a system of 144 new tanks of 55 liters each to hold marine life at different temperatures. (This is the largest facility of its kind in the world and will be available to researchers worldwide to do this kind of pathbreaking research.)</p> <p>In order to promote interdisciplinary research, we completed a proposal of “interdisciplinary postdoc fellowship” and prepared for the implementation in the new fiscal year, FY2021.</p> <p>Ten papers this year had two or more unit PI’s as co-authors, indicating good beginnings for interdisciplinary work.</p> <p>1203 We continued to work with the world's largest bibliographic database set in conjunction with the local library system to provide search tools and circulation services to users.</p> <p>This year, 6,557 journal titles including 13 new titles are available online at OIST. We also improved the educational environment by providing new content using video. Based on usage statistics data, specialized committees discussed the use of less frequently used academic journals, and worked to appropriately manage budgets and maintain collections by</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			canceling subscriptions. As for e-books, we have purchased 16,114 titles from Springer Nature, and the number of e-books we have has increased significantly to 132,707. Because of the collection structure centered on remote access, we were able to provide safe and useful services to users and staff from the perspective of preventing corona infection.	
1.2 Scientific Research Action	<p>(Research Support)</p> <p>1204 In order to provide necessary research support for all researchers and students in all lab buildings including Laboratory 4, Research Support Division will enhance support on common basic laboratory equipment and facilities like service alcove and the small equipment in those areas by revising those management.</p> <p>1205 Animal Resources Section (ARS) will commence the OIST animal care and use program at animal facilities in Laboratory 4 in addition to animal facilities in Laboratory 1, 2 and 3. Furthermore, ARS will develop the OIST animal care and use program to marine fishes and cephalopods fed in Okinawa Marine Science Station in Seragaki. ARS will make detailed plan (final plan) of mouse facilities in Laboratory 5, which pays attention on animal welfare and human engineering based on cutting-edge technology. ARS will hold the 33rd of annual meeting for the Japanese Society for Alternatives to Animal Experiments on November 12, 13 and</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</p>	<p>(Research Support)</p> <p>1204 A management system was established for shared basic research facilities at all campus buildings, and support for equipment maintenance and coordination among users was enhanced.</p> <p>1205 Animal Resources Section (ARS) commenced the OIST animal care and use program at animal facilities in Lab 4 and in Okinawa Marine Science Station in Seragaki for marine fishes and cephalopods. ARS has integrated cutting-edge technology, which pays attention on animal welfare and human engineering, to the detailed plan (final plan) of mouse facilities in Lab 5.</p> <p>The 33rd of annual meeting for the Japanese Society for Alternatives to Animal Experiments was held online due to the spread of COVID-19.</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>14 at OIST.</p> <p>1206 DNA Sequencing Section (SQC) will continue to support research activities using the latest multi- paralleled DNA sequencers and high throughput single-molecule real-time sequencer. Additionally, SQC will proactively work on to expand our services such as streamline of library prep workflow of the applications which have high demand, nucleic acid extraction services from a wide variety of species, and development of protocols for new applications.</p> <p>1207 Engineering Support Section (ESS) will continue to promote and provide mechanical/material/electronic engineering services to the growing number of OIST researchers. ESS will continuously improve its standard operating procedures to simplify requests from all OIST researchers. ESS will offer more comprehensive and ordered training courses for new users to the engineering facilities to facilitate higher quality fabrication of experiments and samples, and to achieve high quality sample data. Additionally, ESS will improve the skills of staff to support</p>	<p>researches hosted at Core Facilities of Research Support Division (number and number of visitors)</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>1206 Research support using the latest multi- paralleled DNA sequencers and high throughput single-molecule real-time sequencer was offered continuingly. Additionally, SQC proactively worked on to expand the services such as streamline of library prep workflow of the applications which have high demand, nucleic acid extraction services from a wide variety of species, and development of protocols for new applications. Additionally, PCR testing for new corona-virus infections were conducted every weekday from May 1 for the purpose of cooperation with the Okinawa Prefecture. The number of PCR testing conducted this fiscal year exceeded 14,000, and a semi-automated testing environment incorporating robots was established to enable a small number of test workers to process multiple specimens.</p> <p>1207 The Engineering Support Section (ESS) continued to promote and provide mechanical/material/electronic engineering services to the growing number of OIST researchers throughout the year. ESS continuously improved its standard operating procedures to simplify requests from all OIST researchers. ESS offered more comprehensive and ordered training courses for new users to the engineering facilities to facilitate higher quality fabrication of experiments and samples, and to achieve high quality sample data. Additionally, ESS staff improved the</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>advanced research projects.</p> <p>1208 Scientific computing and Data Analysis Section (SCDA) will deploy a new high-performance computing system to replace the existing Sango system. The new computing system will address the urgent need for more computing resulting of the twofold increase of number of users at OIST in less than a year. The new system will also address the computing needs from the new research units in Lab4. In addition, the expansion of the AI and big data analysis system is also scheduled. SCDA will work toward the consolidation and expansion of the archiving system and procedures to improve OIST research data management.</p> <p>1209 We will continue to promote research support services by improving policy, rules and management system of common research resource for fair and effective use.</p> <p>1210 We will continue to promote research ethics, by organizing research ethics training and seminars.</p>		<p>skills by continuously attending trainings to support advanced research projects.</p> <p>Electronics support has now been improved through the addition of a dedicated electronics engineer to support OIST researchers. With this dedicated staff an electronics fabrication space and high-quality electronics equipment has been added.</p> <p>1208 Scientific Computing and Data Analysis Section (SCDA) deployed the new high-performance computing system, Deigo, and cut over the main computing system from Sango to Deigo. The new computing system was set up and continuously tuned to fit both, ongoing and newly established research computing needs. During this change, the AI and big data system was consolidated to better reflect OIST needs. SCDA worked in expanding the research data backup and archiving system (tape), and, in improving and planning services for research data management and archiving.</p> <p>1209 The policy and rule of management and utilization of shared equipment were reviewed to promote research support services.</p> <p>1210 We provided research integrity education in the form of a seminar offered by the DFA to students, researchers, faculty, and administrators. We also provided educational opportunities, including webinars on research integrity, by</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>1211 Grants and Research Collaborations Section will encourage further collaborations with other sections, such as Faculty Affairs Office, to provide better support on application and management of external research funding for faculties, researchers and student and continue proactive actions to collect grants information and delivery of the information. They will run our KICKS and JUMPS funding programs to promote collaboration.</p> <p>1212 Imaging Section (IMG) will continue special training courses which are now receiving a lot of recognition; advanced light microscopy, Tokuyasu cryo-sectioning and cryo-electron microscopy. Further, IMG will extend national and international collaboration projects. IMG will take a peer review by experts from international and domestic universities and/or institutes to promote quality of research support.</p> <p>1213 Instrumental Analysis Section (IAS) will continue to organize the service contents, instrument and staff activities so that IAS support reaches across the university. In particular, IAS will expand the effective use of human resources and</p>		<p>inviting an expert from iPS Cell Research and Application of Kyoto University and the Research Integrity Officer from Harvard University. Finally, faculty were offered a separate seminar on Research Misconduct Investigations by the DFA.</p> <p>1211 We have improved the administrative procedures for accepting researchers by fellowship programs. Under the Dean of Research's leadership, we planned and operated the Kicks, an on-campus research grant that promotes joint research.</p> <p>1212 Imaging Section held ABiS Advanced Light Microscopy Course and the Cryo-EM Course with outside participants on-site with thorough infection prevention measures. The Tokuyasu cryo-sectioning course was not held taking into account the condition of spread of COVID-19. IMG conducted 10 collaborative projects with universities and research institutes in Japan and abroad. In addition, IMG's Peer Review was held online on 4th and 5th March 2021 to promote quality of research support.</p> <p>1213 Instrumental Analysis section (IAS) has continued to organize the service contents, instrument and staff activities to expand its support throughout the university. As the human resources development, we have carried out the skill-up</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>instrument to support for advanced research. IAS will also advance the technical skills of section staff with the help of top international research institutions such as Max Plank Institutes. In addition, IAS will develop new protocols that can be used by OIST researchers with external research institutes and enhance the training courses that OIST researchers can use. In addition, IAS will aim for further external collaboration and effective use of instrument.</p> <p>1214 Okinawa Marine Science Support Section (OMSSS) will apply international standard in its management of marine life at the OIST Marine Science Station to enable accreditation by the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC International) and promotes the ethical and humane treatment of marine life in science. OMSSS will promote the use of station facility by external visitors. OMSSS will also organize the 5th Okinawa Marine Science Workshop and further enhance our local marine science network.</p> <p>1215 The Okinawa Environmental Research Support Section (OERSS) maintains and utilizes the field sampling networks and social networks of the community-collaborative environmental monitoring project “OKEON Churamori Project” developed in Okinawa. OERSS provides to OIST researchers the comprehensive support from obtaining survey permissions to providing research personnel and will contribute to the sustainable development of Okinawa through</p>		<p>training for section staff at the Max Planck Institute. As the result, the service content including new methods for our university are enhanced. In addition, we set the remote support mode (user training for internal user and instrument maintenance by external vender) to address COVID-19. This was able to improve the instrument usage time.</p> <p>1214 By promoting the ethical and humane handling of marine life at the OIST Marine Science Station in accordance with international regulations AAALAC International was accredited. Although external used of the station was closed due to the prevention of spread of COVID-19, the 5th Okinawa Marine Science Workshop was held via webinar.</p> <p>Attachment 1. 2-1 The number of use of our research facilities by external organization</p> <p>1215 The Okinawa Environmental Research Support Section carried out and manage the OKEON Churamori Project field sampling network and provided comprehensive support for terrestrial field surveys for OIST researchers. The section has also made progress in collaboration in the fields of terrestrial environmental studies and education such as continuously participating in the development of a fire ant monitoring system in the prefecture, conducting</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>natural environmental science. In particular, OERSS coordinates and promotes collaborations with administrative agencies for countermeasures against alien species such as fire ants in Okinawa Prefecture, with Okinawan schools and social education facilities for environmental education, and with domestic and foreign researchers for joint researches in the field of conservation biology.</p>		<p>administrative trainings, conducting joint research with prefectural high schools and workshops at cooperating schools, leading the control of the newly established invasive alien species <i>Lepisiota frauenfeldi</i>, featured related media.</p> <p>Also, we have concluded a cooperation agreement between with the Okinawa City Board of Education, centered on cooperation with the Okinawa Municipal Museum, which we have collaborated with through the project.</p> <p>We also conducted a joint research with the University of the Ryukyus through Jumps Research Collaboration program.</p> <p>For environmental research, we have established a new section that supports acquisition and usage of environmental data.</p>	
1.2 Scientific Research Action	<p>(Publication and communication)</p> <p>1216 Whenever we hear of an important new result from a faculty member, we encourage them to communicate this to our Communications and Public Relations Division. Queries from government sources such as MEXT have led us to compile lists of our top publications. These are also used by Nature Communications Index and other such comparative studies. We publicize journal publication results in our website and make sure that these are available in the OIST Institutional Repository. We continue to encourage the Faculty to sign the Deposit License forms necessary for items in this repository.</p> <p>1217 Continue to provide accessible information about</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</p>	<p>(Publication and communication)</p> <p>1216 This year as well, we worked to disseminate research content and results in collaboration with the Public Relations Division. OISTIR continues to be a primary avenue by which OIST research is communicated to the world. The Open Access rate at OIST is about 80%, which helps maximizing communication. Individual units also publicize their work on their own websites and via their annual reports.</p> <p>Attachment 1. 2-2 FY2020 OIST Publications and Presentations</p> <p>1217 Continued to provide accessible information about</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>OIST to the scientific community and general public in Japan and overseas, through OIST web articles, press releases, press conferences, publications and 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, national, and international media through established networks, Japan's press clubs, and by subscriptions to leading electronic press distribution companies. 	<p>different faculty members</p> <p>* Number of research honors</p>	<p>OIST to the scientific community and general public in Japan and overseas, through OIST web articles, press releases, press conferences, publications and social media, leadership communication and high-profile speaking opportunities.</p> <ul style="list-style-type: none"> As part of our efforts to disseminate information about our research and results both in Japan and overseas, we published 38 web articles in both Japanese and English on our website, issued 78 press releases both in Japanese and English, and held four press conferences in Okinawa. We also held four online science café-style press conferences, which used to be held in Tokyo for Tokyo-based science editorial board members and science journalists in precedent years, with participants from not only Tokyo, but Osaka, Okinawa and overseas. By strategically choosing the theme and timing of the event, and by pitching to individual media outlets, we were able to not only build relationships between our researchers and the press, but also to generate press coverage, leading to industry-academia collaborations between the start-ups that we support and private companies. In this way, a media strategy has been adopted. In this way, we actively disseminated information to the press based on our media strategy and coordinated interviews by journalists. The press releases were posted on news distribution sites, distributed through press clubs in Japan and provided individually to journalists in Japan and abroad, resulting in a great deal of coverage. Notably, our research papers published in Nature on 30 September and 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
	<ul style="list-style-type: none"> OIST will continue working 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. 	<p>12 November, and in PNAS on 17 February and 30 March respectively, were covered by major media outlets around the world. It was a year in which our research results were widely reported. In addition, the University's work to respond COVID-19 was actively disseminated, resulting in a great deal of media coverage both in Japan and in the prefecture. In addition, the President and Provost contributed several articles to local newspapers, making recommendations to the prefecture on how to deal with COVID-19 in Okinawa. As in the previous year, we continued to contribute a column to the Asahi Shimbun's GLOBE+ web magazine, which was born out of our relationship with the Asahi Shimbun. A quarterly analysis of web and social media access was conducted and reported to the University.</p> <ul style="list-style-type: none"> Digital Content Brand and Design (DCBD) added a Social Media Coordinator to produce content for and manage social media channels. DCBD also established a multimedia studio to provide dedicated space for studio quality photography and video and audio recording, as well as storage of equipment and post-production work. DCBD used this new capability to stream and record the Welcome Ceremony and the monthly Science Talks. To meet rising demand for video and photography, we began recruitment for a new Science Communication Fellow for Multimedia. DCBD also refreshed the Tunnel Gallery with new videos, posters, and custom-designed tapestries. DCBD has produced total 18 animations and 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<ul style="list-style-type: none"> 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 this will also be developed and provided. Develop new branding and awareness-raising opportunities in Okinawa and Japan in collaboration with government, media and partners including the OIST Foundation. News releases and press announcements about the latest scientific outcomes of OIST's research and other activities. Press conferences, regular meetings with local reporters, press briefing sessions with Tokyo-based journalists throughout the year, web and social media analytics. <p>1218 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>57 videos for internal use and outreach.</p> <ul style="list-style-type: none"> The Internal Communications Lead (a new role) began work at the start of FY20. The OIST Essentials internal newsletter was created, along with OIST at Work social media channels, which share internal comms content. Other major comms projects included COVID updates on a wide range of channels, from 6 townhalls to a new website and email inbox. IC also worked on many OIST-wide comms projects from members of the executive and C-suite to ensure smooth roll out and the attainment of set project objectives. DCBD developed OIST official presentation template using facts and images with custom-designed illustrations and infographics. The presentation is regularly updated with new numbers and images when new student and faculty numbers are released. <p>1218 As the importance of the online conference system has increased since the latter half of FY19 due to COVID-19, we have continued to redevelop the manual and the IT Support maturity level has also increased.</p> <p>In addition, the installation of ceiling microphones as part of the renovation of aging AV equipment in the auditorium and major seminar rooms enabled better facilitation of the online meetings and also it contributed to the prevention of new coronary infections by eliminating the need to hand over microphones.</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			<p>Throughout FY20, OIST's use of Zoom as an online conferencing system also increased to 28,067 Zoom meetings with a total of 12,168 hours spent.</p> <p>This is an increase of 850% and 134% over the previous year, respectively.</p> <p>Online seminars were also conducted 118 times, including pre-testing, with 3,697 participants.</p>	
1.3 Faculty Affairs Goal	We aim to recruit top talented professors at all levels who demonstrate excellent scholarship and creativity in research and an interest in interdisciplinary research. The office also facilitates faculty evaluations, faculty meetings, space allocation for units, researcher hiring and retention, faculty and postdoctoral career development, the university library, and other miscellaneous faculty and researcher matters.			A
1.3 Faculty Affairs Actions	<p>(Appointment)</p> <p>1301 In FY2019, we focused on recruiting female faculty in addition to hiring some Adjunct Professors to fill the special needs that cannot be filled with a full-time appointment. In FY2020, we will recruit a mixture of international and Japanese scientists as well as senior and junior researchers.</p>		<p>(Appointment)</p> <p>1301 We hired two Adjunct Professors, and another is under negotiation, to fill special needs that cannot be fulfilled with full-time appointments. The faculty candidate interview schedule was delayed due to the COVID-19, but we succeeded in hiring one female faculty member, and another hiring is under negotiation. We will conduct an on-site interview for a third candidate overseas. In summary, four faculty members started their contract in FY2020, which resulted in the total number of faculty to be 81.</p>	
1.3 Faculty	<p>(Faculty/Research Evaluation)</p> <p>1302 We will continue to conduct tenure reviews under our</p>	* Number of research units evaluated	<p>(Faculty/Research Evaluation)</p> <p>1302 We have made modifications to the new tenure</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
Affairs Actions	<p>pre-2017 system as well as the new system applicable to faculty who negotiated their contracts or appointed after January, 2017. We will of course continue to adhere to the internationally highest standards. We will make modifications to the new tenure review system which includes on-site review by external reviewers who are world-class prominent scholars, in order to enhance further involvement of OIST faculty and a more time efficient process. In FY2020, we will conduct tenure reviews of two faculty.</p>		<p>review system which includes on-site review by external reviewers who are world-class prominent scholars, in order to enhance further involvement of OIST faculty and a more time efficient process.</p> <p><u>Tenure Review</u></p> <p>Four faculty members were granted tenure in FY2020. Out of the 4, 3 were continuing cases from FY2019, and the 4th case started in FY2020. Of those, one professor chose the new system and was promoted to a full professor. Another case which started in FY2020 is on-going, and will be completed in early FY2021.</p> <p><u>Promotion Review</u></p> <p>One tenured associate professor was promoted to a full professor in FY2020.</p> <p><u>Conversion Review</u></p> <p>In order to secure further internationally excellent faculty at OIST, review criteria for faculty conversion from adjunct faculty to full time faculty were defined in our PRP. One adjunct faculty was converted to OIST full time faculty according to this new rigorous review system.</p>	
	<p>1303 We continue the evaluation of research units by external committees consisting of world-class prominent scholars at the internationally highest standard – the committees will rigorously evaluate the achievements,</p>		<p>1303 Five unit reviews were conducted online which we were forced to do due to the pandemic. Most of the units received evaluations of "Outstanding", "Excellent", or "Good". Although there were some challenging issues in</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>uniqueness, future possibilities, and other elements of the research unit with fair and transparent standards. The evaluation results will be used in judgments of continuation of the research units. In FY2020 we plan to review around 5 faculty.</p> <p>1304 FY2020 will be the first year in which the appraisals started last year will be official, as opposed to a trial run. The appraisal will continue to be conducted by the Dean of Faculty Affairs (and if necessary, the Provost) based on individual faculty research, teaching, university service, and external grants received. The appraisal will be reflected in the salary and other resources granted. Faculty will be assured that individual (as opposed to aggregated) information will not be made available outside of OIST. In addition, we will check whether faculty members have published on their websites their Annual Reports describing their research publications and other research and teaching activities, and if they have not, we will encourage them to do so. These meetings also provide a mentoring opportunity.</p>		<p>online reviews such as time differences, extended 4 day periods, and difficulty in finding qualified reviewers given the conditions, we could complete them properly to our satisfaction.</p> <p>1304 The Faculty Annual Performance Appraisals were conducted for full-time faculty members. We reviewed individual faculty research, teaching, university service, and external grants received, when applicable. We also checked the units' Annual Reports published on their websites, and registration status of their publications and articles at OISTIR, to fulfill the accountability in using public expenses for the research projects. Performing annual appraisals has improved the availability of Annual Reports and OISTIR registration rates.</p> <p>Attachment 1. 3-1 FY2020 Number of Research Honors/Awards</p> <p>Attachment 1. 3-2 FY2020 Outreach by Faculty and Researchers</p>	
1.3 Faculty Affairs Actions	<p>(Research Productivity Report)</p> <p>1305 In order to implement more efficient implementation of the OIST Institutional Repository which started in FY2017, we will continue to enrich contents (increase the number of research items registered) and enhance the support system for Open Access university wide.</p>		<p>(Research Productivity Report)</p> <p>1305 In 2020, 479 papers were published by OIST researchers, of which 80% were deposited as Open Access in the Institutional Repository (OISTIR). (This output is substantially larger than in the previous year, when the number of publications was 376.)</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
1.3 Faculty Affairs Actions	(Senior Appointment & Post retirees) 1306 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) 1306 One faculty member who is over the retirement age underwent a rigorous unit review in FY2020. Based on outcome of this review, his unit funding was extended for another 5 years.	
1.3 Faculty Affairs Actions	(Faculty Development) 1307 We plan to have an annual Faculty Retreat in FY2020 just like the one planned for February 2017 and 2018. In these retreats, we will invite speakers with established credentials in delivering soft skills to faculty and other researchers. During this event, we will also present faculty with the Faculty Mentor Award that was established by FAO in 2019. In addition, we will schedule leadership & management training courses for faculty members and will aspire to create opportunities to form peer-support groups and mentoring pairs. Furthermore, we will continue to attract inspiring distinguished scientists to the Presidential Lectures at OIST. In FY2020, we will in collaboration with the Graduate School, provide an environment where faculty members share teaching methods and exchange teaching materials with their peer.		(Faculty Development) 1307 We organized the annual Faculty Retreat again this year to further encourage the development of our faculty. This year, OIST executives gave presentations on hiring research members and research misconduct investigations. During the retreat, the annual Faculty Mentor award was presented, and this year's winner was an up-and-coming younger faculty member. Approximately 10 faculty took part in the Leadership and Management training course. Due to on-going pandemic, most of the lectures in the Presidential Lecture series were cancelled.	
1.3 Faculty Affairs Actions	(Postdoctoral Career Development) 1308 We continue to focus most of our attention on postdoc professional development and career support. We have conducted surveys for exiting OIST postdocs and counsel both		(Postdoctoral Career Development) 1308 During FY20, 27 online workshops, seminars, lectures and discussions covering a wide variety of professional and career development topics were offered to	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	incoming postdocs as well as postdocs at any time during their stay here. 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.		the OIST community which includes students, researchers, and admin staff. The total number of attendees was 520. Importantly, 37% of the PCD (professional and career development) events were taught by internal career development staff resulting in minimal to no cost. In addition, online productivity and accountability sessions were conducted to boost a sense of community during the on-going pandemic. We provided orientation as well as research environment guidelines to new postdocs, and a talk on research integrity. Finally, we began the process of hiring a Director for Career Development that takes our work on postdocs and extends it to all OIST employees.	
1.4 Global Networking Goal	OIST Graduate University will continue to create strong networks with the international science community. It will do this, for example, by joint symposium with universities and institutions, by hosting academic workshop and by receiving interns. OIST will increase its reputation as an International Graduate Research University committed to the betterment of society through conducting leading basic research and training the best scientists.			A
1.4 Global Networking Actions	<p>(Global Networking)</p> <p>1401 OIST will provide opportunities for students to interact with other universities in Okinawa and Japan including student exchange, social networking and teaching. 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</p>	<p>(Global Networking)</p> <p>1401 (Same as 1115) GS continued to provide opportunities for students to interact with other universities in Okinawa and Japan; (7 events in FY20: teaching at local universities, interacting via online events with PhD students from other universities in Japan)</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>1402 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. In addition, invite world-class international conferences to OIST to increase opportunities for researchers and students to establish networks through face- to-face academic and social interaction. Sustain flexible and efficient operation of workshops by encouraging co-hosting and cost-sharing with partners to maximize efficiency. The travel and accommodation support model for participants and lecturers will be improved to deliver greater efficiency while ensuring stable and appropriate quality provision as the number of research units increases.</p> <p>1403 OIST will provide a Research Internship program available to talented students with excellent research potential.</p> <p>1404 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.</p>	<p>participants of international courses and workshops</p> <p>* Number of new partnership programs with leading universities and institutions</p>	<p>1402 Due to the spread of COVID-19, international travel is severely restricted and domestic travel is limited. All planned OIST Workshops and Mini-Symposia in FY2020 have been cancelled, postponed or transformed into online workshops. In FY2020, 2 OIST Workshops and 3 OIST Mini-Symposia were held with online.</p> <p>Attachment 1. 4-2 FY2020 List of OIST Funded Workshops/Mini-Symposia</p> <p>1403 (Same as 1107) The OIST Graduate School financially supported 15 research internships, and assisted with a further 24 Unit-funded. In total, 39 research internships were offered.</p> <p>1404 (Same as 1108) Flexibly adjusted the supporting mechanisms to meet the student needs. Provided most updated travel-related resources. Established the new relocation process to meet government requirements and provided most updated instruction to incoming students in timely manner and be able to relocate all the students of Class of 2020 by January, 2021. Also installed exceptional supporting mechanisms to help students identified as COVID positive or closer contact</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			with the adequate and immediate support.	
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 bylaws and PRP will be revised to reflect the recent amendments to the Private School Act and other related laws. Through this, OIST will ensure the enhanced accountability. Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the corporation.</p>			A
2.1 Basic structures for governance	<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 2020. In the BOG meeting in May, the performance and achievements of FY2019 will be</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 2021, all via zoom. In the BOG meeting in May, the performance and achievements of FY2019 were reported</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>and business operations</p> <p>Actions (1)</p> <p>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 have about one extra day meeting each, in addition to the two-days main meetings, in order to accommodate more discussions focused on the relevant role of each BOG and BOC. BOG and BOC sub-committees will have the opportunity to pre-discuss important issues. The BOG Steering Committee will continue its practice of meeting with the Faculty Council during the pre-meetings.</p> <p>2103 The CEO/President will continue to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the Business Plan.</p> <p>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>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 four meetings inviting all the BOG members during FY2020. Other BOG sub-committees held in FY2020 were Business and Finance and Academic & Research, to which the Faculty Council and Student Council participated.</p> <p>2103 The CEO/President continued to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the Business Plan.</p> <p>2104 The 7th Risk Management Committee was held in September to (1) Shared the latest information on COVID-19, (2) Updated BCP order of substitution and role assignment, and (3) Reviewed Major Risks. These were reported at the BOG meeting in October.</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>2105 Auditors will continue to 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. While keeping appropriate independence, Auditors will continue to maintain effective communications with the university management and will be provided sufficient information and staffing necessary for conducting their duties. Plan and result of Auditors' audit will be presented at BOG meetings, etc. for recommendations to reflect on business operations.</p>		<p>2105 A periodic audit was conducted between December 2020 to April 2021 on all aspects of the business operations. Additionally, we decided to conduct "comparison with excellent overseas cases" that is not included in 2020 Business Plan. The auditors' Audit Report for FY2020 will be submitted to BOG and BOC in May 2021.</p> <p>Aside from the periodic audit activities, the Auditors made efforts to understand the state of the university's operation through regular meetings with the Associate Vice President of the Office of the Chief Operating Officer and, as necessary, by conducting interview with each Vice President on the status of university's business operations.</p>	
<p>2.1</p> <p>Basic structures for governance and business operations</p> <p>Actions (1)</p>	<p>(Expansion of the University)</p> <p>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 4 was completed in FY2019 and Lab 5 construction will continue. In regard to the Incubator Facility, based on the operational status of the Facility, future development, etc. will be considered. Regarding accommodation, construction of the new on-campus housing will continue, while discussion will be made for future development of off-campus housing. In order to strengthen the capability of information dissemination, outreach, collaborations with universities and research institutes as well as industry, a liaison office will be established in Tokyo.</p>		<p>(Expansion of the University)</p> <p>2106 Faculty recruitment proceeded to strengthen molecular/cell biology and ecological science and to expand quantum science & engineering. Distinguished professors were hired through target of opportunity and assistant and tenured professors hired through open search to reach 81 faculty-led research units by the end of FY2020. 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 operation to organize information sessions and host meetings since January 2021.</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
2.1 Basic structures for governance and business operations Goal (2)	<p>OIST Graduate University will continue to build and maintain the administrative organizations by which a world-class international graduate university will be effectively administered. While being autonomous, OIST Graduate University will keep close contact with CAO to be accountable for its budget execution and business operations to the Japanese Government.</p>			A
2.1 Basic structures for governance and business operations Actions (2)	<p>(Development of Administrative Organizations)</p> <p>2107 Continue to hold regular meetings with the President/CEO, Vice CEO, and other executives to prepare major decisions, to share information and review the status of business operations. Continue to hold the bi-monthly information sharing meeting between the Executive and the Faculty Assembly to improve the flow of information between senior management and the Faculty. Continue to hold meetings of the Salary Review Committee as needed. Weekly meetings of the President, Executive Vice President, COO and Provost should facilitate a smooth coordination between the individual executives.</p> <p>2108 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 FY2021 well in advance through close discussion with CAO.</p>		<p>(Development of Administrative Organizations)</p> <p>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 started in a new format in August to provide administration information from the senior management to the Faculty. Continued to hold meetings of the Salary Review Committee as needed. Regular meetings of the President, Executive Vice President, COO, Provost with the occasional attendance of VPHR was held to facilitate a smooth coordination between the individual executives.</p> <p>2108 Maintained close communication with CAO through the Quarterly Meetings in April, August, November and January and other meetings held for specific issues. Appropriately and timely shared necessary information such as progress in FY2020 Business Plan, FY2021 Business Sketch, budget request for FY2021, and preparation of FY2021 Business Plan, etc.</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>2109 Provision state-of-the-art IT tools, services and support, enabling the University in its mission to become a world leading university.</p> <p>2110 Continue to ensure that clear, concise and up to date knowledge bases and user education programs exist to allow users to capitalize on IT tools, resources and services in an appropriately and timely manner.</p> <p>2111 Identify, evaluate, design, deploy and maintain infrastructures to support the business of the University. Ensure that infrastructures deployed can scale toward the expansion of the university. Ensure that infrastructures for research and education are as automated and efficient as possible. Work to ensure the continuation of a flexible and secure network environment, meeting the requirements of the research.</p>		<p>2109 In order to improve the quality of service for users, the IT service portal site was further developed to automate the processing of standard service requests, implement self-service, and automate the incident dispatching to the appropriate IT staff. This has allowed the IT Service & Support section to handle the increasing number of user inquiries with limited number of members.</p> <p>2110 We consolidated information on IT resources and services in the service portal, so that users can search for information. It enables IT to analyze the access to each information and feedback, then we can provide additional appropriate information for users. As an extension of this, IT is also working on the implementation of a system that allows users to obtain necessary information in an interactive manner through chatbot which runs on artificial intelligence.</p> <p>2111 We analyzed the design and implementation of the entire OIST network, prioritized and addressed critical issues, and completed quality improvements to provide stable network services. In parallel, we were able to re-establish the structure of the Network and Connectivity Section. In addition, due to COVID-19, cyber-attacks via the network had increased, but we were able to apply protection against them as well. We are now in a position to proceed with the further</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
	<p>2112 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>2113 Drive digital transformation by engaging with business owners to identify, develop and support enterprise systems and services that will more efficiently support the business of the University.</p>	<p>enhancement of a better network services, both in terms of network IT talents and systems resources, and proceeding with critical network enhancement projects.</p> <p>2112 Following the completion of the OIST Strategic Plan 2020-2030, a review of the IT Strategic Plan was scheduled to take place during FY2020. Unfortunately, due to the impact of COVID-19, this has been postponed. Also, the CIO resigned in October 2020 and OIST is in the process of hiring the next CIO/VPIT. This activity will be undertaken by the next CIO/VPIT.</p> <p>In the meantime, under the Interim CIO/VPIT, IT has ensured that the current services are sustained with quality, pursuing the efficiency in system and organizational management, as well as ensure the important projects scheduled for this fiscal year are carried out without delay.</p> <p>2113 During 2020, we reviewed the services that each section in the IT Division is responsible for and the ownership of those services, and implemented organizational changes to ensure that each section is responsible for providing services to users. As a result, we have been able to change the mindset of each IT members, make proactive actions to improve service quality, improve cost spending, and focus on technical practices to move forward projects.</p> <p>During the current fiscal year, we also promoted digitalization by rolling out a platform for accepting doctoral degree applications for graduate universities and going live with the</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
	<p>2114 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>digital signature system across administrative departments.</p> <p>2114 In furthering the information security at OIST and across the country, the CISO proactively made a presentation at online seminars for the general public and shared best practice at OIST.</p> <p>The CISO was further recognized by IBM as "IBM's Global Security Champion" for the second year in a row, in recognition of the industry-leading AI security monitoring platform deployed at OIST.</p> <p>We have been promoting collaboration among the information system departments of each universities in Okinawa Prefecture.</p> <p>For example, the National Institute of Informatics (NII) has been operating an academic information network, but there has been a delay in improving the line speed and redundant configuration for Okinawa Prefecture.</p> <p>In response to this situation, we took the lead in inviting NII to conduct interviews with universities in Okinawa Prefecture on the NII's next academic information network at our campus, and worked to realize a redundant configuration.</p> <p>In addition, we actively presented our university's case studies at seminars such as the Academic eXchange for Information Environment and Strategy (Axies) to share information with those involved in other universities and to build human connections, including the creation of opportunities for collaboration within Okinawa Prefecture.</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>2115 While reducing operational costs and increasing safety, digitally transform, simplify and automate office work and promote standardization and efficiency.</p> <p>2116 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>2117 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>2115 In FY2020, it was especially important to conduct business online due to the restrictions of COVID-19. In response to this situation, the digital signature system, which has been undergoing verification since FY2019, was put into production for the necessary operations.</p> <p>2116 The Information Security Section continued to develop and implement a mandatory online training program for all employees on "Information Security" and "Personal Information Protection". In addition, interactive face-to-face sessions focused on business-critical information handling were conducted with key stakeholders to enhance the effectiveness of the training. We have enhanced our cyber security monitoring service to detect risks with higher accuracy by integrating the machine learning technology and cyber security threat information. In FY2020, the number of targeted attacks (APT attack), attacks on user credentials, and cyber-attacks via networks each has been increased and became more sophisticated due to COVID-19, but OIST was able to protect its security and privacy by detecting and responding to risks in real time.</p> <p>2117 Since the research activities were affected by the COVID-19, overall numbers for legal consultations and contract reviews were low. The total number of legal consultations in FY2020 was 122, which was 65.24% of the FY2019 number, and that of contract review was 237, which</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>2118 Defend OIST SC from claims in and out of court and avoid financial damage and reputational risk.</p> <p>2119 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>was 73.6% of the FY2019.</p> <p>2118 A new case for Order for Provisional Disposition was filed by an Assistant Professor in February 2021. GCO also took care of the other continuing lawsuits accordingly.</p> <p>2119 Due to the COVID-19, the monthly new employee trainings were done via Zoom. Together with HR, GCO organized the trainings regarding the labor laws to the faculty and management.</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 The newly established Strategic Resource Allocation Committee, formulates 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 The newly established 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 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>2202 Continue to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit.</p> <p>2203 Continue to reinforce the budget allocation and reporting process by collaboration with the budget analyst assigned in each division. The status of budget execution will be reported monthly to the President/CEO at the monthly Budget Review Meeting in order to ensure appropriate and integrated budget management of all funds including the Subsidy for Facilities. In addition, report the budget execution status to CAO on monthly basis.</p> <p>2204 Mid-year review in September and another review in January, at the beginning of the fourth quarter will be conducted. These are the time when all the research-related budgets are reviewed and adjusted when needed. This fine-tunes the expenditures to optimize spending. This monitoring process shall be strengthened.</p> <p>2205 Continue to implement the procedures to comply with laws and University policy and rules – the procedure in budget execution includes reviews by the person in charge of compliance when individual budget expenditures exceed a predetermined threshold.</p>		<p>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 compliance reviewed the appropriateness of the negotiated contracts which do not exceed 5M JPY (48 contracts) and the COO/AVP reviewed the ones which exceed 5M JPY (96</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<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>contracts).</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 29, 2020 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 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
business operations Goal (1)				
2.3 Efficiency of business operations Actions (1)	<p>2301 Administration Review Committee will be established as 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 criteria and procedure of negotiated contract shall be reviewed by a</p>	<p>* Reduction of costs by unit-price contracts, bulk purchase</p> <p>*Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount). Successful bit rate for those excluding research related purchases</p>	<p>2301 Through the 3 meetings of ARC, OIST have identified challenges of administrative reform issues on the daily business to be dealt in the relevant divisions. OIST has also created key questions to possible external reviewers. However, it took time to select for international experts/peers as an external reviewer, and only 4 out of 5 candidates were selected.</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. The number of unit price contract: 32 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 criteria and procedure of negotiated contract was reviewed by a Working Group and revised to lower the threshold for the negotiated contract. At the same time, procurement policy, rules and procedures, the related stipulations, and procedures</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>Working Group. 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</p>		<p>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 and amount) Contract number: 138 (62.2%) [FY2019 118(61.8%)] Contract amount: JPY3,616 million (40.2%) [FY2019 JPY15,580 million (66.4%)] Successful bit rate for those excluding research related purchases: 79.9%</p> <p>2305/2306 University held internal training in order to improve negotiation skills of Procurement staffs. The Working Group reviewed the criteria and procedure of negotiated contract based on the fruit of the previous investigations.</p> <p>2307 Contributed to improve their English communication ability by accepting two staff members from Tohoku and Osaka university respectively. Enhanced administrative efficiency of the OIST by absorbing their knowledge on and experience in national university operation and</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	operation and management.		administration.	
2.3 Efficiency of business operations Goal (2)	OIST Graduate University will continue to make the best use of its facilities and equipment.			A
2.3 Efficiency of business operations Actions (2)	<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 successfully implemented space allocations designated by Space Allocation Committee for an unusually high number of new units and changes in existing units, including implementing space allocation in the newly completed Lab 4 Building.</p> <p>2309 BFM renovated the former Dr. Tripp's office to the space for After School Program with playground outside and the space has been being used effectively. For optimization of Seaside House in the long-term future, BFM conducted feasibility studies for development of a hotel and conference center at the site with the help of consultants.</p>	
2.4 Personnel management Goal	To attract, retain and develop talent, analyze OIST engagement survey 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			A

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	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 growth in a sustainable and effective manner.			
2.4 Personnel management Action	<p>(Recruitment)</p> <p>2401 We will establish a strategic resource plan in order to compete in the global talent acquisition market while ensuring a sustainable talent cost model for OIST. Based on the approved resource allocation plan and position requisitions, we will implement a fair and timely talent acquisition process, proactively searching qualified, competitive pool of candidates. HR and CPR will collaborate to leverage social media for proactive communication to the external market, reaching out to potential candidates who are not yet actively looking for jobs. We will improve interview 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>* 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>(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, COO and VPHR. For FY2021, we launched a new PEREX (Personnel Expense) review process to review the upcoming requisitions in the Strategic Resource Allocation Committee to prioritize and allocate the budget in a holistic manner. In this simplified process, VPHR was delegated to review/approve up entry level backfill and repurposed positions for timely decision making and execution. A PEREX forecast working group to build PEREX forecast at mid-term and year end, contributed to more accurate PEREX planning across OIST.</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.). Continued to source via LinkedIn and other SNS channels within Japan and abroad. Accelerated approaching to potential candidates and ensured smooth recruitment for more difficult positions such as executives (leadership positions, Tokyo Office Director, experienced professionals, etc.)</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<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>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 Continue to consolidate available data and perform gap analysis on necessary data required for developing and implementing evidence-based strategies to accomplish the Taskforce Goals.</p> <ul style="list-style-type: none"> - Create unconscious bias training modules for delivery 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. - Continue to offer networking opportunities for female OIST employees. - Promote diversity, equity and inclusiveness through 		<p>2402 We posted all open positions on OIST Website where employees are encouraged to seek internal opportunity by checking the advertised job descriptions. We have managed to covert temp agency staff to regular fixed term employees. We also supported employees move within/across divisions to develop their career.</p> <p>2403 We provided 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 In accordance with the following Japanese government policies, “The Bill on Promotion of Women's Participation and Advancement in the Workplace” and “Act on Advancement of Measures to Support Raising the Next-Generation Children” we analyzed the current posture and formulated OIST Action Plan.</p> <ul style="list-style-type: none"> - Uploaded an online "Unconscious Bias" training tool to the internal website. Conducted "Growth Mindset" training for managers to deepen their understanding of diversity and inclusion. - Added Mother’s rooms for OIST female faculty, staff, students, and family members who are pregnant or who have infants, are in need of a place to rest, breast-feed or 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>presentations and networking opportunities for OIST and the Okinawan community.</p> <p>2405 Collaborate with appropriate stakeholders (e.g., Occupational Health Section) to develop and implement policies to promote the health and safety of persons with disabilities at OIST by the revision of Act on Employment Promotion etc. of Persons with Disabilities scheduled for 2018. Provide counsel and input on removing barriers for providing equal working opportunities, as appropriate.</p> <p>2406 The health center will continue to provide reliable medical checkups for staff/ students. The OIST clinic will continue to provide first aid, internal medicine and other</p>		<p>express milk both in Lab3 and Lab4.</p> <ul style="list-style-type: none"> - Organized work and childcare balance support seminars for faculty, staff, and students who are raising children and provided networking opportunities. - Sent OIST female managers to the activities initiated by the local organization established to contribute to the realization of a gender-equal society, where they gave lectures on female leadership and promoted networking with the members. <p>2405 We have conducted a training with experts invited from Hello Work on developing supportive workplace for employees with disabilities, specifically focused on mental and developmental challenges and how to create safe and supportive working environment at OIST.</p> <p>Attachment 2. 4-1 FY2020 Number of Employees</p> <p>Ratio of staff in administrative divisions to the total headcount; 32%</p> <p>Ratio of labor costs to the total operational budget: 41.2% (current estimate)</p> <p>2406 The health center continued to provide reliable medical checkups for staff/students including the adjustments required due to COVID-19. OIST clinic has outsourced a part of services to outside doctors that includes medical care by</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	services such as second opinion, and hospital referral to OIST community.		female doctor.	
2.4 Personnel management Action	<p>(Compensation)</p> <p>2407 Referring to salary levels of national government employees and those of academic institutions in and outside of Japan, embody and 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>2408 We will revise the Rules of Employment to align with the new labor law requirement of “Same Work, Same Pay”.</p>	* Salary level of employees (average salary by job category)	<p>(Compensation)</p> <p>2407 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 Employees</p> <p>2408 We completed gap analysis of employment conditions for different employment categories for possible work rule update. Furthermore, we completed a thorough review of a new variable working system policy for the shift workers at the CDC in order to realize a suitable working hour and pay scheme and improve quality of childcare by increased staff retention/stability.</p>	
2.4 Personnel management Action	<p>(Career development, training and evaluation)</p> <p>2409 Deliver a talent review program focusing on the succession planning for managers and longer- term talent development needs for top talent.</p> <p>2410 Introduce an integrated/comprehensive learning platform or portal to register and track the training programs,</p>	* Number of employees taking training programs	<p>(Career development, training and evaluation)</p> <p>2409 Reviewed the replacement plans for the leadership positions as part of the preparation for the Strategic Resource Allocation Committee (SRAC) and promoted talent development/rotation planning.</p> <p>2410 Due to the COVID-19, we saw a significant decline in in-person trainings at OIST. However, we took this</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>lectures, workshops, etc. to serve as the one stop repository for analysis and insight for all OIST staff.</p> <p>2411 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 required.</p> <p>2412 Continue to manage the Annual Performance Evaluation system based on the set objectives/metrics of each fiscal year. In addition, implement the Competency-based goal setting and performance evaluation defined to match its</p>		<p>opportunity to pilot LinkedIn Learning platform which offers over 16,000 learning courses online for all OIST members and give us insights/headlights as to the learning and development needs to be factored in the assessment of a holistic learning platform in the near future. To track learning hours for OIST members, we promoted a record keeping by a common resource (i.e. Sharepoint spreadsheet).</p> <p>2411 Following COVID-19 infection prevention measures, we replaced in-person new hire orientation with online Zoom orientation and continued to provide welcoming onboarding experience at OIST without delay. In August we managed to launch face to face new hire follow up meetings to support integration and assimilation of new hires. We designed and delivered a series of Management Development programs which included critical HR topics such as Performance Management, Employee/Labor Management, Contract Management, Harassment Prevention, Diversity and Inclusion, Mental Health at Workplace, etc. We also launched a new training program “Growth Mindset” in order to realize a more respectful and inclusive workplace through the managers learning their role as champion for growth mindset.</p> <p>2412 As part of the annual performance management cycle, we delivered “Objective Setting and Evaluation” trainings for managers at the beginning and toward the end of FY2020 as well as online session for employees at the</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	desired behaviors for each job grade and enhance Annual Performance Evaluation for its future improvement activities. Furthermore, through quarterly review, self-assessment and review by the reviewer, ensure to reflect the evaluation results in employee salaries, through fair and transparent evaluation and a reliable process with the advice from the Salary Review Committee. In addition, implement training on a regular basis to provide newly promoted managers as well as newly hired employees, with necessary updates to the process.		beginning of the FY2020. Through mid-year review guidance and evaluators trainings, we provided advice and counsel to managers to proactively manage possible performance issues. We also introduced a new performance improvement plan to support managers. Attachment 2. 4-3 FY2020 Number of Employees Taking Training Programs	
2.5 Compliance Goal:	OIST Graduate University will ensure compliance in all aspects of the university operations.			A
2.5 Compliance Actions	<p>2501 Continue 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 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,</p>		<p>2501 Continued to review the budget execution status and contracts exceeding a predetermined threshold (96 contracts) as well as new and revised policies, rules and procedures (79 cases) 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. Besides, held the PRP Review Committee in February to maintain consistency in policies, rules and procedures as a whole. Provided legal advice to each policy owner division in drafting and revising the policies, rules and procedures.</p> <p>2503 Ensured appropriate creation, management and</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>management and retention of documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and University Policy and rules that are developed accordingly.</p> <p>2504 Handle personal information properly based on the Act on the Protection of Personal Information held by Incorporated Administrative Agencies etc. (Act No. 59 of 2003), the Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure (Act No. 27 of 2013) and the University policy and rules that are developed accordingly. In addition, awareness on personal information is to be improved through 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>retention of documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and University policy and rules developed accordingly.</p> <p>2504 Gave advice to relevant divisions, handled personal information properly based on the Act on the Protection of Personal Information held by Incorporated Administrative Agencies etc. (Act No. 59 of 2003), the Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure (Act No. 27 of 2013) and the University policy and rules developed accordingly. In addition, efforts were made to improve the awareness on personal information through making training materials for staff in cooperation with CISO.</p> <p>2505 Conducted internal audits based on the internal audit plan under the Chief Compliance Officer to ensure proper contract, procurement and accounting procedures.</p> <p>When negotiated contract expenditures exceed a predetermined threshold, the section leader in charge of compliance reviewed the appropriateness of the negotiated contracts which are less than 5M JPY and the COO/AVP reviewed the ones which exceed 5M JPY.</p> <p>Concerning compulsory training in compliance, we provided the e-learning programs for all faculty and employees</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>2506 To facilitate evaluation of situations that may give rise to conflicts of interest, formal written disclosure of external activities and commitments is required of all University officers and employees each year, based on the PRP Section 22.3.1 in “Avoiding Conflicts of Interest & Commitment”.</p> <p>2507 Review of research protocols by review boards and professional staff will continue to ensure that our research activities are compliant with pertinent 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. In addition, to prevent misconduct of research funds, various measures will be taken, including initiatives for ensuring through familiarization of all faculty members and researchers with rules of use of research funds, and increasing the awareness of thereof from the time they decided to join OIST. We will explain about our rules of use of research funds to new faculty members at the preliminary meeting before their start. Also, after their arrival, we will explain the rules in more details.</p> <p>2509 All OIST researchers and students will be required to</p>		<p>(mandatory training for newly hired).</p> <p>2506 To facilitate evaluation of situations that may give rise to conflicts of interest, COO required all university officers and employees to disclose their external activities and commitments on a formal basis based on the PRP Section 22.3.1 in “Avoiding Conflicts of Interest & Commitment”, and implemented its management and operation.</p> <p>2507 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 Misconduct prevention plan was communicated through our web site. In addition, “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.</p> <p>2509 Researchers are required to complete “Responsible</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>take research ethics education in order to promote responsible conduct of research. We conducted a very successful leadership and management course in November, 2019 for 14 faculty. Our plan is to extend this to all faculty, especially targeting junior incoming faculty in the Fall of 2020.</p> <p>2510 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, the Safety Management System on research and educational activities at sea and the labs will be established.</p>		<p>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 FY20. The DFA also provided research integrity seminars in person and online for faculty, researchers and students.</p> <p>2510 The Field Work Safety Committee held a total of five safe-focused pre-review presentations for units conducting field work activities with serious risks (activities including diving and snorkeling) in addition to application review process to ensure safety. The committee contributed to enhance safety by pointing out improvements in deficiencies where safety was not ensured. The Safety and Health Committee conducted workplace inspections to audit the storage status of chemical substances, etc., and pointed out unsafe acts that occurred in the process of experiments. The Committee also conducted incident and accident investigations and instructed drastic safety measures intended to prevent recurrence.</p> <p>The safety management system (SMS) which the faculty plays a central role in formulating a plan to prevent unsafe situations associated with experiments, and continuously implementing and improving the plan was established. As mentioned above, the Safety and Health Committee and the Field Work Safety Committee, mainly led by the Occupational Health and Safety Section, established the SMS to improve safety by confirming the safety situations at the sites and making suggestions for</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			rectifying the unsafe situations, which are critical processes of the SMS.	
2.6 Information Disclosure and Public Relations Goal:	<p>The fast growth of the Graduate University requires OIST to guarantee transparency of academic and administrative operations, and accountability to the general public. In order to obtain broad support for OIST both from Japan and overseas, and to enhance worldwide recognition of the Graduate University, we will communicate actively with various stakeholders and promote OIST.</p>			A
2.6 Information Disclosure and Public Relations Actions:	<p>2601 Continue to 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 IAI (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 Continue organizing press briefing sessions and press</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 Access to Information held by IAI (Act No. 140 of 2001).</p> <p>2602 DCBD delivered 5 new websites and designs, including the COVID-19 Research and Community Projects pages, the Antibody Testing website, Grant Calls for external funding, President web pages and publications, and the SDGs (Sustainable Development Goals) internal website. The main public website showed an increase of 2.89% in users and 4.54% in new users over FY2020.</p> <p>TIDA, web calendar, and infosccreens were modified to assist Internal Communications, and the OIST website search was integrated into OIST Groups websites.</p> <p>2603 We have succeeded in further strengthening our</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>events in Okinawa and on the mainland and generate press visits to OIST in order to maintain consistently positive press coverage. Continue working with other Japanese universities and research institutions through initiatives of the Japanese Association for Communication in Science and Technology (JACST) and organizers of Japan SciCom Forum.</p> <p>2604 Continue improving the OIST Graduate School Website, publication database and News Center to facilitate retrieval of information about the OIST Ph.D. program and publications by OIST researchers, and strengthen content provision on Flickr, Vimeo, and similar multimedia channels.</p> <p>2605 Continue to 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>relationships with journalists and institutional with our active role as a board member in the Japan Association for Communications of Science and Technology (JACST) and as a panelist to a workshop on international and domestic.</p> <p>2604 DCBD modified the Admissions website to improve faculty tags and unit search and integrated embedded video in the home page to promote the OIST Science Café series. DCBD also started a monthly newsletter for Graduate School called “OIST Learn” to promote admissions.</p> <p>2605 The new Social Media coordinator works with Media Relations, Graduate School, and other sections to post frequently in OIST’s main channels, resulting in much more frequent posts on all platforms. The Graphic Designer and Multimedia specialist produces materials for social media to make the posts more appealing. Over the past 6 months, the average number of new followers per month has been 128 on Facebook, 93 on Twitter Japanese, 82 on Twitter English, and 140 on LinkedIn. The Mailing List subscribers have been growing at a rate of 3-4% monthly: comparing March 2020 to 2021, the English newsletter recipients grew from 961 to 1819; Japanese, from 1134 to 1751. In the last year, Youtube subscribers increased by 1100 or 39% and Vimeo had 57,000 views.</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>2606 Continue to maintain and improve the library of OIST Policies, Rules and Procedures on the website.</p> <p>2607 In case of any incident, 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 In the event of a crisis involving the University's reputation, we worked with the General Counsel Office and the COO to ensure that information was disseminated in an appropriate and timely manner. We also held four crisis and risk communication training sessions for staff to raise awareness of the importance of preparing for emergencies before they happen, both within PR staff and across the University.</p>	
Chapter 3 Finance				
3 Finance Goal:	Based on the OIST Mid-Term Strategy for External Funding revised in FY2018, OIST Graduate University will continue to broaden its financial basis strategically by proactively increasing the amount of research grants, donations, and other income sources for more independent operation in the future.			A
3 Finance Actions:	<p>(Grants)</p> <p>3101</p> <p>(a) Increase opportunities to deliver grant information, available application support, importance of networking etc. to OIST researchers through Grants and Research Collaborations Section's website and visit to their offices.</p> <p>(b) Make effort to recruit more external grant facilitators according to the research field where more OIST scientists wish to receive advice from the facilitators.</p> <p>(c) Under the leadership of Dean of Research, we strive to</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>(Grants)</p> <p>3101</p> <p>(a) 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>(b) Grant facilitators supported the preparation of application documents for KAKENHI.</p> <p>(c) To promote applications for a large-scale research</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>strategically prepare applications for the large-scale program with inter-institutional collaboration aided by a domestic and international network.</p> <p>3102 The Grants and Research Collaborations Section continue to collect information about grant opportunities in Japan and abroad and communicate these on a regular basis to members of our research community. In addition, the section will actively visit major funding agencies to collect information about any precursory activities leading to announcements of new grants.</p> <p>3103 Encourage and incentivize researchers to collaborate with industry and apply for public and private-sector innovation grants and contracts.</p> <p>3104 We anticipate healthy proportional increase of third-party income hoping for added income encouraged through incentive systems.</p>	<p>* Increase in third party income (total amount): based on the OIST Medium-Term Strategy for External Funding, the ratio of third party income to the baseline budget of the total subsidy budget is 6.38% or more (982m yen)</p>	<p>program, we organized research workshops with potential partner universities and visited the other party.</p> <p>3102 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, we could not visit major funding agencies.</p> <p>3103 Activities and achievements related to academic-industry collaboration and industry-sponsored research funding is detailed in Chapter 4.</p> <p>Attachment 3. 1 FY2020 External Grants and Donations Table</p> <p>3104 We continued our incentive scheme to provide research fund to postdocs for KAKENHI applications. In this program, postdocs receive review of their application before the submission by leading Japanese scientists who have experience reviewing KAKENHI applications. In addition, we continued another incentive scheme for professors and STG members to provide a one-off salary bonus in proportion to the amount of funding received.</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			Attachment 3. 1 FY2020 External Grants and Donations Table	
3 Finance Actions:	(Donations) 3105 OIST continues to manage gift and donation solicitation including representation in the USA. This activity will be strengthened also in Japan by adding a capable personnel.		(Donations) 3105 We worked closely with the OIST Foundation as well as strategic partners in Japan to cultivate prospective major donors through a series of virtual events including public webinars and exclusive VIP briefings and networking. Despite the adverse impact of the pandemic, the OIST Foundation's 1st Anniversary virtual gala raised \$100,000 (approx. 10 million JPY) – half of the funds will support STEM-related outreach programs at OIST. The first OIST Philanthropy Impact Report was created and delivered to past and current donors to strengthen relationships. To systematically organize the institutional fundraising efforts, we also developed various donation opportunities including COVID-19 Response, educational outreach in STEAM (science, technology, engineering, arts, and mathematics), and the Rita Colwell Impact Fund for Advancement of Women in Science. Additional donation themes are being developed.	
Chapter 4 Contribution to Self-sustainable Development of Okinawa				
Contribution to Self-sustainable	The mission of the Technology Development & Innovation Center is to foster innovation at OIST and in Okinawa by promoting the transfer of discoveries made in the research laboratories to industry for societal and economic benefit.			A

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
Development of Okinawa Goal:	<p>In FY2020, TDIC will continue to implement the following broad measures:</p> <ul style="list-style-type: none"> (a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer (b) Manage the proof-of-concept program to support innovative technology research and drive inventions towards commercialization (c) Foster entrepreneurship and the creation and incubation of startup companies with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa (d) Expand collaborations with industry as a mechanism to develop new technologies and promote technology transfer (e) Strengthen regional, national, and international partnerships with innovative public and private organizations with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa (f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa 			
4 Contribution to Self-sustainable Development of Okinawa	<p>(Promotion of 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 that invention disclosure procedures that aim to identify inventions before research outcomes become public through publication capture and protect the intellectual</p>	<p>* Intellectual property indicators (number of invention disclosures (10), patents filed (55) and awarded (30), commercialization of intellectual property (2),</p>	<p>(Promotion of 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 OIST research and TDIC's proactive outreach to faculty and researchers resulted in a 67% increase in new</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
Actions:	assets of OIST by proactively engaging with faculty and researchers through lab visits and one-on-one guidance.	etc.)	<p>invention disclosures compared to FY2019.</p> <ul style="list-style-type: none"> • 20 new invention disclosures • 40 new patent applications filed • 35 patents granted <p>(Since 2005, 499 patent applications have been filed and 181 patents have been granted.)</p> <p>Attachment 4. 1-1 Patent Status</p>	
	4102 Expand marketing activities in the early stages of invention evaluation, including the period before the Invention Evaluation Committee, by using multiple channels to connect to industry to capture market needs. Enhance the Invention Evaluation Committee process and quality of patent filing with industry and market feedback.		<p>4102 Due to severe limitations on travel, multiple digital marketing channels were incorporated 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"> • 4 technologies featured on OIST digital media channels • 31 technologies presented at technology exhibitions • 10 technologies pitched to venture capital • 4 licenses with companies • 2 materials transfer agreements with companies • 17 non-disclosure agreements with companies to discuss technology licensing opportunities 	
	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.		<p>4103 An intellectual property assets evaluation platform, PatSnap, was widely utilized for invention evaluation and market assessment. Using the platform, potential applications were identified which allowed wider claim coverage in patent applications and helped identify potential companies</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	4104 Expand awareness of inventions and protection of intellectual property throughout the university by organizing training courses, seminars, and workshops for students and researchers.		<p>for licensing.</p> <p>4104 TDIC continued activities to strengthen awareness of inventions and intellectual property by targeting specific segments of the OIST community:</p> <ul style="list-style-type: none"> • <u>Graduate Students</u>: "Introduction to Intellectual Property", attended by 27 first-year graduate students • <u>Researchers</u>: i) "Intellectual Property for Researchers" attended by 36; ii) One-on-one preparations with inventors to present at the JST Technology Showcase, and iii) "Introduction to Copyright" seminar attended by 73. • <u>Research Units</u>: Frequent lab visits to discuss intellectual property and introduce TDIC services • <u>Faculty, Researchers, Students</u>: Technology Licensing Specialists conduct "office-hours" with individual faculty, students, and researchers • <u>Startup Accelerator Program teams</u>: Technology Licensing Section provides advice on protection and utilization of their intellectual property • <u>All Staff</u>: Introducing OIST intellectual property policies and procedures to all new employees at orientation. 	
4 Contribution to Self-sustainable Development	<p>(b) Manage the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization.</p> <p>4105 Support ongoing POC projects by continuing to provide funding, market analysis, hands-on project</p>	<p>* Number of official contacts with companies, with the view of future collaborations and licensing (65)</p>	<p>(b) Manage the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization.</p> <p>4105 The Proof-of-Concept Program supported 20 projects: 8 ITR, 4 Phase I, 6 Phase II, 2 Technology Pioneer</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
of Okinawa Actions	<p>management, educational courses and events, and access to industry mentors. Maintain connections to completed POC projects to ensure continued commercialization efforts. Enhance the POC Program by implementing a new fellowship program, the Technology Pioneers Fellowship, aimed at supporting postdoctoral fellows and graduate students to commercialize their technologies.</p>	<p>* Number of collaborative projects with companies (collaboration/sponsored research agreements, MOUs, etc.) (20)</p> <p>* Number of POC projects and Technology Pioneer fellowships</p>	<p>Fellowships. The Technology Pioneer Fellowship Program (TPF) was implemented with an inaugural cohort of 2 Fellows selected to receive funding and mentorship for up to 2 years. Applications were also reviewed for the next year's (FY2021) TPF cohort.</p> <p>Program staff and mentors provided hands-on support and guidance to POC teams and Technology Pioneer Fellows, including:</p> <ul style="list-style-type: none"> • 7 meetings with industry and venture capital • 2 non-disclosure agreements with potential corporate partners • 2 grant applications • 20 hours of training courses; including lectures on product development and entrepreneurship • 20 sessions of expert mentoring 	
	<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>4106 POC panel of reviewers and mentors were expanded by 10 to reach almost 90. During the year, the program engaged 22 reviewers and mentors.</p> <p>Attachment 4. 1-2 FY2020 POC Projects</p>	
4 Contribution to Self-sustainable	<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</p>	<p>* Number of symposia, meetings, workshops, and seminars organized or hosted by OIST on topics related to</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 <u>Startup Accelerator Program</u>: 2 global teams were</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
Development of Okinawa Actions	<p>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>innovation, entrepreneurship, and R&D Cluster development</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 Cluster development</p> <p>* Number of OIST and external startups and entrepreneurial projects in the Startup Accelerator Program, incubator facility, and other entrepreneurship programs (10)</p>	<p>selected to join Cohort 3:</p> <ul style="list-style-type: none"> • <u>Sage-Sentinel</u> (Canada): Developing an AI-powered solution to detect and predict falls in the elderly • <u>KanjuBot</u> (Russia): Developing novel algorithms to deliver more biologically-realistic interactions between humans and machines <p>Due to severe limitations in visa issuance and border closures throughout the year, Cohort 3 teams were unable to enter Japan. As a result, the Startup Accelerator Program shifted towards a virtual program, which drastically limited opportunities provided by being on the OIST campus. Despite these challenges, accommodations were made to mentor and promote the teams virtually.</p> <ul style="list-style-type: none"> • Virtual participation in 3 entrepreneurship pitch events • Virtual participation in the OIST Lean Startup Entrepreneurial Training Program • Sage Sentinel: Runner-up in the X-Tech Innovation 2020 Kyushu Regional Event hosted by nine regional banks, including Fukuoka Financial Group and Bank of Okinawa • KanjuBot: Selected for the NVIDIA Inception and Developer Programs to access NVIDIA cloud computing resources and global customer network <p>Continued to support previous cohorts of the Startup Accelerator Program:</p> <ul style="list-style-type: none"> • REPS Japan (formerly Shoreditch-son) (Cohort FY18): 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
		<p>Participated in an MOU with Ryubo Corporation for product sales and marketing</p> <ul style="list-style-type: none"> • EF Polymer (Cohort FY19): Secured its first venture capital investment; implemented product demonstration projects with Japanese partners in Okinawa and Kobe. <p><u>Venture Capital Funding:</u> TDIC launched a new strategy to strengthen early-stage venture funding and business support for OIST startups in 3 tracks:</p> <ol style="list-style-type: none"> 1. Expand connections to venture capital firms in Japan and abroad; 2. Implement formal partnerships with venture funds to allocate a portion of their fund for OIST startups; 3. Identify an investment partner to establish an independent OIST Venture Fund. <p>Activities in support of this new strategy included:</p> <ul style="list-style-type: none"> ▪ Conducted due diligence, benchmarking, and feasibility studies on the establishment of an OIST Venture Fund ▪ Organized an invitation-only event on 8 Dec 2020 for 64 venture capital and high-tech professionals in Japan, Asia, Europe and the US, resulting in follow-up discussions with 8 venture capital firms ▪ 5 non-disclosure agreements executed with venture capital firms ▪ 9 OIST technologies and startups pitched to a venture capital firm based in Europe ▪ Japanese venture firm approved to establish an office in the OIST incubator facility 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<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> <p>4109 Continue to operate and utilize the Innovation Square incubator facility (opened in May 2019) to serve as a</p>		<p>4108 Provided entrepreneurship education opportunities in 2 categories: extracurricular and experiential.</p> <ul style="list-style-type: none"> ▪ <u>Extracurricular</u>: 4th Annual Introduction to Entrepreneurship workshop (online) ▪ <u>Experiential</u>: 8th Annual Lean Startup Entrepreneurial Training Program (online). 36 participants, including 5 from other universities in Japan conducted 170 customer discovery interviews. After the training program, 3 participants applied for the POC Technology Pioneer Program, 1 team started operation in the incubator facility, 1 team applied to the FY2021 Startup Accelerator Program, and 1 team continues to receive support from TDIC to commercialize their technology. ▪ <u>Experiential</u>: The Deeptech Entrepreneurship course trained OIST researchers in skills specific to research-intensive (deeptech) startups, based on the model of UC Berkley's Cyclotron Road. The course was led by a specialist from the EU who is an experienced Deeptech trainer and founder of a global accelerator program. <p>Plans to implement a curricular course on entrepreneurship with the Graduate School, as well as plans to expand the entrepreneurship club, were postponed due to restrictions on in-person gatherings and related circumstances.</p> <p>4109 Companies and startups in the Innovation Square Incubator facility increased to 21, of which 4 are connected to</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>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>OIST. The private and shared offices are now filled, requiring the installation of additional shared desks. The private labs are also filled. Limited shared lab benches are available, and the shared makerspace was re-organized to better support prototyping activities. In addition, Concept plan for a new 2,000m2 incubator facility were developed.</p> <p>Attachment 4. 1-3 FY2020 Startups</p>	
<p>4 Contribution to Self-sustainable Development of Okinawa Actions</p>	<p>(d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer</p> <p>4110 Promote collaborative research with industry by proactively identifying potential corporate partners, building long-term relationships, and hosting company visits and exchanges.</p>		<p>(d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer</p> <p>4110 Made more than 60 official contacts with companies to promote OIST research and discuss opportunities for collaboration. These and other promotional efforts resulted in the following achievements:</p> <ul style="list-style-type: none"> ▪ 19 collaborative and sponsored research agreements ▪ 12 non-disclosure agreements with companies to discuss potential research collaborations ▪ MOU with Ryubo Corporation to promote product development and expand sales channels ▪ 200M JPY in external funding <p>TDIC is also working to establish an Industry Affiliates Program, a membership-based platform to provide companies more opportunities to engage with OIST research, education, and innovation activities.</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>4111 Pursue grant funding from the Okinawa Prefectural Government (OPG) for research and innovation projects that 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>4112 Promote OIST technologies and strengthen relationships with industry by participating in industrial exhibitions, workshops, and conferences nationally and internationally.</p>		<p>Attachment 4-4 FY2020 Industry-related Collaboration and Innovation Seminars and Events</p> <p>4111 TDIC continues its long-standing relationship with the Okinawa Prefectural Government to pursue projects aligned with the Okinawa Prefecture Science and Technology Promotion Roadmap.</p> <ul style="list-style-type: none"> TDIC members participated in the <i>University Working Group</i> related to the New Okinawa Promotion Plan organized by the Okinawa Prefectural Government's Science and Technology Promotion Division to provide feedback and recommend new technology development programs. OPG-funded projects expired and were not renewed or replaced with new projects, leading to a decline in sponsored research funding from the OPG from the prior fiscal year. This decline in external funding to OIST from the OPG is attributed to the decline in the Prefecture's overall subsidy budget for its grant programs. <p>4112 Due to the impact of the COVID-19 pandemic, industry conferences and exhibitions were shifted online. While promoting technologies virtually proved to be challenging, TDIC participated in 4 national and 2 international industry conferences:</p> <ul style="list-style-type: none"> JST Technology Showcase (Japan) 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>4113 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>4114 Strengthen internal expertise in business and marketing to enhance technology transfer activities by encouraging staff participation in professional development courses.</p> <p>4115 Work closely with the Office of the General Counsel to build university expertise in negotiating and administering complex agreements with industry, including non-disclosure agreements, materials transfer agreements, collaborative/sponsored research agreements, licenses, consulting agreements, and MOUs. Clarify rules for licensing and royalty distribution.</p>		<ul style="list-style-type: none"> ▪ BioJapan 2020 (Japan) ▪ ResorTech Okinawa (Japan) ▪ Nano tech 2021 (Japan) ▪ Photonics+ (Europe) ▪ Photonics West (US) <p>4113 Advertised more than 80 opportunities for external funding from private foundations to the OIST research community and supported 46 applications by providing advice, translation, and administrative services and six applications were selected for funding.</p> <p>4114 Continued to strengthen their professional expertise in technology transfer best practices by participating in more than 90 professional development courses and seminars in Japan and abroad on topics such as intellectual property, contract negotiations, and supporting startups.</p> <p>4115 Worked closely with the General Counsel Office to strengthen internal processes and streamline negotiations with industry partners.</p> <ul style="list-style-type: none"> ▪ Revised OIST PRP Chapter 14 "Intellectual Property and Technology Transfer" (implementation of revisions were delayed) ▪ Executed about 50 agreements with companies ▪ Began systematic review of templates of agreements and contracts related to technology transfer 	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
4 Contribution to Self-sustainable Development of Okinawa Actions	(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		(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>4116 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>4117 Develop a plan strategically for how the incubator facility, Startup Accelerator Program, and other</p>		<p>4116 Strengthened connections with external organizations to promote OIST research and innovation programs:</p> <ul style="list-style-type: none"> Organized 2 meetings with the Okinawa Keizai Doyukai to present OIST research and share updates on activities Continued to participate in regular Industry-Academia-Gov stakeholder meetings organized by the Okinawa Prefectural Government Hosted a discussion on startup investment with Okinawa Development Finance Corporation Strengthened connection to CIC Tokyo Worked proactively with members of Asia Society Japan on strategy to build investments in startups Connected with Hello Tomorrow Japan to promote OIST startups Steering Committee Member of Innovation and Strategy Center Okinawa (ISCO) MOU with the Bank of Okinawa on startup support programs <p>4117 TDIC strengthened elements of the innovation ecosystem around OIST through several activities:</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<p>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> <p>4118 Work closely with CAO, OPG, and other key entities on actions to establish an innovation ecosystem in Okinawa.</p> <p>4119 Organize international seminars, workshops, and symposia on the theme of innovation, entrepreneurship, and R&D Cluster development to increase global awareness of</p>		<ul style="list-style-type: none"> Increased the number of startups in the incubator facility from 13 in FY2019 to 21 in FY2020 Reinforced the pipeline of startups feeding the incubator facility from the POC and Startup Accelerator Programs Made connections with startup accelerator programs globally, such as Hello Tomorrow, Spirete, Berkeley SkyDeck, Leave-A-Nest, and Triple Bridge Acceleration, to cross-promote startup opportunities and tap into business expertise Increased partnerships with venture capital firms to pitch OIST technologies Increased venture capital investment in startups, including implementing plans for an OIST Venture Fund Increased access to business and investment advisors on innovation and entrepreneurship strategy <p>4118 Worked with the Okinawa Prefectural Government on the next Okinawa 10 Year Promotion Plan, including submitting recommendations for new policies, tax incentives, and programs to promote startups, venture capital investment, support for global entrepreneurs. Due to the impact of COVID-19, interactions with the CAO on matters related to developing the innovation ecosystem in Okinawa were limited.</p> <p>4119 Organized 13 seminars and courses on innovation and entrepreneurship, attended by over 400 participants. A number of planned seminars/events (e.g., Innovation Seminar</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	OIST and Okinawa and to strengthen connections to global expertise.		Series), did not take place during FY2020 due to restrictions on in-person gatherings, leading to a decline in the total number of participants reached from the prior year.	
4 Contribution to Self-sustainable Development of Okinawa Actions	<p>(f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa.</p> <p>4120 Establish partnerships necessary to advance analysis of innovation indicators at OIST and in Okinawa. Establish methods that produce and aggregate statistical data to develop indicators of technological innovation in Okinawa and analyze their impact.</p>		<p>(f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa.</p> <p>4120 Continuously exploring ways to better measure the innovation inputs and outcomes of research to develop key performance indicators. New AI tools and digital media resources such as LinkedIn are being investigated to provide real-time insights into innovation activities.</p>	
4 Contribution to Self-sustainable Development of Okinawa Actions	<p>(Networking with local institutions and communities)</p> <p>4121 Hold OPG/OIST Working Group for information/opinion exchanges and coordination quarterly to enhance collaborative relationship.</p> <p>4122 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</p>	<p>* Number of visits and visitors (including visitors on the Science Festival Day)</p> <p>* Number of local students who visited the campus</p> <p>* Number of lectures and talks for local students.</p>	<p>(Networking with local institutions and communities)</p> <p>4121 Held a regular meeting twice with OPG in 2020 July and 2021 February. We enhanced collaborative relationship through close discussion on the next Okinawa Promotion Plan, the North Campus, prevention of COVID-19 pandemic, the OIST's 10th Anniversary events, etc.</p> <p>4122 Campus tours for children and the general public have been suspended since last year due to the spread of the new coronavirus infection, but the following programs have been implemented.</p> <p>1. SCORE, science contest for high school students: The event was held with the participation of 6 teams from 4 schools.</p>	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
		<p>2. OIST Science Festival 2021 (open to the public): Held online with the live science experiments, science talks with questions and answers sessions, research video programs. About 3,000 people participated from the YouTube channel.</p> <p>3. Science talk by OIST students: We planned a talk by 5 OIST students in collaboration with a bookstore in Naha city, and distributed 2 talks on YouTube. About 30 people participated each time.</p> <p>The Onna / OIST Children's School of Science and the event to introduce the culture of Okinawa and other regions have been canceled due to the spread of the new coronavirus.</p> <p>4123</p> <ul style="list-style-type: none"> - Prior to the opening of Unna Junior High School, staff from UCS and Rules and Procedures participated in the Board of Education Junior High School Integration Promotion Council. - Early in FY2020, at the request of Onna elementary school, the English Language Arts Program from the International classroom transferred Seaside House of OIST. This was in response to the increasing number of children requiring Japanese language support in the International classroom and changes to the school curriculum. The Seaside House International classroom is operational 4 days a week. Each day, two 4-5 minutes classes, are offered to children from 1st grade to 6th 	

development – both scientific and professional. Provide 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.

4123 OIST will continue to:

- Assist local schools to enhance their English language initiatives and cross-cultural understanding by participating in meetings on English education hosted by local Education Boards.
- Work with the Onna elementary school to provide an international classroom environment for non-native Japanese speakers.

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<ul style="list-style-type: none"> - Collaborate with Unna Junior High School leadership to identify opportunities to for OIST supported STEM programming. - Continue to collaborate with the local educational institutions on the design and deliver of science programming for girls. 		<p>grade.</p> <ul style="list-style-type: none"> - Early in FY2020, Planning and management concerning STEM programing were consolidated in the Graduate School. - With the creation of External Engagement Section in the Graduate School, we inherited “Ryukyu Girls” workshop which was previously organized by the University Community Services division. To encourage more young female students to participate and think about careers in science and technology, the External Engagement Section restructured Ryukyu Girls and renamed to “HiSci (High School Science) Lab”. In this program, we worked with internal postdocs, students, as well as an external guest lecturer, to highlight female scientists as role models for the workshop participants, as well as introducing how they can take advantage of other OIST programs in the future. We received a total of 11 female middle and high school students, which included 5 students from remote islands in Okinawa. 	
4 Contribution to Self-sustainable Development of Okinawa Actions	<p>(Other matters concerning Okinawa development)</p> <p>4124 Increase the number of externally organized international conferences and workshops at the OIST venue, in collaboration with OPG and the Okinawa Convention and Visitors Bureau, in addition to the support programs for MICE Ambassador program sponsored by JNTO. This will help strengthen the academic reputation and networking of OIST researchers and students, thus contributing to the recruiting of</p>	<p>* Number of employees from Okinawa (researchers and staff)</p> <p>* Number of externally organized international conferences and workshops and number</p>	<p>(Other matters concerning Okinawa development)</p> <p>4124 As a prevention of spread of COVID-19, utilization of the OIST meeting facility is severely restricted. Reflecting the guidelines of preventing the spread of COVID-19 recommended by Japanese government, OPG, OIST and the other convention industry, new guidelines for OIST facility use was implemented.</p> <p>Conference Center is reopened for accepting external events</p>	

FY 2020 Plan		Metrics	Achievements in FY2020		Self-evaluation																								
	new faculty and scientific talent. These MICE events will bring in direct impact to Okinawan economy as well as increased opportunity of STEM outreach activities by visiting researchers.	of the participants at the OIST venue.	from August 2020 under consultation and advise from OIST Emergency Response Coordinator. The conference venue was equipped with infection prevention measures such as transparent room divider, non-contact thermometer, hand-hygiene alcohol, audio-visual devices for Zoom lectures and streamlined workflow with the event organizers to convene the event safely was established. One externally organized academic conference and 3 externally organized events were held using OIST venue.																										
			<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>154</td><td>38</td><td>11</td><td>203</td><td>22%</td></tr><tr><td>Others</td><td>226</td><td>100</td><td>383</td><td>709</td><td>78%</td></tr><tr><td>Total</td><td>380</td><td>138</td><td>394</td><td>912</td><td>100%</td></tr></table>			Admin. etc	Technicians	Researchers	Total	Ratio	Okinawa	154	38	11	203	22%	Others	226	100	383	709	78%	Total	380	138	394	912	100%	
	Admin. etc	Technicians	Researchers	Total	Ratio																								
Okinawa	154	38	11	203	22%																								
Others	226	100	383	709	78%																								
Total	380	138	394	912	100%																								
Chapter 5 University Campus and Community Development; Safety and Environment Protection																													
5.1 Campus Development Goal	OIST Graduate University will continue to develop the campus as planned.				A																								
5.1 Campus Development Actions:	(Campus Development) 5101 Plan future facilities at Main Campus and re-study master plan for other sites, including North Campus for future expansion.		(Campus Development) 5101 Concept Master Plan for the north campus including the seaside house was successfully completed. Cost studies for the next phase of expansion at Main Campus, including Lab 6 and a new administration building was completed for budget request purposes.																										

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<p>5102 Closely monitor construction schedule of infrastructure and building works for Lab 5 with tight management and continuous effort to reduce construction costs.</p> <p>5103 Study master plan for R & D Zone in relation with the master plan for overall campus.</p> <p>5104 Study concept design for building and infrastructure of the main incubator building at R & D Zone.</p> <p>5105 Operate and maintain the completed campus buildings, facilities.</p> <p>5106 Based on the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000), continue to promote disclose of pre- and post- tendering and contract information such as tendering schedule and result, etc., to ensure transparency.</p>		<p>5102 Construction of Lab 5 building commenced in June as planned and construction of Infrastructure works for Lab 5 commenced in September as planned. BFM is closely monitoring construction activities in terms of schedule, cost, and quality.</p> <p>5103 Master Plan for the R&D zone has been completed.</p> <p>5104 Concept design for building and infrastructure of the main incubator building (2,000m2) has been completed.</p> <p>5105 BFM continuously provide day-to-day operation & maintenance services to all existing facilities.</p> <p>5106 BFM is strictly following the required procedures for the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000).</p>	
5.2 University Community and Education/Childcare	<p>Continue to facilitate the development of the University community including staff, students and their families, which is important to the overall success of the University operation. The OIST Graduate University will continue to develop and extend services to address the emotional, physical, educational, social and recreational needs of its diverse</p>			A

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
Services Goal	<p>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 achieve successful recruitment and retention of faculty, OIST needs to pay attention to the provision of international recognized schooling. - The University will investigate the development of recreation and sporting facilities on and off campus. - The University will discuss and plan new housing on/off campus for increasing number of staff, students and their families. 			
5.2 University Community and Education/Childcare Services Actions	<p>(Developing the University Community)</p> <p>5201 Enhance the quality of programs conducted onsite by the Resource Center to support the daily living needs of stakeholders (OIST employees, students and their families).</p> <ul style="list-style-type: none"> - Develop processes to assess satisfaction with Resource Center services. - Conduct a survey of family support needs through the Resource Center. - Develop an onboarding process for family members. 		<p>(Developing the University Community)</p> <p>5201 In addition to continuing to provide quality onsite services, the Resource Center has enhanced its online (web) presence to ensure ready access to services and information for OIST community members.</p> <ul style="list-style-type: none"> - Initially the Resource Center planned an OIST wide survey. This plan was modified to collect service satisfaction information continuously from users. - Staff from the Resource Center took the time to informally interview family users to identify their satisfaction with the Resource Center and identify unmet needs. This information was used to upgrade the homepage of the Resource Center. - Although it was not possible to conduct in person orientation sessions due to Covid-19, we actively 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<ul style="list-style-type: none"> - Collaborate with HR to introduce an early-inclusion program for individuals accepting positions at OIST and their families prior to relocation (through the Resource Center). - Establish a network of family ambassadors to support new families with the support of the Resource Center. - Review Child Development Center (CDC) staffing models to ensure continuous high-quality childcare services. - Review CDC revenue and expenses to establish a sustainable funding model through appropriate budgeting and fees. - Continue to provide high-quality school age (Afterschool/Holiday) programming for the children of OIST employees. 		<p>publish useful information (both cultural and practical) on the website. At the New Employee Orientation, we emphasize our support to family members so that they feel more comfortable accessing and using the Resource Center Services.</p> <ul style="list-style-type: none"> - In cooperation with the relocation team from HR, information on the driver's license conversion is now provided to new employees before coming to Okinawa. This process makes the conversion process much smoother and makes the onboarding process less stressful. - We have starting to talk to a few key family members about the network and receiving positive input. - Staffing models were reviewed and plans for projected growth of the CDC and staffing plans and justification were created for FY2020-FY2025. Four new PEREX positions were approved for FY2020. - UCS Business Management Specialist has worked to develop funding models of the CDC together with reviewing expenses to ensure accurate accounting and to establish plans for any fee increases at the CDC and School Aged Program (SAP). This model has projected income based on the new fee structure and includes timeline for implementation. - Started various clubs at SAP such as softball, tennis, art, chess and science Fridays. Involved in science outreach by creating Friday workshops for the CDC 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<ul style="list-style-type: none"> - Review medical clinic and Ganjuu services and service demand to identify needs ahead of service expansion. - Continue collaboration between the Resource Center and HR to ensure the smooth and effective on-boarding of OIST employees and their families through the provision of accurate information regarding accommodation, child-care services, family support, medical services and daily living needs - Continue efforts to provide appropriate food services to meet the need of diverse OIST community. 		<p>and the SAP children that are hour long sessions. SAP science Fridays take place weekly. These include science demonstrations, lessons, creation of PowerPoint slides, experimental videos, data tables and other instructional materials for the students. Collaborate with parent volunteers and OIST researchers who share their scientific knowledge with SAP students.</p> <ul style="list-style-type: none"> - Clinic has begun treatment by external doctors, including the treatment by female doctor. Ganjuu has moved to Lab 4 and offered services required based on the needs such as sessions over zoom, pulling together wellbeing resources for people coping with the pandemic, in addition to in person therapy, counselling and consultation sessions. - Established a system that both teams have most updated information that is essential to newly arrived members and their families. Especially, information related to immigration situation (Covid-19 related) and housing availability are shared frequently. - Created food services website on TIDA. Met regularly with Cafe and Restaurant to review services. Implemented vending machine vendor selection and successfully replaced all vending machines around campus. Established the rules and procedures for bento vendor selection. Visited all intending food vendors kitchens and interviewed 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
	<p>5202 Oversees OIST community engagement activities including support and oversight of club activities.</p> <p>5203 The Resource Center will continue to provide support for staff who provide services to visiting researchers and invited guests. They will ensure that visiting researchers and invited guests are registered, and they will continue to maintain this registration data in the database.</p> <p>5204 Complete construction of site work and infrastructure for the additional on-campus housing at the existing PPP residential area and oversee construction of the new PFI</p>	<p>them as part of the selection process and secured a variety of vendors to provide a range of food and snack options. During COVID-19 closure, secured some vendors to provide food and agricultural products for OIST staff. Established Food Services Committee.</p> <p>5202 Created a new category of community engagement activities called Cultural Activities. Continued to host various cultural day trips, cultural activities, and diverse engagement opportunities for all OIST members and families. Expanded our networking constituents with external businesses to create meaningful programs for OIST people. During Covid-19, Recreation Services established virtual engagement opportunities, an assistance program for those in need, and supported all OIST members on operating their club, event, and activity safely according to the guidelines provided by OIST.</p> <p>5203 The information is maintained and updated regularly. We have been seeking the way to improve the registration process of the guest and visiting researchers with IT Division.</p> <p>5204 The additional on-campus housing at the existing PPP residential area was sequentially complete from August thru October. Construction of the new PFI housing on-campus</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	housing on campus. Continue discussions with Onna-son on planning of off-campus housing at the old military site at Onna-son.		is on-going and is expected to be completed in September 2021. OIST still maintains some dialogue with Onna-son as to potential off-campus housing at the old military site at Onna-son.	
5.2 University Community and Education/Childcare Services Actions	<p>(Education and Childcare Services for OIST Family)</p> <p>5205 Continue efforts to improve the educational environment of children of OIST employees and students by increasing opportunities for children taking classes in English, in collaboration with local schools and local governments.</p> <p>5206 Continue to provide a high quality, fully bilingual (English and Japanese) Pre-school and School- aged (Afterschool/Holiday) programs through the CDC and the development of the School-aged program/classrooms. Enrollment in these programs is expected to continue grow.</p> <ul style="list-style-type: none"> - Review space and staffing needs for the CDC preschool program and the school aged program - The CDC Governing Board will continue to meet regularly. 		<p>(Education and Childcare Services for OIST Family)</p> <p>5205 OIST continues to operate an English language arts program for English speaking foreign children attending Onna-Elementary School. A Schooling options website provides information for all OIST families about local and international school options. The Education Coordinator arranges school tours and works individually with families to help them find appropriate schooling options for their children.</p> <p>5206 OIST continues to operate a fully bilingual program for the Pre-School, with a dedicated English language teacher in every classroom for children over the age of 1. Four CDC Staff passed the Hoikushi Exam this year and 4 new staff were recruited including 2 new English Teachers.</p> <ul style="list-style-type: none"> - OIST has undertaken a through review of the costs of maintaining the CDC and SAP programs. Discussions have been held with BFM regarding future space needs. - In FY2020 a decision was reached by upper management, supported by the BOG to revise the management structure of the CDC. This resulted in the CDC BOG voting to dissolve itself, to be replaced by a Liaison Committee and an Oversight Committee. 	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
<ul style="list-style-type: none"> - University Community Services (UCS) management will collaborate with the CDC Finance Sub-Committee. - Orient new staff and continue to improve the administrative processes in the School Age Programs. <p>5207 Continue to provide appropriate educational opportunities for the children of OIST staff and students including the International classroom at Onna Elementary school.</p> <ul style="list-style-type: none"> - In collaboration with the Resource Center provide OIST parents of school age children with accurate information regarding school options/choices in Okinawa. - Review the existing educational opportunities for international and Japanese families in Okinawa 		<ul style="list-style-type: none"> - The Business Management Specialist from UCS has meet regular with CDC management and Budget section to review the finances of the CDC and SAP. - Trained new staff and streamlined the administrative process by modifying current data collection tools and modified the SAP website to make it user friendly. <p>5207 In addition to the Language Arts Program, above, OIST (through the SAP) has promoted weekly Science Friday hands-on experiments performed by children and monthly science demonstrations performed by the director of SAP. Collaborate with OIST researchers who then educate the SAP students on the recent scientific discoveries made at OIST. Created a science Friday webpage for SAP to catalog and showcase all such activities.</p> <ul style="list-style-type: none"> - In collaboration with the Education Coordinator, the resource center provides information about local and international schools to OIST families. In addition, the Resource Center translates all school notices, school reports etc. for non-Japanese families attending Onna Elementary School and Kindergarten. - The OIST Education Coordinator visits and regularly communicates with international schools within Okinawa. The information collected is summarized on the Schooling Options webpage and the education coordinator is available to discuss schooling options with interested parents. In this year of Covid-19 a virtual school tour and presentation was hosted through Zoom. 	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
	<ul style="list-style-type: none"> - Continue to evaluate the feasibility of an international IB K-12 school. <p>5208 OIST will continue to improve the quality of language education services provided to staff and family members.</p> <ul style="list-style-type: none"> - Conduct a survey of existing and future Japanese and English language training needs. - Explore more flexible teaching schedules and enhanced program offerings. 		<ul style="list-style-type: none"> - Continued discussions concerning the feasibility of an international IB K-12 school. <p>5208 As part of efforts to continuously improve the quality of language education services all staff in the language section completed professional development training in 2020. We devoted a section of each weekly meeting to sharing tips and advice on digital teaching. In addition, each teacher completed an individual professional development plan. As in previous years, the staff incorporated the results of student satisfaction surveys into their day-to-day teaching. In response to the challenges of Covid-19, the Language Section offered classes on-line, in person (when possible) and hybrid classes.</p> <ul style="list-style-type: none"> - The language section completed its survey in Fall 2020. We advertised the survey widely and obtained responses from 311 respondents from all over OIST. - In FY 2020, the language section was able to transition its classes from in-person teaching to Zoom teaching with minimal disruption. All teachers in the section are now able to offer a completely online class. The Language Section also introduced the Survival Japanese program, JLPT, Advanced Conversation and Basic Grammar seminars (Japanese) and news discussion, intercultural communication and academic speaking skills seminars (English) 	
5.2	(Student Support)		(Student Support)	
University	5209 OIST will provide comprehensive support to provide		5209 (Same as 1109) The number of cases managed by the	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
Community and Education/Childcare Services Actions	<p>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> <ul style="list-style-type: none"> - Continue to schedule and support recreational activities, events, classes and seminars for the whole OIST community that encourage physical, social and emotional wellbeing. - Oversee the use of shared community space in the OIST Village zone. - Identify opportunities to partner with the local community to host events and shared facilities. 	<p>Early Student Intervention Coordinator and Students of Concern Committee remained 49 cases (58 cases in last year). However, the average time cases took to be resolved was less than half of last year. This is despite the fact students had unusually complex situations due to COVID.</p> <ul style="list-style-type: none"> - Recreation Services continued to schedule, and support recreational activities, events, classes and seminars to encourage physical, social, and emotional wellbeing. The section adapted to change and adjusted plans to ensure safety measures were met during engagement opportunities. - Increased organization and a dedicated team member has been assigned to facilitate the community scheduling for recreational purposes. New policies and procedures were implemented and data of usage is now recorded. During Covid-19, shared community spaces received improved cleaning, monitoring, and visual notifications on expectations to ensure our community that we are taking care of the facility and that it is safe to enter. Collaboration with external vendors and OIST sections ensured that the facilities remained open and operable. - Positive relationships built with external constituents such as: Onna-son Community Center, Naha Tourism Association, Onna-son Tourism association, and Onna Village Board of Education and SDGs office to collaborate on meaningful engagement opportunities for OIST members. External facilities requires additional 	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			sports insurance to utilize their facilities. Recreation Services assisted in the purchasing process. Onna-son tourism / hotel agencies now works with the Recreation Services section to provide discounts on leisure activities for OIST members.	
5.3 Safety and Environment Protection Goal (1)	The Emergency Response and Business Continuity Plans will be 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)	(Safety) 5301 The Emergency Response and Business Continuity Plans will be further rehearsed with training exercises.		(Safety) 5301 In January 2021, we adopted a system in which the Emergency Response Coordinator examines safety-related items regarding field work activities organized by departments including the CPR, graduate school, and UCS. As a result, the emergency response plan was secured not only for research field work activities under the supervision of the Field Work Safety Committee, but also for all field work activities conducted at OIST. The spread of the new coronavirus infection began to affect Japan in January 2020. The pandemic was included in the Business Continuity Plan (BCP), and the BCP was actually put into operation instead of implementation training. The new coronavirus infection prevention measures at OIST began in January 2020 with the prohibition of faculty, staff and students from traveling to Wuhan, China. Since then, we have been taking infection prevention measures based on the guidelines announced by Japanese government and Okinawa prefecture	

FY 2020 Plan	Metrics	Achievements in FY2020	Self-evaluation
	<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>and the latest scientific findings. Even if the education and research activities at OIST were reduced due to the Japanese government declaration of the state of emergency between April 21 and May 18 in 2020, the business was operated based on the BCP. The BCP has contributed significantly to the stable education and research and business continuity at OIST while preventing the outbreak of infection on campus to this day. A fire related BCP drill was conducted in December while taking measures to prevent the infection with the new coronavirus.</p> <p>5302 Lab 4 became operational this fiscal year and all units located in Lab 4 were given an overview of safety and emergency response. During the workplace inspections, a response training when a fire was found and initial response measures to save own lives when an earthquake occurred were conducted. Workplace inspections on safety and emergency response by the Safety and Health Committee focused on the laboratories in consideration of the level of risk.</p> <p>5303 A joint drill with the Tancha-ku and the Onna-village is being planned in case of a disaster, but from the perspective of preventing COVID-19 infection, the drill was not held during FY2020. Emergency food reserves were increased from last year to additional 500 more persons worth of water and food as follows.</p> <p>Food : 4,500 meals (500 persons, 3 days) Water: 1,500 bottles (2ℓ), (500 persons, 3 days)</p>	

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation										
5.4 Safety and Environment Protection Goal (2)	OIST Graduate University will conduct its business in an environmentally friendly manner.			A										
5.4 Safety and Environment Protection Actions (2)	<p>(Environment Protection)</p> <p>5401 Continue promoting use of recycled products.</p> <p>5402 Continue to monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption.</p>		<p>(Environment Protection)</p> <p>5401 We gave continuous instructions to the residents of on-campus housing and users of lab building to observe recycling rules.</p> <p>5402 Level of Energy consumption is constantly monitored, and energy consumption is continuously reduced. As the result of energy saving work in FY2020, CO2 emission in FY2020 has been reduced 0.6% in comparison with FY2019. One of the reasons for the small reduction was that the arrival of researchers and students were delayed significantly due to COVID-19. Therefore, Lab 4 had to use a large facility with fewer people than expected, and the energy saving effect of Lab 4 was reduced.</p> <p>Table of CO2 emission in campus:</p> <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>FY2019</th><th>FY2020</th></tr><tr><td>CO₂ emission (tCO₂)</td><td>1.56</td><td>1.55</td><td>0.60%</td></tr></table>	Item	Amount per OIST's staff per month		Reduction%	FY2019	FY2020	CO ₂ emission (tCO ₂)	1.56	1.55	0.60%	
Item	Amount per OIST's staff per month		Reduction%											
	FY2019	FY2020												
CO ₂ emission (tCO ₂)	1.56	1.55	0.60%											

FY 2020 Plan		Metrics	Achievements in FY2020				Self-evaluation
			Electricity (kwh)	1759	1726	1.90%	
			Water(m³)	5.08	5.06	0.40%	
			A-Oil (Liter)	64	55	14.20%	
			LP Gus (m³)	0.13	0.12	6.20%	
	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.		5403 Wastewater treatment plants of OIST discharges treated water of high quality that is below standard values. And wastewater is tested periodically to ensure that plant functions are normal and quality is maintained.				
	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 There was no incident of red soil running to the sea due to careful protective measures including construction of retention ponds and utilization of muddy water purification plants.				
	5405 Manage campus facilities and landscaping to preserve natural balance and protect indigenous species.		5405 OIST has been a forefront in protection of the 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				

FY 2020 Plan		Metrics	Achievements in FY2020	Self-evaluation
			environment.	

令和2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2年度 学術交流協定一覧
4	1. 2-1	令和2年度 OIST 研究施設の外部利用者
5	1. 2-2	令和2年度 OIST論文・発表数
6	1. 3-1	令和2年度 研究に関する受賞実績
7	1. 3-2	令和2年度 アウトリーチ活動実績
8	1. 4-1	令和2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2年度 職位毎・国籍別職員数
10	2. 4-2	令和2年度 職員の給与水準
11	2. 4-3	令和2年度 研修の受講職員数
12	3. 1-1	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2年度 POCプロジェクト
15	4. 1-3	令和2年度 スタートアップ
16	4. 1-4	令和2年度 受託研究等（産学連携）及びイベント

* 上記データについては、送付済の電子ファイルにてご確認ください。

List of Attachment Documents to the FY2020 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	FY2020 List of Agreements with Other Universities
4	1. 2-1	FY2020 The Number of Use of our Research Facilities by External Organizations
5	1. 2-2	FY2020 OIST Publications and Presentations
6	1. 3-1	FY2020 Number of Research Honors/Awards
7	1. 3-2	FY2020 Outreach by Faculty and Researchers
8	1. 4-1	FY2020 List of OIST Funded Workshops/Mini-Symposia
9	2. 4-1	FY2020 Number of Employees
10	2. 4-2	FY2020 Salary Level of Employees
11	2. 4-3	FY2020 Number of Employees Taking Training Programs
12	3. 1-1	FY2020 External Grants and Donations Table
13	4. 1-1	Patent Status
14	4. 1-2	FY2020 POC Projects
15	4. 1-3	FY2020 Startups
16	4. 1-4	FY2020 Industry-related Collaboration and Innovation Seminars and Events

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

Attachment 1.1-1 Number of Students Receiving External Scholarships, etc

添付資料 1.1-1 外部の奨学金等を獲得した学生数

1. Number of external scholarships received in FY20

令和 2（2020）年度外部資金受給者数

External Fund 外部資金の名称	Number of students receiving the fund 受給者数
FY20 JSPS (DC) 令和 2 年度採用分日本学術振興会特別 研究員 (DC)	14

2. Number of grant applications supported and success ratio in FY20

令和 2（2020）年度外部資金申請者数

External Fund 外部資金の名称	Number of Applications 申請者数	Number of Acceptance 獲得数	Success ratio 獲得率
FY21 JSPS (DC) 令和 3 年度採用分日本学術 振興会特別研究員 (DC)	48	7	14.6%
FY21 JSPS Ikushi Prize 令和 3 年度日本学術振興会 育志賞	3	0	0%
FY21 JEES Softbank AI Scholarship 令和 3 年度 JEES・ソフトバ ンク AI 人材育成奨学金	1	1	100%
FY21 JEES・T. Banaji Indian student scholarship 令和 3 年度 JEES・T.バナ ーजीインド留学生奨学金	1	1	100%

FY2020 Performance Report Attachement

	Metrics	Number	Comment
1	Number of applications for the PhD program	1131	AWSs and Pathway AY2020
	Japanese	25	
	International	1106	
	Male	811	
	Female	320	
2	Number of admitted PhD students	62	Class 2020
	Japanese	13	
	International	49	
	Male	32	
	Female	30	
3	Number of graduates (Total)	73	
	AY2016	7	
	AY2017	13	
	AY2018	15	
	AY2019	25	
	AY2020 (as of the end of FY2020)	13	Degree conferred 9 plus expected 4 in AY2020 (Need to be updated)
4	PhD student retention rate (%)		
	Class 2012	85	
	Class 2013	85	
	Class 2014	85	
	Class 2015	96	
	Class 2016	91	
	Class 2017	89	
	Class 2018	94	
	Class 2019	100	
	Class 2020	98	
5	Average number of students per faculty member	2.9	233 PhD students / 81 Faculties as of 2021 March
6	Number of applications for the RI program (GS fund and Unit fund)		
	AY2019	2894	
	AY2020 (as of the end of FY2020)	3704	
7	Number of Research Interns (GS fund and Unit fund)		
	AY2019	52	
	AY2020 (as of the end of FY2020)	34	
8	Number of agreements with other universities	20	List separately attached

Attachment 1.1-2-2 FY20 List of Agreements with Other Universities

FY2020 List of agreements with other universities

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 Hawaii at Manoa	USA	Agreement on Scientific and Academic Cooperation	Continue
PMMH-ESPCI	France	Request and Standard Terms and Conditions for Hosting an OIST Student	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	New
National Chiao Tung University	Taiwan	Agreement on Acceptance of Student	New
Indian Institute of Science Education and Research (IISER)	India	Agreement on Acceptance of Student	New
The Hebrew University of Jerusalem (HUJI)	Israel	Agreement on External Co-supervision of an OIST Student	New
Sofia University	Bulgaria	Request and Standard Terms and Conditions for Hosting an OIST Student	New
Lunenfeld-Tanenbaum Research Institute	Canada	Request and Standard Terms and Conditions for Hosting an OIST Student	New

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	2020/4/1-2021/3/31	991,887
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	2020/4/1-2021/3/31	26,233
質量分析装置の利用	民間企業（OISTスタートアップ企業）	1	2	2020/8/26-2021/3/31	29,480
走査型電子顕微鏡	民間企業	1	3	2021/1/21-2021/3/31	46,640

Outline of Use	User Classification	# of Organizations	# of total users	Duration of Use	Amount (Yen)
Use of 300kV Cryo Electron Microscopes	Private company (OIST Start-up)	1	2	2020/4/1-2021/3/31	991,887
Use of 200kV Cryo Electron Microscopes	Private company (OIST Start-up)	1	2	2020/4/1-2021/3/31	26,233
Use of Mass Spectrometer	Private company (OIST Start-up)	1	2	2020/8/26-2021/3/31	29,480
Use of Cryo Electron Microscopes	Private company	1	3	2021/1/21-2021/3/31	46,640

Attachment 1.2-2 FY2020 OIST Publications and Presentations

添付資料1.2-2 令和2年度 OIST論文・発表数

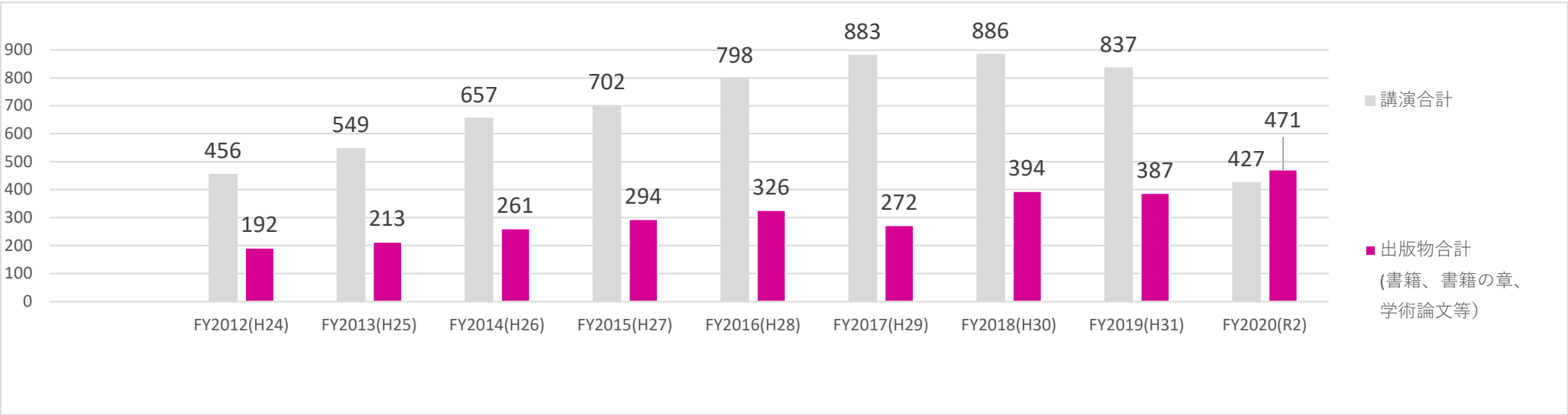
	Unit Name	Books and edited books	Journal Articles	Books Chapters and Journal Articles	Seminars and Presentations at conferences including poster presentations	Dissertations, Online Databases, etc.	Unit Total
	ユニット名	書籍の執筆・編集の数	学術論文の数	書籍の章及び学術論文	セミナーの数, 学会でのプレゼン（ポスタープレゼン含む）の数	博士論文、オンラインデータベース等	ユニット別合計
	Total	1	455	470	427	33	931
1	Arbuthnott	0	3	3	2	0	5
2	Armitage	0	2	2	2	0	4
3	Bandi	0	2	2	3	0	5
4	Bourguignon	0	19	21	4	0	25
5	Busch	0	15	15	12	1	28
6	Chakraborty	0	2	2	6	1	9
7	Dani	0	7	7	13	1	21
8	De Schutter	0	6	6	10	0	16
9	Doya	0	7	8	24	1	33
10	Economo	0	35	35	14	1	50
11	Feichtner-Kozlov	1	3	3	1	0	5
12	Feng	0	2	2	0	0	2
13	Fried	0	8	8	2	0	10
14	Froese	0	11	11	4	0	15
15	Fukai	0	2	2	7	0	9
16	Fukunaga unit	0	1	1	4	0	5
17	Gioia	0	1	1	0	0	1
18	Goryanin	0	6	6	0	0	6
19	Hikami	0	3	3	8	1	12
20	Hoehn	0	2	2	10	0	12
21	Husnik	0	3	3	1	0	4
22	Ishikawa	0	1	1	0	0	1
23	Kabe	0	4	4	3	0	7
24	Kazu	0	2	2	3	0	5
25	Khusnutdinova	0	6	6	6	1	13
26	Kitano	0	1	1	19	0	20
27	Kiyomitsu	0	1	2	2	0	4
28	Kono	0	0	0	4	0	4
29	Konstantinov	0	7	7	3	0	10
30	Kuhn	0	3	12	0	0	12
31	Kusumi	0	3	3	1	0	4
32	Laudet	0	8	9	4	0	13
33	Laurino	0	1	1	7	0	8
34	Luscombe	0	14	14	1	1	16
35	Maruyama	0	1	1	2	0	3
36	Masai	0	1	1	8	1	10
37	Mikheyev	0	7	7	1	0	8
38	Miller	0	7	7	6	0	13
39	Mitarai	0	10	10	8	1	19

	Unit Name	Books and edited books	Journal Articles	Books Chapters 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	学術論文の数	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	博士論文、オンラインデータベース等	ユニット別合計
40	Myers	0	1	1	0	1	2
41	Narita	0	13	13	7	0	20
42	Neiman	0	9	9	16	0	25
43	Nic Chormaic	0	16	16	27	2	45
44	Okada	0	11	11	14	0	25
45	Pääbo	0	4	4	0	0	4
46	Pigolotti	0	6	6	5	0	11
47	Qi	0	19	19	2	1	22
48	Ravasi	0	10	10	6	0	16
49	Reiter	0	4	4	2	0	6
50	Rokhsar	0	3	3	1	0	4
51	Rosti	0	12	12	8	0	20
52	Satoh	0	23	23	5	2	30
53	Saze	0	5	5	2	1	8
54	Shannon	0	4	4	29	1	34
55	Shen	0	14	14	10	2	26
56	Shintake	0	1	1	4	1	6
57	Skoglund	0	3	4	0	0	4
58	Spector	0	5	5	3	0	8
59	Speyer	0	2	2	6	0	8
60	Stephens	0	5	5	10	2	17
61	Takahashi	0	2	2	0	0	2
62	Takahashi Hiroki	0	4	4	8	0	12
63	Tanaka	0	3	3	3	0	6
64	Tani	0	5	5	7	3	15
65	Terenzio	0	3	3	0	0	3
66	Toriumi	0	1	1	3	0	4
67	Touber	0	0	0	1	0	1
68	Tripp	0	4	4	1	0	5
69	Twamley	0	3	3	16	0	19
70	Uusisaari	0	5	5	7	0	12
71	Van Vactor	0	0	0	0	0	0
72	Watanabe	0	3	3	5	0	8
73	Wickens	0	4	4	0	1	5
74	Wolf	0	4	4	1	0	5
75	Yamamoto	0	7	7	4	3	14
76	Yanagida	0	6	6	1	0	7
77	Yazaki-Sugiyama	0	1	1	1	0	2
78	Yokobayashi	0	4	4	4	1	9
79	Yoshida	0	0	0	0	0	0
80	Zhang	0	6	6	1	2	9
81	Zhou	0	3	3	2	0	5

OIST論文数・講演数（平成24-令和2年度）

OIST Scientific Productivity (FY2012-2020)

	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	Seminar	Dissertations, online databases, etc	Presentations and seminars	Publications (including books and book chapters)
FY2012(H24)		192	309	147	0	456	192
FY2013(H25)	2	211	430	119	0	549	213
FY2014(H26)		261	491	166	0	657	261
FY2015(H27)	2	292	535	167	1	702	294
FY2016(H28)	2	324	616	182	4	798	326
FY2017(H29)	2	270	692	191	7	883	272
FY2018(H30)	1	393	703	183	3	886	394
FY2019(H31)	7	380	641	196	16	837	387
FY2020(R2)	1	470	302	125	33	427	471



Attachment 1.3-1 FY2020 Number of Research Honors/Awards

Research Honors and Awards won by Faculty

No.	Research Unit	Award Winner/Honor Title	URL	Date Awarded
1	Hoehn Unit Qubits and Spacetime Unit	Prof. Philipp Höhn has received the title of "Honorary Associate Professor" from University College London for his excellent research output. He would be collaborating with UCL for their activities within the department of physics which include occasional university visits, joint virtual seminars/group meetings and supervising student(s) at UCL.	N/A	2020/6/29
2	Kazu Unit Memory Research Unit	Prof. Kazumasa Tanaka has received "Young Investigator Award" from The Japan Neuroscience Society. In recognition of Prof. Tanaka's outstanding work of Spatial and contextual memory traces in the hippocampus.	https://jnss.org/en/2020awardees?u=805b34ee6e667d60d722003d89818f6c&c=5	2020/7/30
3	Nic Chormaic Unit Light-Matter Interactions for Quantum Technologies Unit	Prof. Sile Nic Chormaic has received 2021 OSA Fellow from the Optical Society for contributions to fundamental understanding and applications of optical nanofibers, nanofiber-mediated interactions with cold atoms, whispering gallery resonator cavities, and microparticle trapping.	https://www.osa.org/en-us/awards_and_grants/fellow_members/recent_fellows/2021_fellows/	2020/9/1
4	Shintake Unit Quantum Wave Microscopy Unit	OIST Wave Energy Project Prof. Tsumoru Shintake and the OIST Wave Energy Converter Team were awarded the Energy Globe Foundation's prestigious National Energy Globe Award Maldives 2020 for their pioneering approach to sustainable energy.	https://www.energyglobe.info/national/winner/maldives	2020/11/27
5	Rosti Unit Complex Fluids and Flows Unit	Prof. Rosti Marco won the Best Graphics Award by the 34th Symposium of CFD (Computational Fluid Dynamics).	https://www2.nagare.or.jp/cfd/cfd34/graphic_award.html	2020/12/22
6	Yamamoto Unit Cell Signal Unit	Prof. Tadashi Yamamoto (ICSB2019 Organizing Committee) has received the "2020 JNTO Award for Contribution to the Invitation and Hosting of International Conferences" from the Japan National Tourism Organization (JNTO) for a conference organized with "advancement and creativity" and "contribution to the local community."	https://mice.jnto.go.jp/news/	2021/1/29

Research Honors and Awards won by Other Researchers

No.	Research Unit	Award Winner/Honor Title	URL	Date Awarded
1	Doya Unit Neural Computation Unit	Dr. Yuzhe Li (Postdoc) has received the 2020 AP-CCN Poster Award at the Asia-Pacific Computational and Cognitive Neuroscience (AP-CNN) conference. Poster title: Neuron hubs distributed differently in deep layers and superficial layers in different brain states	http://www.ap-ccn.org/site/page.aspx?pid=237&sid=1321&lang=en	2020/9/27
2	Rosti Unit Complex Fluids and Flows Unit	Dr. Olivieri Stefano (Postdoc) has received the ECCOMAS Scholarship for Young Investigators for participation at WCCM-ECCOMAS Virtual Congress (11-15 January 2021)	https://www.wccm-eccomas2020.org/frontal/Scholarships.asp	2020/10/6
3	Uusisaari Unit Neuronal Rhythms in Movement Unit	Dr. Kevin Dorgans (Postdoc) has received the Poster Presentation Prize at PDS research summit 2020 in Stellenbosch University, Western Cape, South Africa for "Imaging subthreshold voltage oscillation with cellular resolution in the inferior olive in vitro".	N/A	Nov. 2020
4	Shen Unit Micro/Bio/Nanofludics Unit	Mr. Ryota Yoshizawa (research intern) has received the Best Presentation Awards from the Japan Society of Polymer Processing in Kansai Area for giving an excellent presentation.	https://www.sci.osaka-u.ac.jp/ja/info/8959/	2020/12/8
5	De Schutter Unit Computational Neuroscience Unit	Dr. Audrey Denizot (Postdoc) was selected as a recipient of a 2020 Trainee Professional Development Award (TPDA) from Society for Neuroscience.	https://www.sfn.org/meetings/meeting-awards/trainee-professional-development-award	2020/12/20

Attachment 1. 3-2 FY2020 List of Outreach Programs

添付資料1. 3-2 令和2年度 アウトリーチ活動実績

No.	日付 Date	研究ユニット Unit, Section	プログラム名/参加者 Program, participants	内容 Contents	会場 Venue	学校 School	人数 Number of people
1	2020/07/30	Marine Eco-Evo-Devo Unit 海洋生態進化発生生物学ユニット	Shuri Higashi Senior high school Career Education 首里東高校 キャリア教育プログラム	Science Talk サイエンストーク	Shuri Higashi High School 首里東高校	OH	40
2	2020/10/15	Nucleic Acid Chemistry and Engineering Unit 核酸化学・工学ユニット	Okita Primary School Science Club 名護市立大北小学校理科クラブ	Science program for Kids 科学プログラム	Okiwa Primary School 大北小学校	OE	25
3	2020/10/31	Community Relations Section 地域連携セクション	Science trip in Ogimi 大宜見サイエンストリップ	"Science program for Kids 科学プログラム"	Old Ogimi School 旧大宜味小学校		50
4	2020/11/17	Computational Neuroscience Unit 計算脳科学ユニット	Nago Primary School Science Club 名護市立名護小学校サイエンスクラブ	Science program for Kids 科学プログラム	Nago Primary School 名護小学校	OE	15
5	2020/12/05	Conference and Workshop Section カンファレンス・ワークショップ・セクション Language Education Section ランゲージ・エデュケーション・セクション Evolutionary Genomics Unit 進化ゲノミクスユニット Office of the President 学長オフィス	The 9th SCORE! Science in Okinawa: Research for Enterprise 第9回スコア！サイエンスinオキナワ：起業のための研究能力	Event イベント	Auditorium 講堂	OH	40
6	2020/12/12 2020/12/13	Mathematics, Mechanics, and Materials Unit 数理力学と材料科学ユニット	Science trip in Aguni 粟国サイエンストリップ	Science program 科学プログラム	Aguni community Center 離島振興センター		50
7	2020/12/14				Aguni JH/ES 粟国小中学校	OE/OJ	50
8	2021/01/30	・ Femtosecond Spectroscopy Unit フェムト秒分光法ユニット ・ Quantum Wave Microscopy Unit 量子波光学顕微鏡ユニット ・ Library Staff/図書館職員	Science Festival Online 2021 サイエンスフェスタ（オンライン開催）	Science show 科学実験ショー	Online/オンライン		3,000
		・ OERS/沖縄環境支援セクション		Science Cafe サイエンスカフェ			
		・ Graduate School/研究科オフィス ・ OMSS/沖縄マリンサイエンスサポートセクション ・ RSD/研究支援ディビジョン		Science QA 科学しつもんコーナー			
		・ Imaging section/イメージングセクション ・ Scientific Computing and Data Analysis Section 科学計算及びデータ解析セクション ・ Neurobiology Research Unit 神経生物学研究ユニット ・ Evolutionary Neurobiology Unit 進化神経生物学ユニット ・ Genomics and Regulatory Systems Unit ゲノム・遺伝子制御システム科学ユニット ・ Marine Biophysics Unit 海洋生態物理学ユニット ・ Fluid Mechanics Unit 流体力学ユニット ・ Cognitive Neurorobotics Research Unit 認知脳ロボティクス研究ユニット ・ OERS/沖縄環境支援セクション		Research outline 研究紹介（ビデオ）			
9	2021/02/26	Nucleic Acid Chemistry and Engineering Unit 核酸化学・工学ユニット	OIST Science Talk (Online) OIST博士課程で学ぶ学生によるサイエンストーク （オンライン開催）	Research outline 研究紹介	Online オンライン （OIST Youtube）		34
10	2021/02/18	Okinawa Marine Science Support Section 沖縄マリンサイエンスサポートセクション	Yagaji Hirugi Gakuen Science Club 屋我地ひるぎ学園サイエンスクラブ	Science program for Kids 科学プログラム	Yagaji Hirugi Gakuen 屋我地ひるぎ学園	OE	13
11	2021/03/17	Marine Biophysics Unit 海洋生態物理学ユニット	Yamada Senior high school Campus tour 高知県立山田高等学校学校見学	Research outline 研究紹介	Online オンライン	H	16
12	2021/03/26	Immune Signal Unit 免疫シグナルユニット	OIST Science Talk (Online) OIST博士課程で学ぶ学生によるサイエンストーク （オンライン開催）	Research outline 研究紹介	Online オンライン （OIST Youtube）		28

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

イベントの数：12件（こどもかがく教室は中止）

List of OIST funded Workshops in FY2020

	Start Date	End Date	Title	Venue	Participants (total)	Remote Participants (of total)	Participants (overseas)
1	February 8, 2021	February 12, 2021	OIST Workshop "Quantum Math, Singularities and Related Topics"	Online (Zoom)	38	38	6
2	February 22, 2021	March 3, 2021	OIST Workshop "OIST Developing Neural Circuits Course (DNC) 2020/2021"	Online (Zoom)	50	50	25
Total					88	88	31

List of OIST funded Mini-Symposia in FY2020

	Start Date	End Date	Title	Venue	Participants (total)	Remote Participants (of total)	Participants (overseas)	Country Unknown for Remote Participants (of total)
1	December 8, 2020	December 11, 2020	OIST Mini Symposium "Partial Differential Equations under Various Metrics"	Online (Zoom)	96	96	35	0
2	February 1, 2021	March 8, 2021	OIST Mini Symposium "Quantum sensors of magnetic and inertial forces"	Online (Zoom)	247	247	182	0
3	March 22, 2021	March 24, 2021	OIST Mini Symposium "Honey bee health in a changing world"	Online (Zoom)	133	133	76	43
Total					476	476	293	43

List of OIST Jointly-funded, Executive Workshops, other meetings supported by CWS in FY2020

	Start Date	End Date	Title	Venue	Participants	Remote Participants (of total)	Participants (overseas)	Country Unknown for Remote Participants (of total)
1	March 25, 2021	March 26, 2021	COLOSS Asia Japan Okinawa	Hybrid (OIST Conference Center + Zoom)	108	80	59	6
Total					108	80	59	6

Attachment 2.4-1 FY2020 Number of Employees

		Permanent				Fixed-Term				Part-time				Agency Temp Staff				Total				Total
所属大区分2	Job Title	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	
Admin	Chief Operating Officer							2	2									2	1	2	2	
	Vice President					1	6	3	7									1	6	3	7	
	Associate Vice President					2	1	2	3									2	1	2	3	
	Provost					1		1	1									1		1	1	
	Dean						1	1	1										1		1	
	Senior Manager			2	2	4	5	2	9									4	7	2	11	
	Manager	1		2	3	8	7	4	15									9	9	4	18	
	Research Support Specialist							3	3										3	3	3	
	Assistant Manager			1	1	4	6	1	10									4	7	1	11	
	Specialist		2	1	3	17	21	14	38									19	22	14	41	
	IT Engenieer					1	11	8	12									1	11	8	12	
	Administrative Staff	1		1	2	137	32	24	169									138	33	24	171	
	Part-time								0	6	2	2	8					6	2	2	8	
	Agency Temp Staff								0					65	13	14	78	65	13	14	78	
Admin Total		4	7		11	175	95	63	270	6	2	2	8	65	13	14	78	250	117	63	367	
RSD	Associate Vice President			1	1				0										1		1	1
	Senior Manager						3	1	3										3	1	3	3
	Manager						1		1										1		1	1
	Research Support Specialist			1	1	8	26	14	34									8	27	14	35	
	Assistant Manager					1	2	1	3									1	2	1	3	
	Research Support Leader	1			1		7	4	7									1	7	4	8	
	Research Support Technician					2	3	2	5									2	3	2	5	
	Specialist			1	1	4	2	1	6									4	3	1	7	
	IT Engenieer							2	2										2	2	2	2
	Administrative Staff					18	1	1	19									18	1	1	19	
	Part-time								0	2			2					2			2	2
	Agency Temp Staff								0					9	4		13	9	4		13	13
RSD Total		1	3		4	33	47	26	80	2			2	9	4		13	45	54	26	99	
RU	Professor					4	31	21	35									4	31	21	35	
	Associate / Assistant Professor					9	27	22	36									9	27	22	36	
	Group Leader					3	12	6	15									3	12	6	15	
	Staff Scientist					15	59	48	74									15	59	48	74	
	Science Technology Associate					10	4	7	14									10	4	7	14	
	Postdoctoral Scholar					48	123	146	171									48	123	146	171	
	Research Unit Technician					58	54	53	112									58	54	53	112	
	Research Unit Administrator					55			55									55			55	
	Administrative Staff					1			1									1			1	
	Part-time									17	7	3	24					17	7	3	24	
	Agency Temp Staff													7	5		12	7	5		12	
RU Total						203	310	303	513	17	7	3	24	7	5		12	227	322	306		
Total		5	10		15	411	452	392	863	25	9	5	34	81	22	14	103	522	493	395		

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 reasearcher and a respected and accomplished educator who is capable of leading internationally recognized faculty members in the midst of iternational 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 FY2019

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 reasearcher and a respected and accomplished educator who is capable of leading internationally recognized faculty members in the midst of iternational competition.

2. Revisions in FY2019

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 FY2019

None

Governor
(Part Time)

1. Details of the Salary Standard of Officers

The compensation of part-time Officers is determined by the Board of Governors based on their working hours and jobs.

2. Details of the Revisions in FY2019

None

Auditor

1. Details of the officer's salary standard

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

2. Revisions in FY2019

None

Auditor
(Part Time)

1. Details of the officer's salary standard

The compensation of part-time Officers is determined by the Board of Governors based on their working hours and jobs.

2. Revisions in FY2019

None

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 Allowance)			
"A" Governor	K Yen 31,224	K Yen 20,000	K Yen	K Yen 11,224 (Special Adjustment & Commuting Allowance)			※
"B" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			※
"C" Governor (part-time)	K Yen 900	K Yen	K Yen	K Yen ()			※
"D" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"E" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"F" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"G" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"H" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"I" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"J" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"K" Governor (part-time)	K Yen 205	K Yen	K Yen	K Yen ()	1-Jan		
"L" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"M" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"N" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"O" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"P" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			※
"Q" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			*

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

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

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

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

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

3 Appropriateness of Executive Officers' Compensation Standard

【Validation by Corporation】

Head of
Corporation

The compensation standard for the Head of Corporation is reasonable in consideration of the responsibility and difficulty of overseeing management, education and research of an internationally outstanding graduate university, as well as past achievements, and 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 FY2014)

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 FY2019

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 16	Age 48	K Yen 9,343	K Yen 9,343	K Yen 142	K Yen 0
Administrative & Technical Staff	No. of staff members 13	Age 49.9	K Yen 9,710	K Yen 9,710	K Yen 154	K Yen 0
Research Staff	No. of staff members 3	Age 39.8	K Yen 7,756	K Yen 7,756	K Yen 91	K Yen 0

Fixed Term Employee	No. of staff members 564	Age 42.9	K Yen 7,380	K Yen 7,380	K Yen 89	K Yen 0
Faculty	No. of staff members 50	Age 52.9	K Yen 16,131	K Yen 16,131	K Yen 40	K Yen 0
Administrative & Technical Staff	No. of staff members 306	Age 43.3	K Yen 6,385	K Yen 6,385	K Yen 116	K Yen 0
Research Staff	No. of staff members 208	Age 39.8	K Yen 6,740	K Yen 6,740	K Yen 63	K Yen 0

	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
Overseas Employee	4	39.3	10,189	10,189	0	0

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

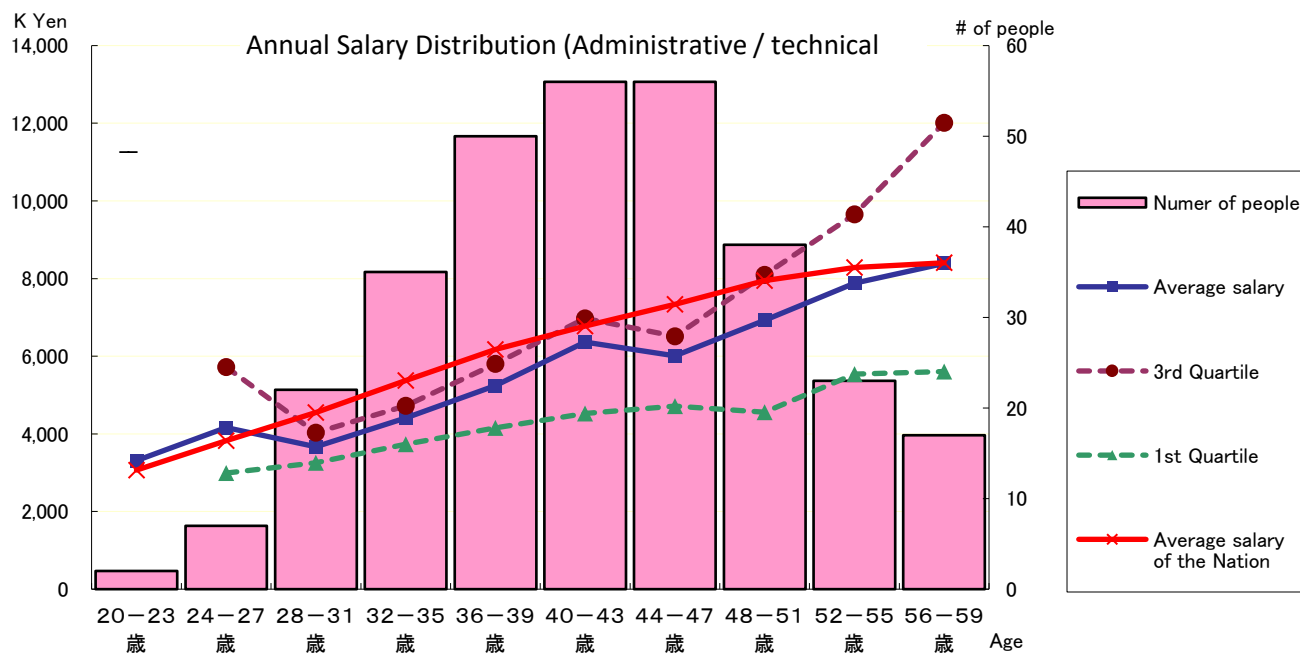
Note 2 : Description of non-applicable permanet and fixed term employee postions are omitted.

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
	People	Age	K Yen	K Yen
Equivalent to director	26	55.1	17,119	46,200~8,521
Equivalent to manager	25	48.1	9,335	11,388~7,079
Equivalent to assistant manager	46	45.9	7,134	9,177~5,298
Equivalent to section chief	97	43.3	5,464	9,211~3,579
Staff	125	39.7	4,048	5,854~2,497

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	<p>(Corporate Verification)</p> <p>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.</p>
	<p>[Verification by Competent Minister]</p> <p>OIST is conducting world-class research and education activities in an international environment where such activities are carried out in English, and more than half of the faculty and students are non-Japanese. Since administrative staffs also must have high expertise to support the researchers, we understand the necessity of having excellent human resources at OIST. OIST has been taking measures to ensure an appropriate salary level under such condition, and as a result, the index compared with government officials showed improvement. We will continue to provide proper instruction and supervision to ensure that such measures will be implemented steadily.</p>
Measures to be Taken	<p>As measures for the future,</p> <p>1) Hire mid-level and younger generation employees over their older counterparts if the candidates are equal in ability.</p> <p>2) Thoroughly carry out the (personnel) performance evaluation and tighten a pay raise.</p> <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 2018)	Current FY (FY 2019)
Total Salary and Compensation Payment Amount (A)	K Yen 6,043,508	K Yen 6,309,542
Retirement Allowance Payment Amount (B)	K Yen 11,922	K Yen 10,852
Salary of Part-time Officers (C)	K Yen 83,959	K Yen 82,767
Benefit Package Expenses (D)	K Yen 654,614	K Yen 697,199
Personnel Expense in the most broad sense (A+B+C+D)	K Yen 6,794,003	K Yen 7,100,360

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

Attachment 2.4-3 FY2020 Number of Employees Taking Training Program

添付資料 2.4-3 令和2年度 研修の受講職員数

令和2年度 セミナー・会議・コース

セミナー・会議・コース	対象者（記入例：アドミ、研究者、業者等）	参加人数	登壇者（発表言語）	開催日
科研費申請書の書き方セミナー	研究者、事務職員	7 (Reseracher:1)	OIST 杉原 忠（日本語） 藤松 佳晃（日本語）	2020/10/2

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	2	大竹、藤松、橋本	2020/10/14
科研費申請	研究者	12	大竹、藤松、橋本	2020/10/15
科研費申請	研究者	30	大竹、藤松、橋本	2020/10/15

FY2020 Seminar/Meeting/Course

Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, venders etc.	# of participants	Speaker (language)	Date
Tips for writing KAKENHI Proposal (KAKENHI Writing Seminar)	Researchers and Admin staff	16 (Reseracher:13)	OIST Tadashi SUGIHARA (English) Yoshiteru FUJIMATSU (English)	2020/10/2

KAKENHI Support Session

Content	Participants	# of participants	Person in Charge	Date
Support sessions for KAKENHI online application	Researchers	2	Otake, Fujimatsu, Hashimoto	2020/10/14
Support sessions for KAKENHI online application	Researchers	12	Otake, Fujimatsu, Hashimoto	2020/10/15
Support sessions for KAKENHI online application	Researchers	30	Otake, Fujimatsu, Hashimoto	2020/10/15

Attachment 2.4-3 FY2020 Number of Employees Taking Training Program

添付資料 2.4-3 令和2年度 研修の受講職員数

令和2年度 研修実績・HR

区分 Training Category	コース名 Course Name	実施方法 Method	実施回数 # of times	参加人数 # of participation
新入職員 New Employee	新入職員オリエンテーション New Employee Orientation	Zoom	23	186
新入職員 New Employee	実務者研修（新入職員向け） Accounting and Document Management Training	対面	10	57
新入職員 New Employee	フォローアップミーティング Follow Up Meeting	対面	35	35
管理職研修 Management Development Program	目標設定について Objective Setting	Zoom	2	46
	労務管理の基礎Ⅰ Labor Management BasicsⅠ	Zoom	2	52
	お互いに尊重する職場環境づくり Respectful Workplace	対面	3	46
	労務管理の基礎Ⅱ Labor Management BasicsⅡ	Zoom	2	43
	グロースマインドセット研修 Growth Mindset Training	Zoom	2	32
	職場でのメンタルヘルス Mental Health at Workplace	Zoom	2	43
MDP / 管理職研修 Spinoff	RWAH Fielding staff concerns	対面	1	20
人事	FY20評価者ガイダンス FY20 Performance Evaluation Guidance	Zoom	2	41
採用セクション主催研修	障害者しごとサポーター養成講座 Job Supporter Training Course for the Disabled	Zoom	1	33
	E-staffing説明会（人材派遣管理システム） E-staffing Briefing Session（Temp Staff Management System）	Zoom	1	32
労務・ダイバーシティ主催研修	仕事と育児の両立支援セミナー Work and Childcare Balance Support Seminar	Zoom	2	26
	育児中の職員マネジメント研修 How to manage staff members who are raining children	Zoom	2	24
人事	所得税確定申告 Income Tax Filing	Online	1	22
Total			91	738

Attachment 2.4-3 FY2020 Number of Employees Taking Training Program
添付資料 2.4-3 令和2年度 研修の受講職員数

Seminar/Training Results in FY2020 (excluding on-line training)
2020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, 2020 to March 31, 2021
期間：2020年4月1日から2021年3月31日

2021/4/23
Occupational Health and Safety
Section
安全衛生セクション

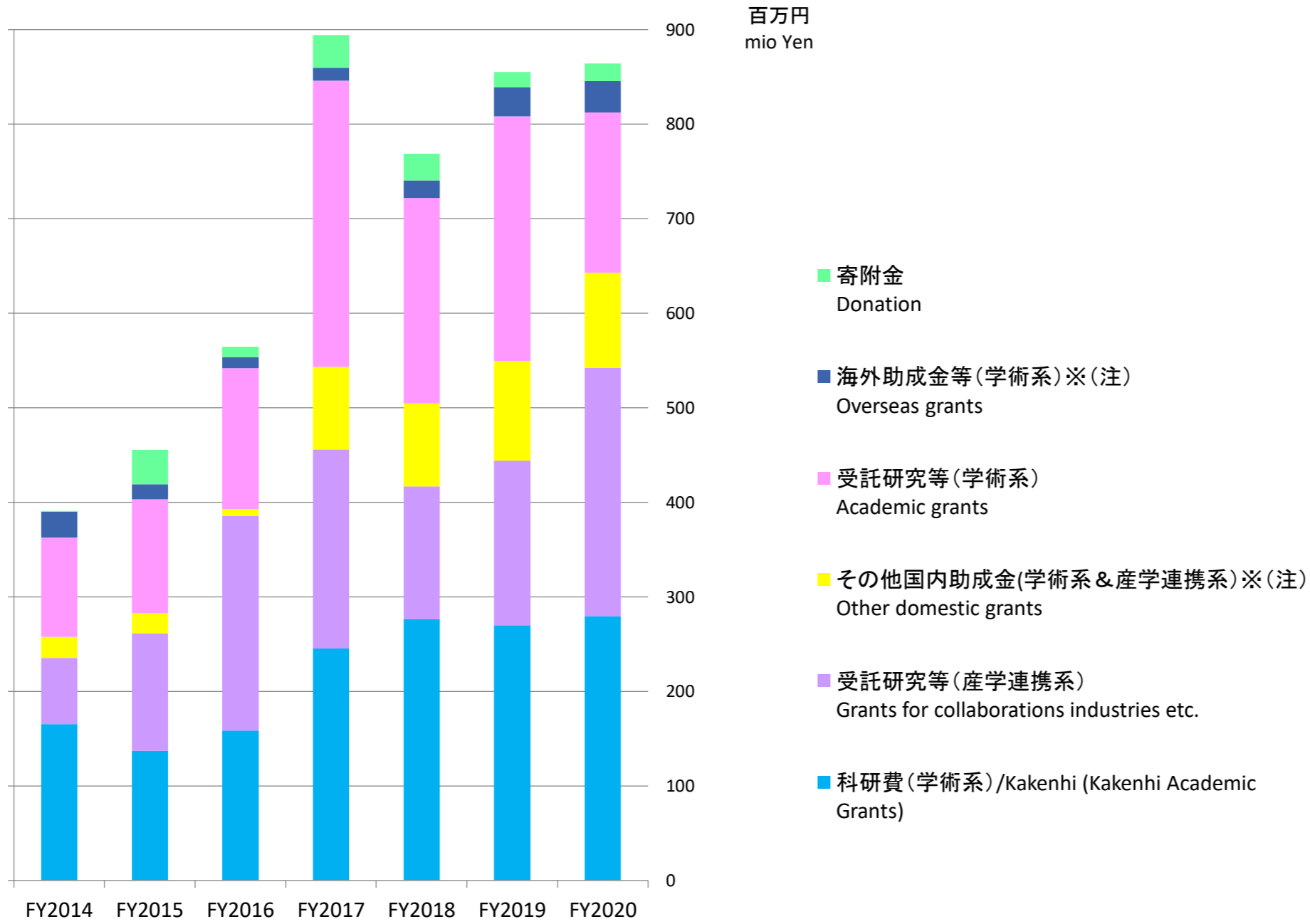
	Date 実施日	Nature of Event 種類	Name of Seminar/Training 名称	Number of Participants 参加人数	Remarks 備考
1	April 30, 2020 2020年4月30日	Training トレーニング	Hans-on training and safety training for PCR staff members PCR検査のための実地講習及び安全講習	6	
2	Aug. 4 & 5, 2020 2020年8月4,5日	Training トレーニング	Safety Training for Venders (Advanced Program) (2 times in total) 取引先向け安全トレーニング（アドバンスドプログラム） (2回実施)	54	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
3	Nov 20, 2020 2020年11月20日	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	7	
4	All through the year 通年	Training トレーニング	Radiation Workers 放射線を取り扱う者 (9 times in total) (9回実施)	30	
5	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 (1 times in total) (1回実施)	1	
6	All through the year 通年	Hands-on 実地講習	Hands-on training on laser safety レーザー安全実地訓練 (5 time in total) (5回実施)	10	
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

添付資料 3.1-1 外部資金・寄附金獲得状況

Acquisition of External Funding (as of Mar 31, 2021)/外部資金獲得状況

分類 Category	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019		FY2020	
	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
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
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
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
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
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
	391,105,550		455,678,481		564,478,055		894,219,507		768,552,294		855,132,494		864,170,465	

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

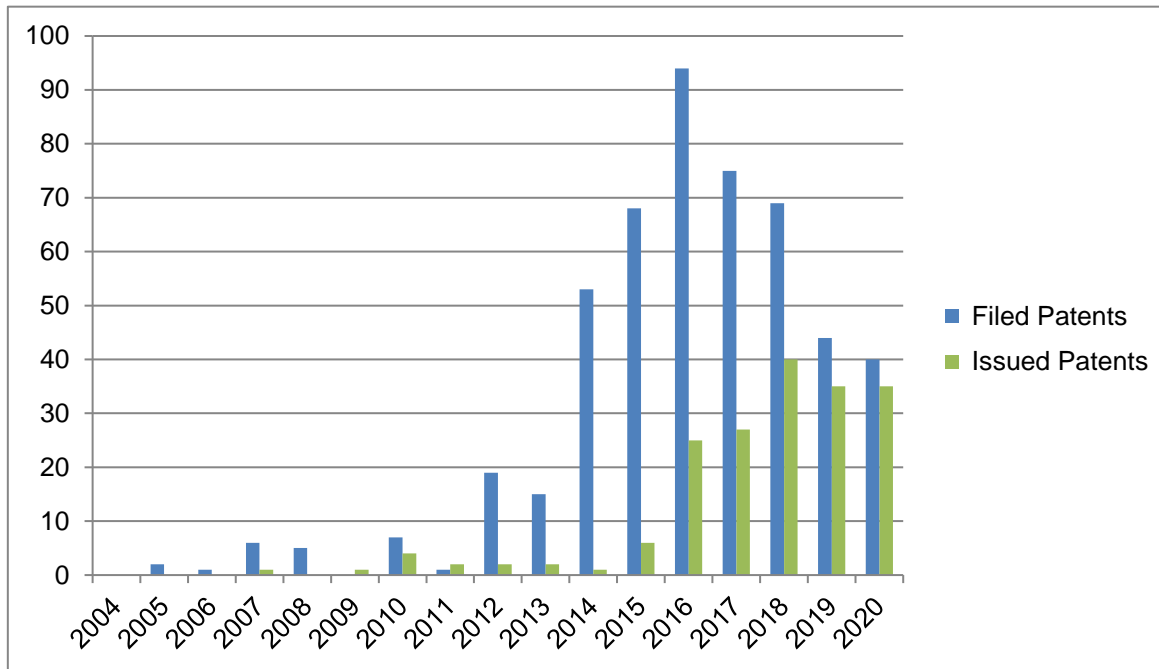


Attachment 4.1-1 Patent Status

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

* FY2020 is estimated numbers

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



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	Lysosome Targeted Molecular Self-assembly for Cancer Therapeutics	Continuing	Ye Zhang	ITR
3	ADHD Parenting program	Continuing	Gail Tripp	ITR
4	Spin-based cryogenic microwave amplifier for quantum technologies	Continuing	Denis Konstantinov	ITR
5	The neuromuscular junction as a new target for treatment of Hereditary Motor and Sensory Neuropathy	Continuing	Tadashi Yamamoto	ITR
6	Development of human aging detection through measuring abundance of age-related metabolic biomarkers	Continuing	Mitsuhiro Yanagida	ITR
7	All-solid-state Li-ion batteries with improved stability	Continuing	Yabing Qi	ITR
8	Laser-driven Microplasma Extreme-UV source	New	Keshav Dani	ITR
9	Development of Methods for determining the structures of small compounds using mass and ion-mobility of fragment ions	Continuing	Hiroshi Watanabe	Phase I
10	Open source total gradient computation framework	New	Kenji Doya	Phase I
11	Application of atom economical Ru catalysis to economical synthesis of novel chemical matter	Continuing	Eugene Khaskin	Phase I
12	UD proteomics analyses of synapses purified from human ipsc-derived neurons	New	Tomoyuki Takahashi	Phase I
13	Portable nanoplasmonics for application specific remote biosensing	Continuing	Amy Shen	Phase II
14	Optimisation of selective treatment of distillery and fermentation waste using Microbial Fuel Cells	Continuing	Igor Goryanin	Phase II
15	Cost-effective production of anion exchange membranes for industrial applications	Continuing	Igor Goryanin	Phase II
16	Development of Ducted Wave Energy Converter	Continuing	Tsumoru Shintake	Phase II
17	Clinical trial study for commercialization of OIST Rice	New	Hidetoshi Saze	Phase II
18	Development of Methods for determining the structures of small compounds using mass and ion-mobility of fragment ions.	New	Hiroshi Watanabe	Phase II
19	Condenser-less AI cystoscope for label free prediction, segmentation, tracking of cell phenotype and behavior	New	Hsieh-Fu Tsai	TPF
20	Bio-Practical AppliCation Treatment Systems	New	David Simpson	TPF

Attachment 4. 1-3 FY2020 Startups

Startups and companies

No	Company Name	New/ Continuing	Type (OIST Spin-off, Accelerator, External)	Location (Lab 3, Incubator, etc)
1	Okinawa Protein Tomography	Continuing	OIST Spin-off	Lab 3 Level A
2	Bioalchemy	Continuing	OIST Spin-off	Incubator
3	REPS Japan (formerly Shoreditch-son)	Continuing	Accelerator	Incubator
4	EF Polymer	Continuing	Accelerator	Incubator
5	KanjuBot	New	Accelerator	Incubator
6	Sage Sentinel	New	Accelerator	Incubator
7	Savory	Continuing	External	Incubator
8	HanahanaWorks Okinawa	Continuing	External	Incubator
9	SPEC	Continuing	External	Incubator
10	Beans Labo	Continuing	External	Incubator
11	Miratsuku	Continuing	External	Incubator
12	Southern Knights Laboratory	Continuing	External	Incubator
13	Maneria	Continuing	External	Incubator
14	Hayato Information	New	External	Incubator
15	Portbridge	New	External	Incubator
16	Kenko Leaf	New	External	Incubator
17	Miwa Mega	New	External	Incubator
18	Beyond Next Ventures	New	External	Incubator
19	Cultivera	New	External	Incubator
20	Ess-sense	New	External	Incubator
21	H.KLAB.	New	External	Incubator

Attachment 4. 1-4 FY2020 Industry-related Collaboration and Innovation Seminars and Events

Industry-related Grants, Collaborations, and Agreements

No	Title	New/ Continuing	Funding Source	Collaborators	Details	OIST Partner
1	A-STEP (Adaptable and Seamless Technology Transfer Program through Target-driven R&D)	New	JST	N/A	Scale up of perovskite solar modules	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	National Research Institute of Aquaculture,Fisheries Research and Education Agency	Genomic analysis of pearl oysters and development of its DNA marker	Professor Noriyuki Satoh
3	Collaborative Research Project	New		Confidential	AI	Professor Kenji Doya
4	Collaborative Research Project	New		Confidential	AI	Professor Kenji Doya
5	Collaborative Research Project	New		Confidential	Bio	STG Associate Eugene Kroll
6	Collaborative Research Project	New		Confidential	Material	STG Associate Yoko Nomura
7	Collaborative Research Project	New		Confidential	Bio	Associate Professor Hidetoshi Saze
8	Collaborative Research Project	Continuing		Confidential	Material	STG Yoko Nomura
9	Collaborative Research Project	Continuing		Confidential	Drug Development	Professor Noriyuki Satoh
10	Collaborative Research Project	Continuing		Confidential	Chemistry	Professor Fujie Tanaka
11	Collaborative Research Project	Continuing		Confidential	Drug Development	Professor Yohei Yokobayashi
12	Sponsored Research Project	New		Confidential	Bio	Professor Tadashi Yamamoto
13	Sponsored Research Project	Continuing		Confidential	Environment	Professor Noriyuki Satoh
14	Sponsored Research Project	Continuing		Confidential	Environment	Professor Noriyuki Satoh
15	Sponsored Research Project	Continuing		Confidential	Energy	Professor Tsumoru Shintake
16	COVID-19 related Agreement	New		OPG	COVID-19	Institutional
17	COVID-19 related Agreement	New		OPG	COVID-19	Institutional
18	COVID-19 related Agreement	New		OPG	COVID-19	Institutional
19	License Agreement	Continuing		Okinawa Protein Tomography	Bio	Institutional
20	License Agreement	Continuing		O-Force	Pharma	Institutional
21	License Agreement	Continuing		Confidential	Environment	Professor Noriyuki Sato
22	License Agreement	Continuing		Confidential	Bio	Institutional
23	Material Transfer Agreement	New		Confidential	Bio	Professor Amy Shen
24	Material Transfer Agreement	New		Confidential	Bio	Professor Amy Shen
25	Non-Disclosure Agreement	New		Confidential	Physics	Institutional
26	Non-Disclosure Agreement	New		Confidential	Physics	Associate Professor Keshav Dani
27	Non-Disclosure Agreement	New		Confidential	Optics	Professor Sile Nic Chormaic
28	Non-Disclosure Agreement	New		Confidential	Environment	Institutional
29	Non-Disclosure Agreement	New		Confidential	Health	Associate Professor Hidetoshi Saze
30	Non-Disclosure Agreement	New		Confidential	Bio	Professor Amy Shen
31	Non-Disclosure Agreement	New		Confidential	Bio	Professor Yohei Yokobayashi
32	Non-Disclosure Agreement	New		Confidential	Material	Institutional
33	Non-Disclosure Agreement	New		Confidential	Bio/Software	Professor Amy Shen
34	Non-Disclosure Agreement	New		Confidential	Data sience	Associate Professor Emile Touber
35	Non-Disclosure Agreement	New		Confidential	Data sience	Associate Professor Emile Touber
36	Non-Disclosure Agreement	New		Confidential	Physics	Professor Keshav Dani
37	Non-Disclosure Agreement	New		Confidential	Bio	Professor Amy Shen
38	Non-Disclosure Agreement	New		Confidential	Institutional Partnership	Institutional
39	Non-Disclosure Agreement	New		Confidential	Institutional Partnership	Institutional
40	Non-Disclosure Agreement	New		Confidential	Institutional Partnership	Institutional
41	Non-Disclosure Agreement	New		Confidential	Institutional Partnership	Institutional
42	Non-Disclosure Agreement	New		Confidential	Institutional Partnership	Institutional
43	Non-Disclosure Agreement	New		Confidential	Environment	Institutional
44	Non-Disclosure Agreement	New		Confidential	Environment	Institutional
45	Non-Disclosure Agreement	New		Confidential	Bio	Institutional
46	Non-Disclosure Agreement	New		Confidential	Startup support	Institutional
47	Non-Disclosure Agreement	New		Confidential	Institutional Partnership	Institutional
48	Non-Disclosure Agreement	New		Confidential	Startup support	Institutional
49	Non-Disclosure Agreement	New		Confidential	Startup support	Institutional
50	Non-Disclosure Agreement	New		Confidential	Bio	Adjunct Professor Igor Goryanin
51	Non-Disclosure Agreement	New		Confidential	Bio	Professor Matthias Wolf
52	Non-Disclosure Agreement	New		Confidential	Material	STG Associate Yoko Nomura
53	Non-Disclosure Agreement	New		Confidential	Material	STG Associate Yoko Nomura
54	Non-Disclosure Agreement	New		Confidential	Bio	Professor Tsumoru Shintake
55	Non-Disclosure Agreement	New		Confidential	Institutional Partnership	Intitutional
56	Non-Disclosure Agreement	New		Confidential	Software	Associate Professor Emile Touber
57	Non-Disclosure Agreement	Continuing		Confidential	Physics	Institutional
58	Non-Disclosure Agreement	Continuing		Confidential	Mathematics	Institutional
59	Non-Disclosure Agreement	Continuing		Confidential	Environment	Institutional
60	Non-Disclosure Agreement	Continuing		Confidential	Analytics	Assistant Professor Hiroshi Watanabe
61	MOU	New		Confidential	Startup support	Institutional
62	MOU	New		Confidential	Industry Collaboration	Institutional
63	MOU	New		Ryubo Corporation	Startup support	Institutional
64	MOU	Continuing		DeepCore	AI	Institutional
65	MOU	Continuing		The Okinawa Development Finance Corporation	Industry-Acdemia-Government-Finance Collaboration	Institutional
66	MOU	Continuing		Republic of Maldives Kokyo Tatemono	Energy	Professor Tsumoru Shintake
67	MOU	Continuing		Confidential	Environment	Adjunct Professor Igor Goryanin
68	Other Agreement	Continuing		Confidential	Energy	Professor Yabing Qi