OIST | C-HUB Center for Professional Development & Inclusive Excellence
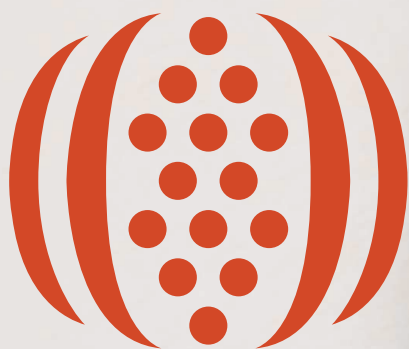
The Center for Professional Development and Inclusive Excellence (C-Hub)

INAUGURAL REPORT

December 2021 — February 2023

Okinawa Institute of Science and Technology
沖縄科学技術大学院大学

OIST | C-HUB Center for Professional Development & Inclusive Excellence

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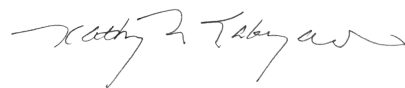
Executive Summary

It is an honor to present our inaugural report covering a period of a little over a year for the OIST Center for Professional Development and Inclusive Excellence (C-Hub). The creation of C-Hub was a key outcome from the university strategic planning process, whereby OIST made a commitment to build a centralized, single source to provide Faculty development in teaching and mentorship and individual career support for faculty, students, researchers, staff, administrative leaders, and alumni. Our programs and activities expand across a wide range of areas including teaching and course design, diversity, equity, & inclusion (DEI), mentorship and leadership, research skills, communication and collaboration, and life-long skills. C-Hub's mission and vision reflects the values and ambitions of OIST's pursuit for academic and research excellence and the university's active commitment to contribute to the societal well-being of our local and global community. We are excited to establish this uniquely innovative model for a professional development center in higher education across Japan and the world. Our approach is grounded in cultivating a climate of equity and inclusion whereby all individuals are empowered to thrive and succeed.

During our inaugural year, C-Hub has fostered collaborations across the entire OIST community, and with national and international partners. Total participation of faculty, students, postdocs and researchers, administrative staff and leaders, alumni, and external colleagues in our programs, activities, and services totaled nearly **1403 in just a little over one year** – a notable accomplishment for our small team. Over 40 participants (students, postdocs, faculty) enrolled in our new Certificate program on Teaching and Course Design and our monthly workshops have been lively discourses grounded in inquiry, inclusive pedagogy, and the rich contributions of our diverse community of OISTers. We have also launched a monthly newsletter, *C-Hub Spotlight*, which features topics of relevance to the OIST community (*e.g.* inclusive leadership; effective communication; inclusive mentoring; mental health and well-being) and the research underlying best practices.

Respectfully submitted,

Kathy Takayama, PhD
Executive Director

C-Hub's mission and vision reflects the values and ambitions of OIST's pursuit for academic and research excellence and the university's active commitment to contribute to the societal well-being of our local and global community.

C-Hub has placed continual emphasis on integrating diversity, equity, and inclusion throughout our programming. Our international symposia on Inclusive Mentoring (2022) and Inclusive Leadership (2023) have been attended by over 250 participants across OIST, Japan, and internationally.

In this report, you will find a full description of our programs and activities. We look forward to the year ahead, as we continue to build on our foundations. I am grateful to my C-Hub colleagues for their commitment and enthusiasm from the very beginning of this adventure, and our colleagues in the Faculty Affairs Office for their ongoing support and collaboration. In addition, we are indebted to OIST's leadership, faculty, students, researchers, and staff for their active engagement and partnerships.

C-Hub Mission & Overview

The Center for Professional Development and Inclusive Excellence (C-Hub) aims to strengthen the whole OIST community through centralized, strategic capacity-building that:

i.   **provides faculty, students, postdocs, administrative staff, research staff, and administrative leaders with research-informed professional development programs and opportunities for mentorship, career and personal growth;**

ii. **fosters academic and research excellence by actively cultivating a diverse, equitable, and inclusive climate so all can succeed;**

iii. **connects and creates collaborations across and beyond the university;**

iv. **creates a forum for exchange, sharing and benchmarking of data, progress, and best practices to amplify OIST's reach, impact, and recognition as a unique model for professional development that incorporates equity, diversity, and inclusion.**

The logo for the Center for Professional Development and Inclusive Excellence is inspired by the seed pod of the indigenous *sannin (muuchiigaasa)* plant, or shell ginger. The seeds of the *sannin* plant are encased in a bright orange shell. Okinawans use *sannin* in traditional cuisine.

The C-Hub logo draws inspiration from the individual seeds encased in the *sannin* pod to represent the potential of every individual. Yet, seeds require nourishment and cultivation to grow and flourish. It is in this spirit that C-Hub aspires to bring our community together to create inclusive, productive environments for the ongoing development of all individuals. In so doing, we can foster the growth of future generations across our global community.

We are grateful for the collaboration and generous guidance of our OIST Eedee* Group colleagues for the inspiration of our logo. The Eedee Initiative engages the OIST community to further embrace local Okinawan culture and become an integrated part of the local society.

*Eedee means 'working together' in *Uchinaaguchi,* the Okinawan language.

seeds of the sannin plant

C-Hub Staff and Bios

Executive Director
Kathy Takayama, Ph.D.

Kathy has over 25 years of experience in creating and leading innovations to develop engaging, inclusive, and productive academic environments for a wide range of universities across the world. Her achievements have been recognized by the Carnegie Foundation for the Advancement of Teaching and Learning, the National Academies Fellowship of the US National Research Council, and the International Society for the Scholarship of Teaching and Learning, which elected her as President from 2014-2015.

She has received national and international teaching awards, including the Australian College of Educators Award, and the David White Award from the Australian Society for Microbiology. She has delivered numerous keynotes on STEM education, technology and innovation in higher education, the scholarship of teaching and learning, and diversity, equity & inclusion (DEI). A graduate of the Massachusetts Institute of Technology (MIT), Kathy was a faculty member at the University of New South Wales in Sydney, Australia, where she researched the molecular regulation of RNA processing mechanisms in marine *Vibrio* bacteria. Subsequently, Kathy was appointed professor of molecular biology, cell biology, & biochemistry, and executive director of the Harriet W. Sheridan Center at Brown University; after Brown, she became the founding executive director of the Center for Teaching and Learning at Columbia University where she held a joint appointment

as professor of biological sciences. In 2017, she was invited by the Howard Hughes Medical Institute as a Senior Fellow in Science Education to collaborate on the national Inclusive Excellence initiative to create inclusive, equitable pathways in the sciences.

As the founding executive director of C-Hub, she leads the strategy and development of programs, services, and projects on pedagogy and course design, career development, DEI, mentorship & leadership, and collaboration & communication in partnership with her colleagues at the center and across OIST. As the executive director for Diversity, Equity, and Inclusion, she provides strategic leadership for promoting and supporting DEI at OIST, and developing the infrastructure needed to sustain DEI. In this role, Kathy leads institutional capacity-building for creating equitable and inclusive environments where all members are valued and provided with opportunities to thrive. In addition to these key roles, Kathy also chairs the OIST Alumni and Associates Network (OAAN) initiative, and collaborates with administrative leaders, Divisions and units across OIST, the Faculty Council, the ORC, and the Student Council to support OIST's academic and research mission. Kathy originally hails from New York City (and she misses her bagels) but her favorite state is Rhode Island. She lived in Sydney, Australia for half of her career, where she learned to appreciate Tim Tams and lamingtons (but still hasn't learned the rules of cricket).

Professional & Culture Development Specialist
Ayumi Nagai

With over 10 years of human resources experience in global financial institutions in Tokyo and the Asia Pacific, Ayumi has specialized in dynamic and engaging talent development expertise for professionals from diverse backgrounds in international, cross-cultural environments. After shifting her career to academia, Ayumi is enthusiastic about applying her background to facilitate exchanges across diverse members of the OIST community toward the enhancement of an inclusive and equitable culture at OIST. She works expansively across the university to support the professional development needs of administrative staff, and also collaborates with her C-Hub colleagues to develop cross-divisional programs and initiatives. Originally from Kyoto, Ayumi has heritage in Okinawa and enjoys traveling, reading, cooking, and outdoor activities with family and friends.

Assistant Director for Faculty and Postdoctoral Professional Development
Brandon Conlon, Ed.D.

Brandon completed his undergraduate education at the University of Massachusetts, Amherst, in linguistics and philosophy, and while working as a lecturer at the University of Liverpool's joint-venture university partnership with Xi'an-Jiaotong University in China, completed his MA in applied linguistics. Brandon served last year as Director of the Center for Teaching Innovation at D'Youville University in Buffalo, New York, an historically women's college that is now a university specialized in applied health sciences. Prior to that, he was the head of the English for Academic Purposes Program and a senior lecturer at New York University's joint-venture university campus, NYU Shanghai, a partnership with East China Normal University and the Shanghai Municipal Government. He started at NYU Shanghai as a founding faculty member in 2013. He has nearly 20 years of rich teaching experiences in international higher education environments.

Brandon holds an EdD in higher education from the University of Liverpool, where he researched the Chinese

students' conceptualization of liberal arts education at NYU Shanghai. His interests in professional development start with an eye to the way different stakeholders, while pursuing their own personal development, contribute to the overall learning of the organization, especially organizational identity dynamics in relation to organizational mission and values. He is also the founding editor of the website Liberal Arts Global Lens, which is currently in a partnership with the Pacific Alliance of Liberal Arts Colleges. Brandon is a member of the Professional and Organizational Development Network, Human Development and Capabilities Association, and the World Council on Intercultural and Global Competence.

At OIST, Brandon will be working alongside the director to review professional development needs of faculty and postdocs, developing training curricula and provide consultations to meet these identified needs.

Administrative Staff Assistant
Oksana Burduzhan

Oksana joined OIST in September 2019, with previous corporate accounting experiences in the Ukraine and England. She has a degree in economics and holds a great passion for art. When she came to Okinawa with her family, she was curious to further develop her professional skills and has been providing a broad range of administrative support initially for the Postdoctoral Development section in the Faculty Affairs office followed by her transition to C-Hub. Her current role spans collaborative support for C-Hub's professional development activities and administrative support for the Executive Director, as well as key coordination across OIST to support the development of the OIST Alumni and Associates Network (OAAN) to connect OISTers across the globe. Oksana loves making new connections and bringing people together, as she values the potential of positivity and the beauty of creative projects. Her artistic interests led to her curation of OIST's inaugural community art exhibition, "Synergy", which showcased the artistic and scientific talents of the OIST community to the Okinawan community and overseas visitors. Oksana appreciates Okinawa and spends most weekends by the sea or engaged in art-related activities.
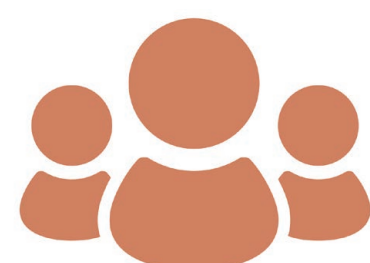
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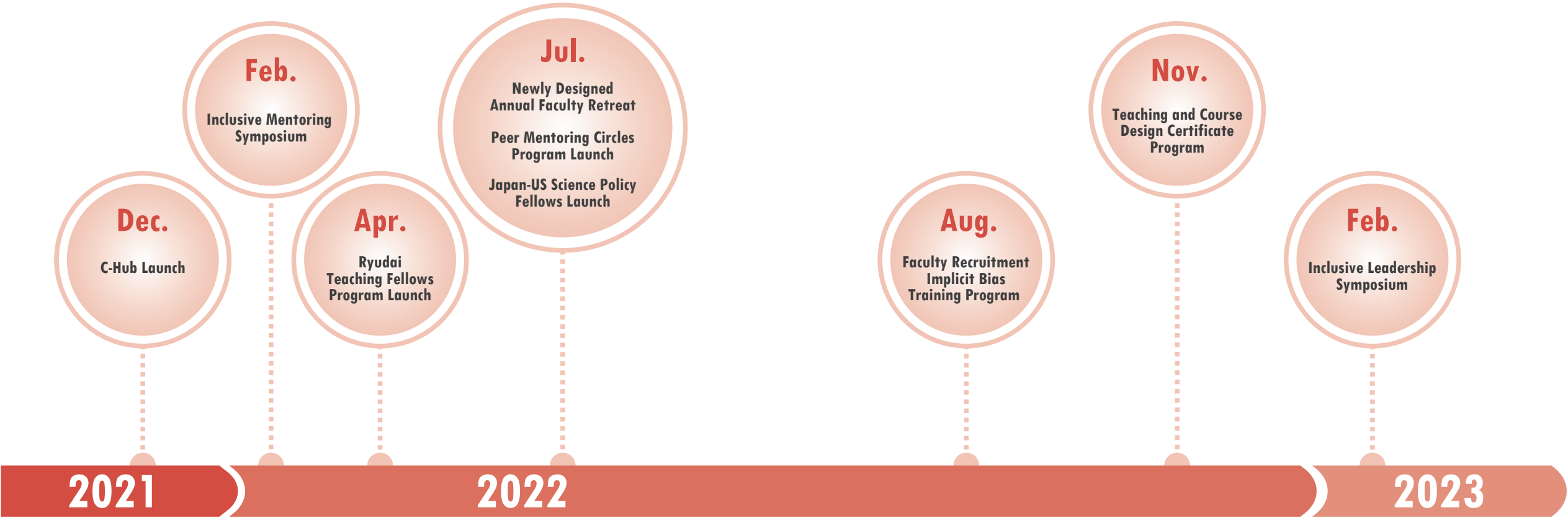
Summary of C-Hub Activities and Services

Distribution of C-Hub Services to OIST

945 OISTers participated in
C-Hub's programs and events

255 OISTers participated in
C-Hub's consultations and coaching

C-Hub Reach and Impact (Dec 2021- Feb 2023)

OIST Stake holder Group	Total Number of Indivisuals
Administrative Staff	466
Graduate Students	304
Faculty	199
Postdocs	197
External participants	89
Researchers (other than postdocs)	81
Administrative Leaders	50
Alumni	17
Total	1,403

Dec.
C-Hub Launch

Feb.
Inclusive Mentoring Symposium

Apr.
Ryudai Teaching Fellows Program Launch

Jul.
Newly Designed Annual Faculty Retreat

Peer Mentoring Circles Program Launch

Japan-US Science Policy Fellows Launch

Aug.
Faculty Recruitment Implicit Bias Training Program

Nov.
Teaching and Course Design Certificate Program

Feb.
Inclusive Leadership Symposium

2021   **2022**   **2023**

List of C-Hub Programs and Events

Certificate Program

Teaching and Course Design Certificate Program

Fellowship Programs

Ryudai Teaching Fellows Program
Japan-USA Science Policy Fellowship Network Program

Faculty Programs

New Faculty Orientation
Annual Faculty Retreat

Annual International Symposium

2022 Symposium: Inclusive Mentorship
2023 Symposium: Inclusive Leadership

Workshops, Seminars, and Additional Programs

Peer Mentoring Circles
Workshops and Seminars for Faculty, Postdoctoral Scholars and Students
- C-Hub/Office of the Dean of Research Kakenhi Grant Clinics
- Nature Research Academies: Being an Effective Reviewer Workshop
- Building Your Next Course: Forward Thinking on Curriculum through Backward Course Design

University-Wide Workshops
- Microaggression Workshop
- Effective, Fabulous Poster Presentations
- Visual Design for Communication

Retreats and Strategic Planning Facilitation

OneHR Workshop (HR Division Retreat)
IT-PPI communication workshop (IT Section Retreat)
Graduate School Division Retreat
Office of the Dean of Research Strategic Planning Retreat

Training Sessions and Activities

C-Hub Focus Groups
Faculty Recruitment Committee Implicit Bias training
Graduate School Implicit Bias training
Implicit Bias training for faculty (for Graduate School admissions)
Responsible Conduct in Research Training for the Graduate School

Full Descriptions of Programs, Events, and Activities

Teaching and Course Design Certificate Program

https://groups.oist.jp/c-hub/c-hub-teaching-and-course-design-certificate-program-fall-2022-%E2%80%93-spring-2023

> "The group discussions really help in term of knowing different points of view from people in different fields. It is also interesting to learn that there are some common struggles in teaching/learning in totally different subjects. All these inputs are valuable for future preparation for teaching or even a seminar talk."

> "Thank you for your work. I really do appreciate your level of preparedness and the knowledge you shared with us. I also [want to] mention the atmosphere you have created in the classroom. I felt heard and my (and everyone else's) views and comments seemed an important part of the learning process for the whole class."

The Teaching and Course Design Certificate Program, taught by executive director Takayama, is an introduction to the core components of inclusive, student-centered teaching and effective course design. Participants are introduced to the fundamental components of reflective, student-centered teaching: careful planning and continuous refinement of one's practice, establishing learning goals and gauging students' learning, and actively engaging students and creating an inclusive climate for learning. The program helps participants develop their pedagogical skills and apply best practices to create engaging, quality courses. Using a rhetorical lens, participants also refine their communication skills that are fundamental to every career.

Number of participants

44

Faculty = 1
Postdocs = 18
Students = 25
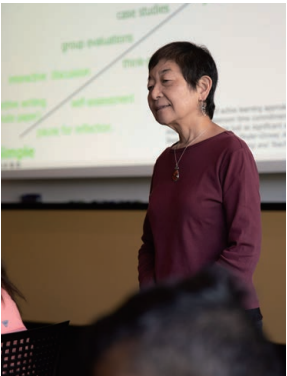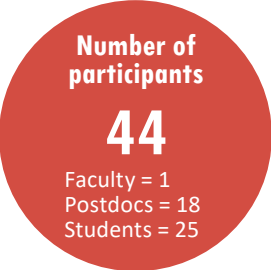
Four modules:
- Reflections on Teaching and Creating Inclusive Learning Environments
- Rhetorical Practice: Effective Communication
- Course & Syllabus Design
- Active Learning

Ryudai (University of the Ryukyus) Teaching Fellows Program

Ryudai Teaching Fellows teach the "Medical English" course to second-year medical students enrolled in University of the Ryukyus Faculty of Medicine. Fellows (who have completed a doctoral degree) have an opportunity to design and teach their own conversational skills course in "Medical English". Fellows receive training through the C-Hub Teaching and Course Design Certificate Program, and mentorship is provided by executive director Takayama and the Faculty members of the Ryudai Graduate School of Medicine.
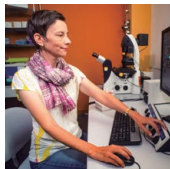
2022 Ryudai Teaching Fellows
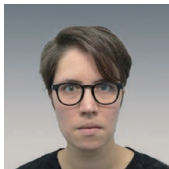
Lea Picard
Cell Signal Unit

Sandra De la Fuente Ruiz
Molecular Neuroscience Unit

Nurhanani Binti Razali
Membranology Unit

Olga Elisseeva
Business Development Section

Japan-US Science Communication & Policy Fellowship Network

Linking scientists in the United States and Japan, the Science Communication & Policy Network Fellowship program trains scientists to effectively and strategically communicate their studies and discoveries toward the development of science policy. The program brings together early-career scientists from Japan and the U.S. to engage in bilateral training and exchange for effective communication towards strategic collaboration with policymakers. Funded by the Japan Foundation, the program promotes meaningful cooperation between the two countries on global challenges by bridging a critical gap between science and policy.

Selected Fellows participated in a year-long cohort experience and received training to communicate science-informed policy to a wide audience. The program was co-led by executive director Takayama and Dr. Susan Hackwood, professor emerita of University of California, Riverside.

2022 SCP Fellows

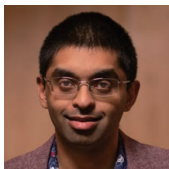**Mohamed "Moe" Atwa**
Quantum Materials Science Unit
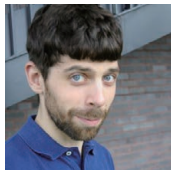
Miles Desforges
Neural Computation Unit

Yuna Hattori
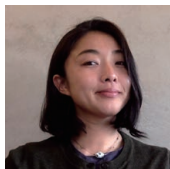Fluid Mechanics Unit

Michael Izumiyama
Marine Climate Change Unit

Ruvi Lecamwasam
Quantum Machines Unit

Ayşe Haruka Oshima Açikbaş
Marine Climate Change Unit

Jamila Rodrigues
Marine Climate Change Unit

Maki Thomas
Marine Biophysics Unit

Faculty Programs

New Faculty Orientation

New Faculty Orientation is hosted by the Faculty Affairs Office (FAO) and C-Hub executive director Takayama to welcome new faculty members and support their onboarding process. The session provides an overview of how FAO and C-Hub can support faculty throughout their career at OIST. New faculty have an opportunity to meet their new colleagues and learn about key elements for building their research units, teaching, and mentoring.

Annual Faculty Retreats

https://groups.oist.jp/c-hub/annual-faculty-retreats

The Annual Retreat provides OIST faculty with the opportunity to exchange ideas and challenges, and to inform potential future initiatives in a collegial setting. Facilitated by executive director Takayama, the retreat is designed to strengthen the sense of community amongst faculty, and to create a welcoming culture for new faculty.

2022
Topic: Lab productivity

Faculty shared and discussed challenges, ideas, and strategies related to lab productivity. They collaborated on outlining best practices on effective lab management, productive team development, communication, leadership styles, inclusive mentorship, and additional key aspects of cultivating a productive, vibrant research team.

Number of participants: 16

2023
Topic: Interdisciplinary partnerships

OIST's growing population of faculty had the opportunity to learn about the research of units they are less familiar with, and to discuss potential areas of connection for interdisciplinary partnerships and collaborations, shared equipment, jointly hosting interdisciplinary postdocs, or workshop proposals. The retreat strengthened connections amongst faculty members and seeded opportunities for future collaborations.

Number of participants: 28

C-Hub Annual Symposium

C-Hub's Annual Symposium was conceived soon after our Center launch in response to what we learned from discussions and focus groups across OIST about the need for community discourse and exploration of topics that were of importance to all members of the university. Mentorship often came up during these conversations, and we were inspired to launch our inaugural symposium and gather together faculty, students, researchers, staff, and leaders across OIST, Japan, and internationally to exchange best practices, ideas, and challenges from multiple perspectives, experiences, and institutional contexts.

2022: Inclusive Mentoring (online)

https://groups.oist.jp/c-hub/event/inclusive-mentoring-mini-symposium-2022

Research has demonstrated that productive mentoring relationships depend upon communication, the cultivation of inclusive climates, empathy, and mutual respect. "Inclusive Mentoring", was the theme for C-Hub's inaugural symposium and the diverse audience shared their experiences, lessons learned, and insights about the multiple facets of mentorship.

2023: Inclusive Leadership

https://groups.oist.jp/c-hub/event/inclusive-leadership-symposium-2023

In the face of ongoing change across our world, societies, and organizations, **Inclusive Leadership** is critical for creating conditions and climates that enhance adaptability, empowerment and collaboration, and a strong sense of community and belonging. The symposium explored how the qualities of inclusive leadership can be engendered at multiple levels across our institutions. Participants from Japan and across the world came together to engage in discussion, inquiry, and strategic thinking to explore how to: develop institutional cultures where every individual can thrive and their contributions are valued; instill ownership amongst leaders at all levels to actively foster inclusion and equity; empower those who identify as people from minoritized and underrepresented backgrounds to realize their full leadership potential.

"This event managed to cultivate a very positive, supportive atmosphere. It was wonderful!"
"A very successful event. Looking forward to the future events at OIST."
"Events like this would be excellent choices for Professional Development at OIST."
"More of these please! We want to develop this community and the conversations."

Peer Mentoring Circles Program

https://groups.oist.jp/c-hub/peer-mentoring-circles

A Peer Mentoring Circle (PMC) is comprised of a group of colleagues/peers who meet regularly to exchange professional experiences, challenges, interests, and goals for the purpose of sharing and discussing strategies or resources, and creating a collegial, supportive community to mentor and learn from each other.

Research has shown that peer mentoring is one of the most productive mentoring practices, resulting in long-term impact through the creation of strong networks whose members comprise a diverse collection of professional and personal experience, expertise, and backgrounds. Over time, PMCs establish a strong sense of community whereby its members continue to support one another in various iterations throughout their career.

The effectiveness of peer mentoring was highlighted throughout the Inclusive Mentoring Symposium by the keynote speakers, faculty and student panelists, and during the session discussions.

C-Hub's Peer Mentoring Circles met monthly to share experiences and ideas on key topics of interest to the group, and serve as a collegial group of mentors for one another. C-Hub executive director Kathy Takayama facilitated the initial orientation meeting to help establish group goals, plans, and provide best practice guidelines.

"[The Peer Mentoring Circles Program] was single-handedly the most enriching experience for me at OIST."

- graduate student participant

Seminars and Workshops

The Center offered a variety of workshops and seminars throughout the year for faculty, postdocs, graduate students, and staff.

Building Your Next Course: Forward Thinking on Curriculum through Backward Course Design

(featuring Dr. Jason Heustis, Harvard Medical School)

The workshop enabled participants to define identify and articulate what makes a great curriculum. They critiqued sample syllabi to identify their strengths and weaknesses when measured against the standards of great curricula, critiqued and developed course objectives to align with their own curriculum, and outlined how the concepts of "formative" and "summative" assessments can be effectively integrated into a new curriculum to promote student learning.

Visual Design for Communication

(featuring Dr. Katie Peek, journalist and data visualization designer)

In this interactive workshop, Dr. Peek shared the basics of good visualization design and strategies to make a visual shine. Participants learned how to effectively communicate their key messages through visualizations, and explored examples of charts and graphics and learn about the design principles that make them work to engage our audiences and focus their attention on what we would like them to see. Useful resources were provided to learn about important aspects of the field of data/information visualization.
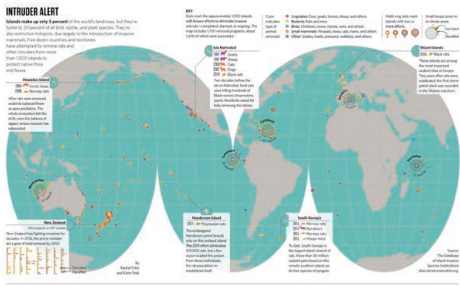
Nature Research Academies: Being an Effective Reviewer Workshop

In this interactive online workshop, participants learned about the necessary skills, practical insights, and strategies to be an effective peer reviewer, from both an editor's and author's perspective.

C-Hub and Office of the Dean of Research Kakenhi Grant Clinics

These clinics facilitated by executive director Takayama, featured advice and guidance from recent successful Kakenhi applicant colleagues. Participants received feedback on their draft proposals from peers and from workshop mentors.

Professors serving as mentors were: Hidetoshi Saze, Tomomi Kiyomitsu, Timothy Ravasi, and Nicholas Luscombe.

A record 38 faculty members made 48 applications in total. A **72% success rate was achieved amongst**

faculty members who attended the Kakenhi clinic, in comparison to 31% among those who did not participate in the internal peer review opportunity.

Effective, Fabulous Poster Presentations

This workshop, taught by executive director Takayama, engaged participants in communicating impactful ideas visually and engaging audiences with poster presentations, an important skill set not only for

scientists, but for all presenters. Poster presentations are an interactive, effective format for showcasing research or sharing ideas, programs, and projects.

Career talk: Finding a Semiconductor Industry Job in Japan

(featuring former OIST postdoctoral fellow, Mikas Remeika)

This talk centered around the personal story of a former OIST postdoc, Mikas Remeika, who described finding an industry job in Japan as a foreigner. Mikas also covered the application and interview process for semiconductor companies in Japan and gave advice for finding an intellectually fulfilling and financially rewarding industry job. He specifically connected his talk with employment opportunities at ASM International, including open recruiting of new PhD Graduates and immediate openings for process engineers in Hiroshima Japan.

Individual Consultations and Coaching

The Center provides consultations on a variety of topics:

- Diversity, equity, and inclusion
- Course and syllabus development
- Pedagogy – best practices
- Online course design, online teaching
- Teaching observations
- Career consultations
- Communication, presentations, interview skills
- Scientific writing
- CVs and resumés (for the academic and non-academic job market)
- Teaching portfolios, teaching statements, teaching philosophy statements
- Documenting your teaching for academic job applications
- Diversity statements
- Grant writing

255

...consultations or coaching sessions with members of the OIST community were conducted by the C-Hub in the inaugural period, Dec. 2021 - Feb. 2023

"My feedback session with [C-Hub] was fantastic - I left with a much greater appreciation for the strengths and weaknesses of my various job documents, and I found [C-Hub] to be really knowledgeable and helpful in every aspect of my application. I particularly sought advice on my teaching and diversity statements, neither of which I have much experience with; [C-Hub]'s advice on these documents helped me to write these documents in a way that felt honest, not performative, and I can definitely use this advice in future when writing similar documents. I have since mentioned to several colleagues how much my consultation with C-Hub helped in crafting my job application."
---Feedback from an OIST postdoc on a consultation

C-Hub offers personal and team coaching led by Ayumi Nagai to support OIST members and teams through **the strength-based development** method, using Gallup's CliftonStrengths online assessment.

It's not until we intentionally consider people's talents and the intricacy in how each person naturally thinks, feels, and behaves that we understand the uniqueness of each individual. The Gallup research shows that people that have the opportunity to use their CliftonStrengths are six times more likely to agree that they have the chance to do what they do best every day, and three times more likely to report having an excellent quality of life. Guided by Ayumi Nagai, participants have the opportunity to consider how they can align their CliftonStrengths with their workplace and career goals.

Gallup's CliftonStrength

Gallup research

Diversity, Equity, and Inclusion

Since our founding, C-Hub has placed continual emphasis on integrating diversity, equity, and inclusion (DEI) throughout our programs, events, and consultations. Our symposia on Inclusive Mentoring (2022) and Inclusive Leadership (2023) were attended by over 250 participants across OIST, Japan, and internationally. We have established a new model for a unique Center that provides teaching and learning support, faculty development, career development for students and postdoctoral fellows, and professional training for research staff, administrative staff, and leaders, whereby our practices, policies, and programs are developed from a stance of DEI. Innovation, creativity, and excellence are crucially dependent upon our ability to diversify and foster the talent pool of our researchers, educators, and workforce across all professions. For institutions to succeed in this regard, all members must take responsibility to cultivate climates that are inclusive, equitable, and allow all individuals to thrive.

C-Hub's impact on DEI in a little over a year is underlined by the following activities:

Workshops and Events:

- Implicit Bias Training for OIST Faculty Search Committees, OIST Tenure & Promotion Committee (Takayama)

- OIST Microaggressions workshop training (Takayama)

- Responsible Conduct of Research Training (including discussions on implicit bias, micro/macro-aggressions, creating inclusive research climates, inclusive communication) (Takayama)

- Inclusive Mentoring Symposium 2022

- Inclusive Leadership Symposium 2023

- Diversity in Science Workshop – OIST Science Challenge 2023

- Gender Equality in Japan and Okinawa: How can a Global Perspective Shorten a Long Way?
    Guest speaker: Ikue Kina, PhD, Professor of Faculty of Global and Regional Studies; Director of Gender Equality Office, University of the Ryukyus (co-hosted with OIST Student Council)

Service:

- Chair of OIST Gender, Equity, Diversity, & Inclusion Committee (Takayama)

- Chair of 2022 Faculty Recruitment Strategy Working Group Sub-Committee on Best Practices (Takayama)

- Initiative to establish BRIDGE Network Consortium of Gender, Equity, Diversity, Inclusion – Sustainable Educational Development Initiatives (BRIDGE GEDI-SEDI) (Takayama)

Diversity in Science Workshop – OIST Science Challenge 2023

OIST welcomed 25 undergraduate and Masters students to participate in a weeklong recruitment workshop. Students were selected from universities across Japan to learn about the OIST PhD program, and briefly immerse in the vibrant research and academic environment at OIST. A key component of the Science Challenge is an opportunity for students to engage in explorations and discussion on diversity, equity, and inclusion in the sciences. OIST's unique culture and population provides a rich setting for this discourse. Led by director Takayama, the Diversity in Science Workshop provided an opportunity for students to connect their own various trajectories and experiences to challenges in equity and inclusion in science and the academia.

Center Publications, Resources, and Presentations

Resources for the OIST Community

C-Hub "Spotlight" Newsletter

https://groups.oist.jp/c-hub/c-hub-spotlight-newsletter-archive

Launched in January 2023, the Center has published four issues of the newsletter for our internal and external audiences on the following topics:
- Issue 1, Inclusive Leadership
- Issue 2, Effective Communication
- Issue 3, Wellbeing
- Issue 4, Inclusive Mentorship

C-Hub Best practice resources

Teaching and Mentoring Resources

https://groups.oist.jp/c-hub/inclusion-belonging-equity-diversity

Diversity, Equity, and Inclusion

https://groups.oist.jp/c-hub/inclusion-equity-diversity

Best Practices for Cultivation a Productive, Inclusive Research Environment

https://groups.oist.jp/c-hub/best-practices-resources-cultivating-productive-inclusive-research-environment

C-Hub Library

https://groups.oist.jp/c-hub/library

Conference Presentations and Invited Talks

External Presentations

2021

Keynote speaker, Scholarship of Teaching and Learning Virtual Symposium 2021 Teikyo University: *"The Importance of SoTL in Creating More Inclusive Institutional Climates"*; Tokyo, Japan (K. Takayama)

2022

Keynote speaker, American Society for Biochemistry and Molecular Biology: *"Creating an Inclusive Learning Environment"* (K. Takayama)

Invited speaker, Kyoto University: *"Creating inclusive, productive academic environments: Bold opportunities for the future of universities"* (K. Takayama)

Conference speaker, International Consortium for Educational Development Conference, *"Embodied Stories: Human-Centered Sustainable Educational Development"* (with R. Caldwell-O'Keefe & A. Santucci); Aarhus, Denmark (K. Takayama)

Conference speaker, International Society for the Scholarship of Teaching & Learning Conference, *"Embodying Perspectives: Exploring Epistemic Justice through Co-Creation in Participatory Performance Practice"* (with A. Santucci); Kelowna, B.C., Canada

2023

Invited speaker, Tokyo Institute of Technology Institute of Innovative Research: "Inclusive Leadership and Responsible Conduct of Research" (K. Takayama)

Presentations at OIST

2021

Faculty Assembly (September): "C-Hub: A new professional development center at OIST" (K. Takayama)

Communications and Public Relations Division (October): "The Center for Professional Development and Inclusive Excellence (C-Hub): A new comprehensive center to serve the OIST community" (K. Takayama)

2022

Graduate Student Council: "Updates on C-Hub's programs and services for OIST students" (K. Takayama)

Researcher Appreciation Month: "Cultivating the OIST Community" (K. Takayama)

2023

Graduate School Science Challenge: "Diversity in Science" (K. Takayama)

Collaborations, Committees, and Service

Collaborations with OIST Divisions and Programs

Division/Section retreats:
- **Graduate School**
- **Office of the Dean of Research**
- **Project Planning and Implementation Section (IT Division)**
- **Human Resources Division**

OIST Researcher Community Collaboration
OIST Alumni and Associates Network Collaboration and Consultation
Graduate School Science Challenge Diversity Workshop

Committees and Service
- **Female Faculty Recruitment Working Group**
- **GEDI (Gender, Equity, Diversity, & Inclusion) Committee**
- **PRP 23 & 39 Review Committee**
- **Quantum Certificate Advisory Committee**

Review and Editorial Contributions

International Consortium for Educational Development Conference Review Committee (K. Takayama)

Teaching & Learning Inquiry - Journal of the International Society for the Scholarship of Teaching and Learning (K. Takayama)

Faculty Excellence in Mentoring Award

The Excellence in Mentoring Award recognizes the paramount role that inclusive mentoring plays in the professional development and career advancement of OIST students, postdoctoral scholars, and research staff, and the lifelong impact of excellent mentors. The award honors Faculty members' demonstrable commitment to engender effective mentoring relationships and their ongoing efforts to cultivate productive, inclusive research environments. The award is announced each year at the OIST Faculty Retreat and the recipient is honored with a custom designed Okinawa glass plaque and official citation.

Award Criteria

The outcomes of C-Hub's Inclusive Mentoring Symposium, together with research on mentoring underline the following key attributes that are demonstrable of effective, inclusive mentors:

1. Inclusive, empathetic Leadership

Effective mentors engage in intellectual, empathetic leadership to support and foster inclusive, equitable, and productive research environments that allow all individuals to develop and succeed. They model best practices and treat every individual respectfully, sharing experiences – including successes and failures – to enable mentees to recognize the multiple pathways in career development.

2. Empowerment of mentees through ongoing feedback and clear communication

Mentoring relationships are strengthened through effective ongoing guidance and constructive feedback. Effective mentors are active listeners, and provide and facilitate clear and transparent communication. Expectations, roles, and practices are clearly articulated for all members of the research team, and mentors also model their own commitment to meeting expectations as well.

3. Commitment and valuing of personal and professional growth

Inclusive mentorship enables all members to develop a sense of belonging and gain ownership over their career trajectory. A mentor's interest in, and commitment to the mentee's personal and professional growth and their career interests builds confidence and agency, engenders motivation, and supports the mentee's lifelong skill development.

4. Proactive advocacy and enhancement of mentee support networks

Effective mentors recognize the constellation of support networks that provide the diverse needs of mentees at various stages of their career. They are strong advocates for their mentees, connecting them to a variety of key individuals, opportunities, and/or resources that can contribute to the mentee's professional or personal support networks. Supporting mentees to build their networks fosters independence, while enhancing their agency to seek opportunities and benefit from their expanding mentorship community.

2022 Faculty Excellence in Mentoring Award Recipient

Paola Laurino (Protein Engineering and Evolution Unit)

Honorable Mention

Tadashi Yamamoto (Cell Signal Unit)
Gail Tripp (Human Developmental Neurobiology Unit)

2022 Review Committee

Maria Alves dos Santos
Benjamin Clifton
Thato Mokhothu
Amy Shen
Kazumasa Tanaka
Jann Zwahlen
(with Kathy Takayama serving as non-voting committee chair)

2022 Faculty Excellence in Mentoring Award Citation

Paola Laurino (Protein Engineering and Evolution Unit)

The outstanding letters of nomination and support are testament to your commitment to cultivating an inclusive, engaging research community. Many have described your unbounded enthusiasm, welcoming spirit, and big heart, as well as your consummate fidelity to excellence - which you encourage through meaningful, supportive feedback, your generous availability, and your belief in the potential of each and every one of your mentees. Your students and postdoctoral fellows have appreciated the genuine attention you devote to them, creating a warm, enriching environment where they can feel empowered to thrive. They have repeatedly noted your commitment and care for their well-being and their personal and professional growth, even as they are moving on to the next stage of their trajectories. Indeed, the impact of your mentorship extends beyond OIST, and your mentees have gone on to productive, illustrative careers. The beating heart of your mentoring is infused throughout the core of your unit – an inclusive environment of dynamic exchange where the growth and progress of each person is immediately discernable. One member writes: "Paola always considers the best way for her mentee to make them step forward in their career, and she creates a lab atmosphere that promotes helping each other with different backgrounds to achieve our shared goal of understanding protein engineering and evolution further, [which] comes from her leadership."

2023 Faculty Excellence in Mentoring Award Recipient

Filip Husnik (Evolution, Cell Biology, and Symbiosis Unit)

Honorable Mention

Christine Luscombe (pi-Conjugated Polymers Unit)

2023 Review Committee

Dylan Brown
Paola Laurino
Izabela Stefania Porebska
Nurhanani Binti Razali
Lakshmipriya Swaminathan
(with Kathy Takayama serving as non-voting committee chair)

2023 Faculty Excellence in Mentoring Award Citation

Filip Husnik (Evolution, Cell Biology, and Symbiosis Unit)

Your generous, inclusive mentorship clearly resonates amongst your students and researchers, who have enthusiastically and wholeheartedly nominated you for the Faculty Excellence in Mentoring Award. Your intentional approach to cultivating the potential in each individual and supporting their interests in diverse career pathways has encouraged every member of your team to thrive and feel a strong sense of belonging. They greatly appreciate the ways in which you help them to establish their professional networks by actively creating opportunities for them to interact with other units, and by connecting them with national and international scientists. Your clear communication and your encouragement to engage in the exploration of solutions is highly valued by your team. Every one of your students has highlighted how you care about their individual interests and progress, and your enthusiastic support has continued to motivate them and to gain confidence. At the same time, your mentees have highlighted how you place great value on fun and community to create a dynamic, inclusive environment. The following quote from a student captures the essence of your mentorship: "Filip is one of the most inclusive and empathetic leaders that I have seen during my science career ... He always makes a big effort to provide the best environment for all people with respect (not only for members involved in research, but also for people who support our research, without any discrimination on job titles), to maximize our development and success... and to give opportunities equitably to *all* people in any stage of [their] science career..."

External Audiences

The C-Hub's programs and activities have attracted the interest of universities and organizations nationally and internationally. The following institutions have participated in C-Hub's events, contacted C-Hub for resources and collaborations, or interviewed C-Hub to learn more about our work.

Universities in Japan

- Hokkaido University
- Kyoto University
- Muroran Institute of Technology
- Niigata University
- Ritsumeikan Asia Pacific University
- Sophia University
- The University of Tokyo
- Tohoku University
- Tokyo Institute of Technology
- University of Maryland Global Campus
- University of the Ryukyus

Universities outside of Japan

- Brown University
- Lesley University
- National University of Singapore
- Singapore University of Social Sciences
- University College London
- University of Bristol
- University of Hawaii at Hilo
- University of Maryland – College Park
- University of Washington

Other External Audiences

- Blue Bottle Coffee Japan
- Boston Consulting Group
- Cheerio Corporation
- Frontier Management Inc
- Nature
- Nishimura & Asahi
- Note Inc.
- Shimakutuba Revitalization Center
- Street Academy, Inc.

UK

USA

Okinawa

Singapore

OIST OKINAWA INSTITUTE OF SCIENCE AND TECHNOLOGY
沖縄科学技術大学院大学