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Fiscal Year 2024 Business Report

From: April 1, 2024
To: March 31, 2025

Okinawa Institute of Science and Technology School Corporation

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I.　Basic Information of OIST School Corporation

1　Summary of the Corporation

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

(2) Address
  Main campus　　　1919-1 Tancha, Onna-son, Kunigami, Okinawa 904-0495 Japan
  Seaside House　　7542 Onna, Onna-son, Kunigami, Okinawa 904-0411 Japan
  Marine Science Station 656-7 Seragaki, Onna-son, Kunigami, Okinawa 904-0404 Japan

(3) Number of faculty members and employees (as of March 31, 2025)
  Faculty members (exclude adjunct and transitional professor): 80
  Employees (exclude temporary staff): 946

(4) History
  2011 Nov.: The Okinawa Institute of Science and Technology School Corporation Inauguration
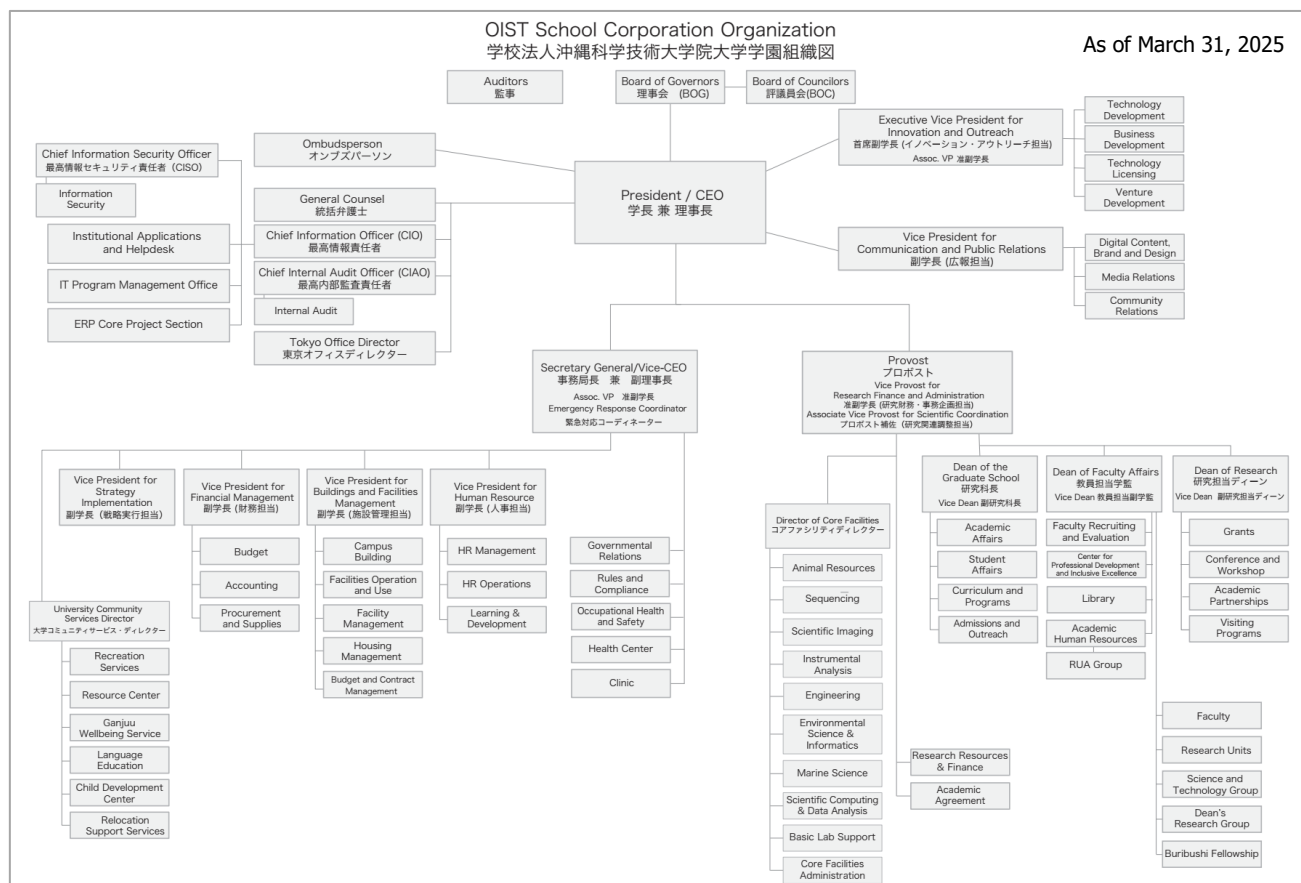
(5) Basis law for the establishment
  Okinawa Institute of Science and Technology School Corporation Act (Act No. 76 of 2009)

(6) Supervising ministries
  Cabinet Office, MEXT

(7) Organizational Chart (as of March 31, 2025)

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

- Auditors 監事
- Board of Governors 理事会 (BOG)
- Board of Councilors 評議員会(BOC)
- **President / CEO** 学長 兼 理事長

Executive Vice President for Innovation and Outreach 首席副学長 (イノベーション・アウトリーチ担当) Assoc. VP 准副学長
- Technology Development
- Business Development
- Technology Licensing
- Venture Development

Vice President for Communication and Public Relations 副学長 (広報担当)
- Digital Content, Brand and Design
- Media Relations
- Community Relations

- Ombudsperson オンブズパーソン
- Chief Information Security Officer 最高情報セキュリティ責任者 (CISO)
  - Information Security
  - Institutional Applications and Helpdesk
  - IT Program Management Office
  - ERP Core Project Section
- General Counsel 統括弁護士
- Chief Information Officer (CIO) 最高情報責任者
- Chief Internal Audit Officer (CIAO) 最高内部監査責任者
  - Internal Audit
- Tokyo Office Director 東京オフィスディレクター

Secretary General/Vice-CEO 事務局長 兼 副理事長 Assoc. VP 准副学長 Emergency Response Coordinator 緊急対応コーディネーター

Provost プロボスト Vice Provost for Research Finance and Administration 准副学長 (研究財務・事務企画担当) Associate Vice Provost for Scientific Coordination プロボスト補佐 (研究関連調整担当)

Under Secretary General/Vice-CEO

Vice President for Strategy Implementation 副学長 (戦略実行担当)
- University Community Services Director 大学コミュニティサービス・ディレクター
  - Recreation Services
  - Resource Center
  - Ganjuu Wellbeing Service
  - Language Education
  - Child Development Center
  - Relocation Support Services

Vice President for Financial Management 副学長 (財務担当)
- Budget
- Accounting
- Procurement and Supplies

Vice President for Buildings and Facilities Management 副学長 (施設管理担当)
- Campus Building
- Facilities Operation and Use
- Facility Management
- Housing Management
- Budget and Contract Management

Vice President for Human Resource 副学長 (人事担当)
- HR Management
- HR Operations
- Learning & Development

- Governmental Relations
- Rules and Compliance
- Occupational Health and Safety
- Health Center
- Clinic

Under Provost

Director of Core Facilities コアファシリティディレクター
- Animal Resources
- Sequencing
- Scientific Imaging
- Instrumental Analysis
- Engineering
- Environmental Science & Informatics
- Marine Science
- Scientific Computing & Data Analysis
- Basic Lab Support
- Core Facilities Administration

Dean of the Graduate School 研究科長 Vice Dean 副研究科長
- Academic Affairs
- Student Affairs
- Curriculum and Programs
- Admissions and Outreach

- Research Resources & Finance
- Academic Agreement

Dean of Faculty Affairs 教員担当学監 Vice Dean 教員担当副学監
- Faculty Recruiting and Evaluation
- Center for Professional Development and Inclusive Excellence
- Library
- Academic Human Resources
- RUA Group

Dean of Research 研究担当ディーン Vice Dean 副研究担当ディーン
- Grants
- Conference and Workshop
- Academic Partnerships
- Visiting Programs

- Faculty
- Research Units
- Science and Technology Group
- Dean's Research Group
- Buribushi Fellowship

2 List of Officers, etc. (as of 31 March, 2025)

- 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	
CEO/ President	Karin Markides	From Jun. 1, 2023 to May 31, 2028	1984	PhD Analytical Chemistry, University of Stockholm, Sweden
			1975	Laboratory Director, University of Stockholm, Chemistry Department, Sweden
			1984	Post-Doctoral Fellow, Brigham Young University, Chemistry Department, USA
			1985	Assistant Research Professor, Brigham Young University, Chemistry Department, USA
			1989	Assistant Research Professor, Brigham Young University, Chemistry Department, USA
			1989	Chair Professor of Analytical Chemistry, Uppsala University, Faculty of Science and Technology, Sweden
			1996	Dean of Chemistry and Chemical Engineering, Uppsala University, Faculty of Science and Technology, Sweden
			2003	Visiting Professor, Stanford University, Chemistry Department, USA
			2006	President and Chief Executive Officer, Chalmers University of Technology
			2015	Senior Advisor to the President, Chalmers University of Technology
			2019	President and CEO, American University of Armenia
			2021	Chairman, Danish Technical University,

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				DTU
			Jun2023	President & CEO, OIST SC
Secretary General / Vice-CEO	Shigeharu Kato	From Apr. 1, 2022 to Mar. 31, 2026	1980	Bachelor of Engineering, University of Tokyo
			1986	Master of Public Policy, Harvard University
			1980	Joined Science and Technology Agency (STA)
			1991	First Secretary, Permanent Delegation of Japan to the OECD
			1994	Head, Planning Division, National Institute of Radiological Sciences, STA
			1995	Director, Office of Completion of Fuel Cycle Back End, Nuclear Fuel Division, Atomic Energy Bureau, STA
			1995	Secretary to the Minister of State for Science and Technology
			1996	Director for Planning, Personnel Division, Minister's Secretariat, STA
			1998	Director, Research Division, Science and Technology Policy Bureau, STA
			1999	Director, Overseas Japanese Children Education Division, Local Education Support Bureau, Ministry of Education, Science, Sports and Culture
			2000	Director, Nuclear Materials Regulation Division, Nuclear Safety Bureau, STA
			2001	Director, Nuclear Fuel Cycle Regulation Division, Nuclear and Industrial Safety Agency, Ministry of Economy, Trade, and Industry (METI)
			2002	Director, Frontier Research Promotion Division, RIKEN
			2003	Director, Planning Division, RIKEN
			2004	Director, Nuclear Safety Division, Science and Technology Policy Bureau, Ministry of Education, Culture, Sports, Science, and Technology (MEXT)
			2005	Director for Science and Technology Policy, Cabinet Office (CAO)
			2007	Deputy Director-General for Nuclear Power Reactors, Nuclear and Industrial Safety Agency, METI

				2009	Deputy Director-General, Higher Education Bureau, MEXT
				2011	Deputy Director-General for Nuclear Safety Commission, CAO
				2012	Director-General for International Affairs, MEXT; Secretary-General, Japanese National Commission for UNESCO; Alternate Chair, Japan-US Educational Commission; Member, Higher Education Task Force, CALCON
				2014	Special Advisor to the President, RIKEN
				2015	Executive Director, RIKEN
				2017	Director-General, National Institute of Science and Technology Policy, MEXT (until December 2017)
				2018	Executive Director, RIKEN (until March 2022)
				2022	Secretary General and Vice-CEO, OIST SC
Auditor	Hiroyuki Ikeda	From Nov. 1, 2023 to Oct. 31, 2026		1991	Bachelor of College of Arts and Sciences, The University of Tokyo
				1991	Joined the Government of Japan, Management and Coordination Agency (MCA)
				2006	Senior Planning Officer, Policy Planning Division, Minister's Secretariat / Director, Information System Office (additionally appointed ~ 2007)
				2007	International Senior Planning Officer, Administrative Information System Planning Division, Administrative Management Bureau, MIC / Senior Planning Officer, Regulation Reform Office, CAO (Additionally appointed ~ 2008)
				2010	Pension Planning Division, Personnel and Pension Bureau, MIC (Additionally appointed ~2012)
				2012	Administrative Evaluation Bureau, MIC (Additionally appointed ~2013)
				2013	Senior Research Officer (Statistics policy), MIC

			2014	Director for Policy Coordination (International statistics), MIC
			2016	Director for Policy Planning (Pension), MIC
			2017	Counsellor, Secretariat of Supervisory Commission for Public Private Competitive Tendering / Counsellor, Public Services Reform Office, Administrative Management Bureau, Ministry of Internal Affairs and Communications (MIC) (Additionally appointed ~2018)
			2018	Director for General Affairs Division, Center for Personnel Interchanges between the Government and Private Entities, CAO
			2021	Director for Audit Office, Japan Sewage Works Agency
			2022	Deputy-Director General, Japan Municipal Training and Research Foundation / Head of Research Department and Professor, Japan Academy for Municipal Personnel
			2023	Counsellor, Okinawa Promotion Bureau, Cabinet Office (CAO)
			2023	Auditor, Okinawa Institute of Science and Technology Graduate University
Auditor	Satoshi Kaneshima	From Nov. 1, 2023 to Oct. 31, 2026	1976	Bachelor of Law, Kobe University
			1976	Joined Okinawa Prefectural Government
			2005	Deputy Directors General, Science and Technology Promotion Division
			2007	Director General, Okinawa Prefecture Yaeyama Branch Office
			2009	Director General of General Affairs Division, OPG
			2012	Director General, Enterprise Bureau, OPG
			2013	Executive Director, Okinawa Development Finance Corp. (Koko)
			2015	CEO, Naha Airport Building Corp.
			2023	Auditor, Okinawa Institute of Science and Technology Graduate University
Auditor	George Clark	From	1979	Battelle Pacific Northwest National

		November 1, 2020 to Oct. 31, 2026*		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 Astronomy Observatory (NRAO), USA
			2016	Vice President of Operations and Finance, Central Washington University
			2020	Chief Financial Officer, Brookhaven National Laboratory, USA
			2021	Auditor, Okinawa Institute of Science and Technology Graduate University
				Chief Financial Officer, Stanford University SLAC National Accelerator Laboratory, USA (Retired: February 25, 2025)

*Reappointed, 2nd Term **Reappointed

(2) Members of Governors

Name	Term		Background
VijayRaghavan Krishnaswamy	From Nov. 1, 2011 to Oct. 31, 2026*	1983	Ph.D. (Molecular Biology), Tata Institute of Fundamental Research, Mumbai, India
		1984	Research Fellow at California Institute of Technology, U.S.A.
		1986	Senior Research Fellow at California Institute of Technology, U.S.A.
		1988	Joined National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
		1998	Senior Professor and Director, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
		2005	Member, Science Advisory Council to the Prime Minister of India
		2009	Member, Janelia Farm Research Campus, HHMI, Advisory Committee
		2011	Member, Board of Governors, OIST SC

		Nov. 2012	Fellow of the Royal Society
		2013	Distinguished Professor, National Centre for Biological Sciences, Tata Institute of Fundamental Research, Bangalore, India
			Secretary, Department of Biotechnology, Government of India
		2018	Principal Scientific Advisor, the Government of India (until April, 2022)
		Jan, 2025	Chair, Board of Governors, OIST
James Higa	From Jan. 1, 2020 To Dec. 31, 2025*	1981	Bachelor's degree in political science, Stanford University
		1981	Photographer, Higa Photography
		1984	Director, Product Marketing/International Marketing,
		1989	Asia, NeXT Computer
		1996	VP Consumer, VP Asia, RealNetworks
		2001	Senior Director, Office of the CEO, Apple
		2012	Advisor, Innovation Advisory Board, Lawson Inc.,
		2012	Executive Director, Philanthropic Ventures Foundation
		2012	Mentor in Residence, Index Ventures
		2013	Investor Director, Kano Computing
		2013	Advisor, UNIQLO
		2015	Advisor, Airbnb
		2018	Advisor, Siemens
		2019	Board of Directors, WorldCover
		Jan, 2020	Member, Board of Governors, Okinawa Institute of Science and Technology School Corporation
Curtis Callan	From Nov. 1, 2014 to Oct. 31, 2026*	1964	Ph.D. (Physics), Princeton University
		1968	Member, JASON study group
		1969	Long-term Member, Institute for Advanced Study
		1972	Professor of Physics, Princeton University
		1974	Fellow, American Physical Society
		1986	Eugene Higgins Professor, Princeton University
			Member, American Academy of Arts and Sciences
		1989	Member, National Academy of Sciences
		1990	Chair, Steering Committee, JASON study group
		1995	James S. McDonnell Distinguished University

			Professor, Princeton University
		1998	Chair, Physics Department, Princeton University
		2004	Dirac Medal (International Center for Theoretical Physics)
		2005	Director, Princeton Center for Theoretical Science
		2008	Presidential Line, American Physical Society
			Chair, Physics Department, Princeton University
			Member, Board of Trustees, Institute for Advanced Study
		2014 Nov.	Member, Board of Governors, OIST SC
Monte Cassim	From Jan. 1, 2023 to Dec. 31, 2025	1970	B.Sc. Built Environment, Faculty of Natural Sciences, University of Sri Lanka, Colombo
		1976	M.Eng. (Urban Engineering), Graduate School of Engineering, The University of Tokyo
		1976	Lecturer and Secretary of the Committee for Graduate School Establishment, University Sains Malaysia
		1982	Withdrawal from the Doctoral Program with the Completion of Course Requirements of Urban Engineering, Graduate School of Engineering, The University of Tokyo
		1985	Senior Research Fellow (U.N. Expert) and Program Coordinator, United Nations Center for Regional Development
		1994	Professor, Ritsumeikan University
		2004	President, Ritsumeikan Asia Pacific University
		2011	Member, Board of Councilors, OIST SC
		2014	Member, Board of Councilors, Ritsumeikan Trust
		2015	Assistant Trustee, Ritsumeikan Trust
		2017	Member, University Council Executive Trustee, Vietnam-Japan University (VJU)
		2018	President, Trustee and Professor, Shizenkan University
		2021	President (Chair of the Board), Akita International University
		2022	Chair, Board of Councilors, OIST SC
		2023	Member, Board of Governors, OIST SC
Rita Colwell	From Nov. 1, 2011 to	1961	Ph.D. (Oceanography), University of Washington
		1991	President of the University of Maryland Biotechnology Institute

	Oct. 31, 2026*	1998	11th Director of the United States National Science Foundation (NSF)
			Co-chair of the Committee on Science of the National Science and Technology Council
		2004	Chairman and Senior Vice-President of Canon U.S. Life Sciences
			Distinguished Professor, University of Maryland, College Park
			Distinguished Professor, Johns Hopkins University Bloomberg School of Public Health
		2006	Senior Advisor and Chairman Emeritus, Canon, U.S. Life Sciences
			Member, International Advisory Committee, Japan Science and Technology Agency
			Member, President's Council, University of Tokyo
		2007	President of the American Institute of Biological Sciences
			2006 National Medal of Science, U.S.A.
		2011 Nov.	Member, Board of Governors, OIST SC
		2013	President, Rosalind Franklin Society
			William Procter Prize for Scientific Achievement, Sigma XI
		2014	Prize Medal, Society for General Microbiology
Ben L Feringa	From July 1, 2021 to Jun. 30, 2027*	1978	Research Scientist, Shell Netherlands & UK
		1984	Lecturer, University of Groningen
		1988	Professor, University of Groningen
		2004	Jacobs H. van't Hoff Distinguished Professor of Molecular Sciences, the University of Groningen (to the present)
		2004	Foreign Honorary Member, American Academy of Arts & Sciences
		2006	Member, Royal Netherlands Academy of Sciences
		2008	Academy Professor, Royal Netherlands Academy of Sciences
		2010	Chair Netherlands Science Foundation, Chemical Division (until 2016)
		2011	Hans Fischer Honorary Fellow, Institute for Advanced Studies, TU Munchen (to present)
		2011	Vice President, Royal Netherlands Academy of Arts & Sciences (KNAW) (until 2016)

		2016	Nobel Prize in Chemistry
		2017	Co-Director of Feringa Nobel Prize Scientist joint Research Center, ECUST, Shanghai, China (to the present)
		2019	Member, European Research Council
		July, 2021	Member, Board of Governors, OIST SC
Hiroyuki Fujita	From May 1, 2021 to 30 Apr. 2027*	1991	Research Assistant, Oak Ridge National Laboratory
		1992	B.A. Mathematics & Physics, Monmouth College, USA
		1993	Research Assistant, Dept. of Physics Case Western Reserve University (CWRU), USA
		1997	Staff Scientist, Magnetic Resonance Division, Picker Int., USA
		1998	Ph.D. Physics, Case Western Reserve University, USA
		2000	Manager Research & Dev. USA Instruments Inc. (USAI)
		2001	Adjunct Ass. Prof. Depart. of Physics, CWRU
		2003	Adjunct Ass. Prof. of Electrical Engineering, School of Info.Tech. & Electrical Engineering, University of Queensland, Brisbane, Australia
		2003	3-Tesla Segment Engineering Program Manager, GE Healthcare, USAI
		2005	Adjunct Ass. Prof. Radiology, CWRU
		2005	Senior Research Ass. Director of MRI & Imaging Physics, CWRU
		2005	Director of Engineering, GE Healthcare USAI
		2006	Founder, President & Chief Executive Officer, Quality Electrodynamics LLC (to the present)
		2009	Adjunct Full Prof. of Physics, CWRU (to the present)
		2009	Adjunct Full Professor School of Info. Tech. & Electrical Engineering, University of Queensland, Australia (to the present)
		2011	Adjunct Full Prof. Radiology, School of Medicine CWRU (to the present)
		2014	Senior Fellow, International Society of Magnetic Resonance in Medicine (ISMRM) Service (to present)
		2018	Honorary Consul of Japan, Cleveland, Ministry of Foreign Affairs, Government of Japan (to the present)
		2019	Chief Tech. Officer CT-MR Div. Canon Medical Systems Corp. (CMSC), Tochigi, Japan (QED became a subsidiary of Canon Inc. in 2019) (to present)
		2021	Member, Board of Governors OIST SC
		2022	Chairman, Canon Healthcare USA, INC.

Senapathy Gopalakrishnan	From Nov. 1, 2017 to Oct. 31, 2026*	1977	Master's degree (Physics), Indian Institute of Technology, Madras
		1979	Master's degree (Computer Science), Indian Istitute of Technology, Madras
		2007	Executive Officer and Managing Directory, Infosys
		2011	Vice Chairman, Infosys
		2014	Chairman, Axilor Ventures
		2016	Fellow, Indian National Academy of Engineers
		2016	Honorary Fellow, Institute of Electronics and Telecommunication Engineers (IETE) of India
		2017 Nov.	Member, Board of Governors, OIST SC
Serge Haroche	From Oct. 1, 2015 to Sep. 30, 2027*	1971	PhD (Physics), Paris VI University
		1975	Professor, Paris VI University
		1981	Visiting professor, Harvard
		1984	Part time professor, Yale University
		1991	Member, Institut Universitaire de France
		1994	Chairman of the ENS Department of Physics
		2001	Professor, Collège de France (in the chair of quantum physics)
		2012	President of the Collège de France Nobel Prize in Physics
		2015	Professor Emeritus, Collège de France
		Oct. 2015	Member, Board of Governors, OIST SC
Karin Markides	From Jun.1, 2023 to May 31, 2028	1984	PhD Analytical Chemistry, University of Stockholm, Sweden
		1975	Laboratory Director, University of Stockholm, Chemistry Department, Sweden
		1984	Post-Doctoral Fellow, Brigham Young University, Chemistry Department, USA
		1985	Assistant Research Professor, Brigham Young University, Chemistry Department, USA
		1989	Assistant Research Professor, Brigham Young University, Chemistry Department, USA
		1989	Chair Professor of Analytical Chemistry, Uppsala University, Faculty of Science and Technology, Sweden
		1996	Dean of Chemistry and Chemical Engineering, Uppsala University, Faculty of

			Science and Technology, Sweden
		2003	Visiting Professor, Stanford University, Chemistry Department, USA
		2006	President and Chief Executive Officer, Chalmers University of Technology
		2015	Senior Advisor to the President, Chalmers University of Technology
		2019	President and CEO, American University of Armenia
		2021	Chairman, Danish Technical University, DTU
		Jun.1 2023	President & CEO, OIST SC
Shigeharu Kato	From Apr. 1, 2022 to Mar. 31, 2026*	1980	Bachelor of Engineering, University of Tokyo
		1986	Master of Public Policy, Harvard University
		1980	Joined Science and Technology Agency (STA)
		1991	First Secretary, Permanent Delegation of Japan to the OECD
		1994	Head, Planning Division, National Institute of Radiological Sciences, STA
		1995	Director, Office of Completion of Fuel Cycle Back End, Nuclear Fuel Division, Atomic Energy Bureau, STA
		1995	Secretary to the Minister of State for Science and Technology
		1996	Director for Planning, Personnel Division, Minister's Secretariat, STA
		1998	Director, Research Division, Science and Technology Policy Bureau, STA
		1999	Director, Overseas Japanese Children Education Division, Local Education Support Bureau, Ministry of Education, Science, Sports and Culture
		2000	Director, Nuclear Materials Regulation Division, Nuclear Safety Bureau, STA
		2001	Director, Nuclear Fuel Cycle Regulation Division, Nuclear and Industrial Safety Agency, Ministry of Economy, Trade, and Industry (METI)
		2002	Director, Frontier Research Promotion Division, RIKEN
		2003	Director, Planning Division, RIKEN
		2004	Director, Nuclear Safety Division, Science and Technology Policy Bureau, Ministry of Education, Culture, Sports, Science, and Technology (MEXT)
		2005	Director for Science and Technology Policy, Cabinet Office (CAO)

		2007	Deputy Director-General for Nuclear Power Reactors, Nuclear and Industrial Safety Agency, METI
		2009	Deputy Director-General, Higher Education Bureau, MEXT
		2011	Deputy Director-General for Nuclear Safety Commission, CAO
		2012	Director-General for International Affairs, MEXT; Secretary-General, Japanese National Commission for UNESCO; Alternate Chair, Japan-US Educational Commission; Member, Higher Education Task Force, CALCON
		2014	Special Advisor to the President, RIKEN
		2015	Executive Director, RIKEN
		2017	Director-General, National Institute of Science and Technology Policy, MEXT (until December 2017)
		2018	Executive Director, RIKEN (until March 2022)
		2022	Secretary General and Vice-CEO, OIST SC
Jesper Koll	From Jul. 1, 2020 to Jun. 30, 2026*	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, 2026*	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 Nov.	Member, Board of Governors, OIST SC
		2020 April.	Executive Vice President for Research, Tohoku University (-present)
		2024	President, International Science Council
Ryoji Noyori	From May 1, 2018 to Apr. 30, 2027*	1961	B.A., Kyoto University
		1963	M.A., Kyoto University
		1967	Ph.D. (Engineering), Kyoto University
		1963	Instructor, Kyoto University (until 1968)
		1968	Associate Professor, Nagoya University (until 1972)
		1969	Postdoctoral Fellow, Harvard University
		1972	Professor, Nagoya University (until 2003)
		1997	Dean, Graduate School of Science, Nagoya University (until 1999)
		2001	Nobel Prize in Chemistry
		2002	President, The Chemical Society of Japan (until 2003)
		2003	University Professor, Nagoya University (-present)
		2003	President, RIKEN (until March, 2015)
		2003	Principal Fellow, Center for Research and Development Strategy (CRDS), Japan Science and Technology Agency (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) (until March 2024)
		2015	Director, Science Museum, Japan Science Foundation

		2018 May.	Member, Board of Governors, OIST SC
		2024	Honorary Director of Center for Research and Development Strategy (CRDS) of the Japan Science and Technology Agency (JST)
Akira Yoshino	From Nov. 1, 2020 To Oct. 31, 2026*	1972	B.S., Department of Petrochemistry, Faculty of Engineering, Kyoto University 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.
		2001	Manager, Battery Technology Business Development Dept., Asahi Kasei Cor.
		2003	Fellow, Asahi Kasei Corp.
		2005	General Manager, Yoshino Laboratory, Asahi Kasei Corp.
		2005	Dr. Eng., Graduate School of Engineering, Osaka University
		2010	President, Lithium Ion Battery Technology and Evaluation Center (LIBTEC) (to the present)
		2015	Advisor, Asahi Kasei Corp.
		2017	Professor, Graduate School of Science and Technology, Meijo University (to the present)
		2017	Honorary Fellow, Asahi Kasei Corp.
		2018	Visiting Professor, Research and Education Center for Green Technologies, Kyushu University (to the present)
		2019	Nobel Prize in Chemistry Distinguished Professor, Kyushu University (to the present)
		2020	Fellow, National Institute of Advanced Industrial Science and Technology (AIST) (to the present)
		2020	Director, Global Zero Emission Research Center, Department of Energy and Environment (to the present) Member of the Japan Academy
		Nov. 2020	Member, Board of Governors, OIST SC

		2021	University Professor and Distinguished Professor, Meijo University (to the present)
Yasushi Kawakami	From May 23, 2023 To May 22, 2026	April 1985	Joined Bank of the Ryukyus Ltd.
		October 2000	Chief Investigator, Personnel Department, Bank of the Ryukyus Ltd
		April 2001	Manager, Planning Administration Section, General Planning Department, Bank of the Ryukyus Ltd
		June 2004	Assistant General Manager, General Planning Department, Bank of the Ryukyus Ltd
		December 2010	Branch Manager, Koza Branch, Bank of the Ryukyus Ltd
		June 2012	General Manager, Retail Business Department, Bank of the Ryukyus Ltd
		June 2013	General Managing Executive Officer, Retail Business Department, Bank of the Ryukyus Ltd
		June 2014	Director and General Manager, Retail Business Department, Bank of the Ryukyus Ltd
		June 2015	Director and General Manager, General Planning Department,Bank of the Ryukyus Ltd Office Manager of Subsidiaries of Affiliates Office (Dual)
		June 2016	Executive Managing Director, Bank of the Ryukyus Ltd
		April 2017 present	Representative Director and President, Bank of the Ryukyus Ltd
		May 2023	Member, Board of Governors, OIST SC
		2024	Representative Director and President, Bank of the Ryukyus Ltd

*Reappointed, 2nd Term **Reappointed

(3) Members of Councilors

Name	Term	Position
*Monte Cassim	From Nov. 1, 2011 To Oct. 31, 2026*	Chair of the Board of Trustees, President, Akita International University
Kenji Govaers	From Nov. 1, 2020 To Oct. 31, 2026*	Senior Partner, Bain & Company, (Tokyo Office)
Yuichiro Anzai	From Nov. 1, 2020 To Oct. 31, 2026*	Senior Advisor of Japan Society for the Promotion of Science (JSPS)

Thomas Busch	From Apr. 1, 2023 To March. 31, 2026	Dean of Graduate School Professor, OIST
Duncan Clark	From Nov. 1, 2023 To Oct. 31, 2026	Founder and Chairman, BDA (China) Ltd
Ralph Eichler	From Nov. 1, 2014 To Oct. 31, 2026*	Former President, EHT Zurich
Miki Fuchibe	From Nov. 1, 2020 To Oct. 31, 2026*	Chairman, Okinawa Association of Corporate Executives
Frederick Gilman	From Nov. 1, 2011 To Oct. 31, 2026*	Buhl Professor of Theoretical Physics, Department of Physics, Carnegie Mellon University Director, McWilliams Center for Cosmology
Gil Granot-Mayer	From Jun. 1, 2021 To May 31, 2027*	Executive Vice President for Technology Development & Innovation, OIST
Masakazu Igarashi	From Nov. 1, 2023 To Oct. 31, 2026	Medical Advisor, GE HealthCare Japan .
Mariko Hasegawa	From April 1, 2024 To March 31, 2027	President of the Art Council of Japan
Isaku Higa	From April 1, 2021 To March 31, 2027*	Vice President for Financial Management, OIST
Yoshikazu Higashi	From May 1, 2020 To Apr. 30, 2026*	Chairman and CEO of Okinawa Tourist Service
Ryo Hirasawa	From Nov. 1, 2011 To Oct. 31, 2026*	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, 2026*	Chairperson, Department of Chemistry, Stanford University
Yuko Kakazu	From Nov. 1, 2023 To Oct. 31, 2026	Education, Outreach & Broader Impacts Manager, Thirty Meter Telescope (TMT) International Observatory (Hawaii NAOJ TMT-Japan Project)
Daisuke Kan	From Nov. 1, 2020 To Oct. 31, 2026*	President, Cheerio Corporation
Yoshihisa Kawakami	From Jan. 4, 2018 To Jan. 3, 2027*	Former Chair, Okinawa Development Finance Corporation
Tatsuo Kawasaki	From Jul. 1, 2020 To Jun. 30, 2026*	Co-Founder, Partner & Representative Director, Unison Capital Inc.

*Jesper Koll	From Mar. 1, 2021 To Feb. 29, 2027*	Senior Advisor, Wisdom Tree Investment Inc.
Yi-Jyun Luo	From Nov. 1, 2023 To Oct. 31, 2026	Assistant Research Fellow, Biodiversity Research Center, Academia Sinica, Taiwan, and Joint Assistant Professor, Dept. of Life Science, National Taiwan University
Christine Luscombe	From Sep. 1, 2022 to Aug. 31, 2025	Chair of Faculty Assembly, OIST
Masaki Masudo	From Jan. 1, 2018 To Dec. 31, 2026*	Member, Okinawa Promotion Council, Cabinet Office, Government of Japan Special Advisor, Uipath K.K.
Ryo Matsumoto	From Nov. 1, 2011 To Oct. 31, 2026*	Professor Emeritus, University of Tokyo Professor, Organization for the Strategic Coordination of Research and Intellectual Properties, Meiji University
Hiroyuki Motonaga	From Jul. 1, 2024 To Jun. 30, 2027	President and Chief Executive Officer, Okinawa Electric Power Company Inc.,
Kamila Mustafina	From Nov. 1, 2023 To Oct. 31, 2026	Postdoctoral Associate, Dept. of Bioengineering, MIT
Yoshimi Nagahama	From Feb. 19, 2015 To Oct. 31, 2026*	Mayor, Onna Village
Amy Shen	From Oct. 1, 2022 to Sep. 30, 2026	Provost, OIST
Nobuaki Tanaka	From Nov. 1, 2014 To Oct. 31, 2026*	Former Undersecretary General at the UN Headquarters CEO, GaiaContact
Yoshimi Teruya	From Apr. 1, 2022 to Mar. 31, 2025	Former Vice-Governor, Okinawa Prefectural Government
Ayaka Usui	From Nov. 1, 2023 To Oct. 31, 2026	Maria de Maeztu Postdoctoral Fellow, Institute of Cosmos Sciences, University of Barcelona (ICCUB) Spain
Hideo Yamasaki	From Nov. 1, 2014 To Oct. 31, 2026*	Dean of the Faculty of Science, University of the Ryukyus
Shinji Narita	From Feb. 1, 2024 To Jan. 31, 2026	Vice President for Human Resource

[Name] *2 persons are also governors.

[Term] *Reappointed, Second Term

II.   Status of business implementation

See the attachment "FY2024 Performance Report."

Fiscal Year 2024

Performance Report

From: April 1, 2024
To: March 31, 2025

Okinawa Institute of Science and Technology School Corporation

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation

Chapter. 1 Education and 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 students.			**A**
1.1 **Ph.D.** **Program** **Action (1)**	(Research Training) 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. 1102 OIST will make available to its students external, world-leading researchers and examiners to improve research opportunities and outcomes from our PhD program. 1103 OIST will ensure students are provided with adequate and appropriate research facilities and equipment and IT support.	・Number of publications by students ・Number of external scholarships, etc. our students receive ・Number of examinations for proposal and thesis ・Number of graduates ・Average number of students per faculty member ・Number of electives, independent study and special topics courses offered	(Research Training) 1101 OIST facilitation of academic and research training for students continued at a high level; all while undertaking ongoing review of process and content. 1102 OIST facilitation of institutional agreements for students continued to have access to world-leading researchers. Also supported examination throughout the process including appointment of examiners. 1103 Students of OIST continued to access excellent research facilities and equipment, both internal and external to OIST, and receive ongoing IT support.	
	(Curriculum) 1104 OIST aims to increase and refine the selection of courses available to students, including co-curricular instruction, in order to broaden the depth and breadth of the OIST curriculum.		(Curriculum) 1104 The OIST Graduate School continued to develop the taught curriculum for our PhD students. In FY2024, 8 new courses were introduced and a further 6 were retired as part of our ongoing curriculum refinement due to new faculty and changing priorities. This resulted in a total of 75 elective courses offered to enrolled students. A further 13 not-for-	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
1105　OIST aims to develop and support diversity of course delivery, including online. 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. 1107　OIST will develop pedagogical resources and improve teaching and learning approaches, leading to higher quality learning experiences for students.	・Number of co-curricular courses offered (mini-courses, professional and career development activities) ・Number of credits earned through external courses ・Number of Research Interns	credit short courses in topics such as programming and pure mathematics theory to using neurosciences tools and personal finance strategies for scientists. 1105　OIST offered opportunities for students to take courses online for independent studies (under faculty supervision) in subjects not offered in our usual elective catalog and also to attend at prestigious workshops and summer schools internationally. Students continued to use online learning providers for individualized learning in many areas of personal and professional skills development. 1106　OIST changed curriculum resulted from new incoming or retiring outgoing faculty, and these took place following advice from discipline-based faculty working groups. 1107　OIST continued to provide resources for pedagogical training from within the Graduate School. Faculty also receive feedback from the Graduate School about their students' evaluation of teaching, now mandatory. OIST works with faculty whose teaching needs improvement to maintain a consistent and professional level of teaching at OIST. OIST also worked with new faculty to support the development and teaching of new courses.	
(Research Internship) 1108　OIST will provide a Research Internship program available to talented students with excellent research potential.		(Research Internship) 1108　OIST continued to provide research internship opportunities and received 45 interns. OIST conducted two Research Internship application rounds in April and October,	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			receiving and reviewing more than 7,000 applications.	
1.1 Ph.D. Program Goal (2)	Understanding the unique needs of each student, OIST will provide them strong support toward academic success and professional and personal development to impact their life broadly.			**A**
1.1 Ph.D. Program Action (2)	(Student Support) 1109　OIST will provide a full range of student-centered and flexible support to students in the areas of relocation, travel, housing, language assistance, emergency care, and financial assistance so that they can concentrate on their study. 1110　OIST will provide comprehensive support to provide a safe and healthy environment for students, including proactively reaching out to students for early problem detection, increasing communication with students, and seamless coordination of support across campus.	・Number and nature of professional and career development activities ・PhD student retention rate, time to graduation	(Student Support) 1109　OIST continued to provide extensive relocation and travel support to students, alongside professional advice and instruction for actions they must undertake themselves (visits to city hall, for example). Other services provided include consultation, application by proxy, coordination, emergency care (financial and physical/mental) and language support. 1110　OIST maintained its proactive support to students, both in terms of general welfare and through their studies, providing individual consultation, advocating on their behalf as necessary, and intervening as early as possible when required. Additionally, we collaborated with Health Center and Ganju services to develop a flow for reasonable accommodations and shared information as needed.	
	(Professional and Career Development) 1111　OIST will provide a Professional and Career Development Program to prepare students for a wide range of career opportunities.		(Professional Career Development) 1111　OIST continued providing professional and career development opportunities for students, this year providing 76 PCD-related events. OIST enhanced the PCD program to prepare students for a wide range of career opportunities by providing activities below: -　OIST Career Fair (New)	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		- Corporate site visits (New) - Credit-bearing industry internships (New) - Teaching training at Kyushu university (New) - Internal and external collaborative academic career talks - JSPS focused grant writing workshops (Enhanced: customized the general content for OIST students) - Guidance in scientific writing - Science communication workshop (New) - Team communication workshops (Enhanced: changed from elective to mandatory) - Entrepreneurship/start-up seminars - Public presentation workshops and opportunity to present research work to the general audience (New) - Leadership fundamental workshop (New) - Opportunities for alumni interaction	
1112　The Professional and Career Development Program of Graduate School will collaborate to be part of a broader network of professional development OIST-wide for the betterment of its staff, students, and ultimately Okinawa and Japan. 1113　To empower students' effectiveness as early-career scientists, OIST will support diverse networking opportunities such as conferences, workshops, visits to other institutions, career events, and inviting external speakers to OIST.		1112　Collaboration in professional and career development activities continued with other OIST divisions/entities, including strong collaboration with OIST Innovation, Communication and Public Relations division. 1113　OIST provided 16 Networking events, including new initiatives such as a Career Fair, corporate site visit, industry internship, teaching training at a Japanese university, career talk by Theoretical Sciences Visiting Program (TSVP) fellows and MBA interns from both domestic and oversea institutions. Compared to last year, the number of companies participating in the company information session increased fourfold, providing	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		students with greater opportunities to build professional networks.	
1114　OIST will seek available funding opportunities for students and support the entire application process by holding information, grant writing and interview practice sessions, and providing clear guidance on the applications.		1114　OIST offered several JSPS sessions, providing not only relevant information but also a writing workshop. OIST also assisted students in applying for the Google Fellowship, Ikushi Prize, T. Banaji Indian Student Scholarship, Tobe Maki Scholarship, Heiwa Nakajima Foundation. **Attachment 1. 1-1 Number of Students Receiving External Scholarships, etc.**	
1115　OIST will provide relevant skills training to all students to translate discovery into impact and contribute to society within Japan and beyond.		1115　OIST's Professional and Career Development (PCD) group projects collaborate closely with the local community, applying scientific knowledge to address community needs and create positive social impact. This year, the cohort of Class 2023, 56 students with 11 groups conducted the group project.	
1116　OIST will provide relevant training to help students develop and refine intellectual skills such as communication.		1116　OIST provided 11 communication-related training events including Visual Communication workshops. Also, 3 public presentation opportunities were offered.	
1117　OIST will provide opportunities for students to interact with other universities in Okinawa and Japan including student exchange, networking and teaching.		1117　OIST Professional and Career Development (PCD) program provided the students 16 event opportunities to interact with other universities in Japan including career talk seminars with Sokendai, teaching training at Kyushu university, and other collaborative events within the Consortium for Career Development of PhD (CCDP). OIST also continued to provide	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			opportunities for collaborative "Research Plan Seminars" with Kyushu University, encouraged students to participate in the "International Student Exchange Party" held by the Okinawa International Student Promotion Association and supported their participation in the "10th Anniversary of Student Summit" held by the University Consortium. **Attachment 1. 1-2 FY2024 List of Agreements with Other Universities**	
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 Actions (3)	(Student Collaboration) 1118　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. 1119　OIST will hold events and workshops to provide students in Okinawa and those of Okinawan ancestry opportunities to get to know OIST and/or apply to the PhD and Research Internship Programs.	・Number of applications for the PhD program (Japanese and International) ・Number of admitted PhD students (Japanese and International) ・Number of applications for the RI program ・Number of admitted RI students	(Student Collaboration) 1118　OIST continued to facilitate co-supervision and external study agreements to improve research outcomes of its students. 1119　OIST held SHIMA workshop in August 2024, inviting 27 high school students in Okinawa to learn about island sustainability. OIST's team also visited and gave science lectures at Koyo High School, Kyuyo High School, and Kaiho High School. OIST is also organizing the annual student recruitment workshop in, OIST Science Challenge (held in March 2025), inviting 25 university students in Japan. From the participant pool, 2 students were selected from Okinawan families.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	1120 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.	・Number and list of agreements with other universities for situations	1120 As part of the Professional and Career Development program, opportunities to engage with the local community are provided through group projects and public speaking about the PhD thesis.	
	(Student Recruitment) 1121 OIST will continue to diversify student recruitment activities to attract a diverse group of world-class students for PhD program and Research Intern program.	・Number of high school visitors	(Student Recruitment) 1121 OIST continued to organize a variety of student recruitment activities in order to encourage prospective students to apply for the OIST Research Internship program and PhD program, hosting 3 OIST NetCafé (online information sessions) registered by over 220 participants from worldwide. Additionally, one in-person OIST Café event was organized in Tokyo, and 38 Japanese university students participated. To provide more hands-on experience on campus and to experience student life at OIST, the Admissions and Outreach Section also organized the OIST Science Challenge 2025 workshop in March, inviting 25 undergraduate and master's students in Japan. Through these combined efforts, OIST received over 7,000 applications for the Research Internship program, and over 1,100 applications for the PhD program. **Attachment 1. 1-3 Students Information**	
	1122 OIST will keep track of participants of GS events and programs.		1122 With the integration of new application platform, Slate, OIST can now collect information about not only students applying for the PhD or Research Internship Program, but also for all other student recruitment activities such as OIST Café, Science Challenge, and other workshops and events. This will allow us to keep track of previous interactions with prospective	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		students, enabling the team to better plan and structure future student recruitment events.	
(Science Education and Outreach) 1123　OIST will sharpen its branding and adjust our external communications to increase awareness of OIST programs, and to better appeal to target populations for future student recruitment.		(Science Education and Outreach) 1123　In addition to posting OIST program information on websites, OIST continued to send out bi-monthly newsletters to all subscribers wanting to learn more about the OIST PhD and Research Internship programs, as well as other updates. The content of newsletters includes highlighting our student success, future event announcements, reminders of important deadlines, etc. OIST also updated and printed promotional material to keep the information up to date, and to be able to share it with any prospective student or visitor who wishes to learn more about the OIST programs. OIST produces a university brochure in both English and Japanese to promote its mission, programs, and initiatives. Targeted outreach efforts were carried out to attract prospective students and strengthen recruitment.	
1124　OIST will offer various activities such as school visitation programs, science classes, and workshops to local and nationwide STEM-focused junior high and high school students, including Super Science High School.		1124　OIST organized a total of 23 SEED Program sessions for designated Super Science High Schools (SSH), with participation from 1,655 students across 27 schools nationwide (including 845 students from 3 schools in Okinawa). OIST organized school visits, science classes, and workshops for STEM-focused junior high and high school students across Japan, including Super Science High Schools, to inspire future scientists and enhance engagement in STEM education.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	1125 OIST will strengthen engagement with junior and high school students through Science Education Outreach activities, by improving communication and information sharing.		1125 In addition to all the above-mentioned outreach efforts for high school students in Japan, we continued holding their weekly Science Club activities as an after-school program at Unna Junior High School. Communication with schools, parents, and students was enhanced through regular updates and improved information-sharing channels, including LINE, to expand access to event announcements. Additionally, we collaborated with local media, such as radio stations and newspapers, to strengthen event promotion.	
1.1 Ph.D. Program Goal (4)	OIST will improve business efficiency of GS functions, curation of records and policies, and communication consistently improving over time as the University grows.			A
1.1 Ph.D. Program Action (4)	(Policy and Process Management) 1126 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. 1127 OIST will improve the curation and dissemination of policy changes to other stakeholders internal and external.	・Number and nature of GS meetings with students and faculty	(Policy and Process Management) 1126 In consultation and collaboration with faculty and students, including through the Faculty Assembly, Curriculum and Examinations Committee, and the Student Council, OIST continued to revise, review and its policies, rules and procedures to the betterment of its programs. 1127 OIST's ongoing liaison, revision, approval and curation processes continued to serve it well, as do improvements to its communications of changes to all stakeholders.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	1128　OIST will improve student record management system and curation and visualization of longitudinal data.		1128　OIST's new database continued to contain greater functionality for better record management, including more efficient collection, visualization, and analysis of data.	
	(Business Efficiency Re-engineering) 1129　OIST will re-engineer workflow and processes of the Graduate School and employ relevant software to improve our business effectiveness and efficiency. 1130　OIST will support Graduate School staff by creating individual development plans and providing training and other opportunities for professional skills development and personal growth.		(Business Efficiency Re-Engineering) 1129　OIST continued to reduce the workload of staff by developing workflows that include automatic data recording and online approvals. 1130　OIST continued to maintain its commitment to individual development, identifying relevant training opportunities for both individuals and all staff and encouraging the use of online material provided by OIST up to 5 % of working hours.	
	(Communications) 1131　To enhance mutual understanding and improve our quality of service, OIST will continuously adapt our communications with students, faculty, and relevant administrative divisions. 1132　OIST will improve the Graduate School website to enhance online communication to the public including prospective students.		(Communications) 1131　OIST continued with its regular information sessions on legal compliance and other matters relevant to PhD students and research interns. OIST also leveraged the new student database to further enhance academic progress navigation, while also striving to create opportunities for dialogue with faculty, staff, and students, promoting even greater communication. 1132　OIST conducted an audit of all the webpages to reassess the content, which allowed us to redesign the website to be cleaner and more comprehensive.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
1.2 Scientific Research Goal	OIST Graduate University will conduct world-class interdisciplinary research. We will foster a diverse international community of researchers, including students, postdocs, and staff, and are committed to the pursuit of new knowledge through basic and applied research. We are committed to the training of an international community of researchers including students, postdocs and staff. OIST will encourage, motivate and support its talented faculty, students and scientists to enhance their research capabilities by promoting a collaborative cross-disciplinary research environment, providing excellent facilities, equipment and research support, and by conducting regular and rigorous peer review. We will continue to perform fundamental and applied research that can lead to major discoveries and be relevant and beneficial and impactful to the societal needs. We are committed to enhancing our research capabilities by strategically advancing the MEXT's "Project for Strengthening Regional Core and Distinctive Research Universities (J-PEAKS)," which we were granted in FY2023.			**A**
1.2 Scientific Research Action	(Promotion of Cross-disciplinary Research) 1201　We will support start-up of new research units. 1202　We will aim to hire female faculty to improve the gender balance in the faculty.	・Number of researchers (faculty, postdocs, technicians, and students) ・Evaluation of research results by internal quality control standards in accordance	(Promotion of Cross-Disciplinary Research) 1201　We have supported the start-up of 6 new research units. We collaborated with the relevant divisions to improve the processes involved in the launch and conducted a review and confirmation of the necessary procedures and the availability of resources requested by the new faculty. 1202　We conducted training for the Faculty Search Committee and all faculty members on improving gender	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	with DORA ・Number of joint publications between different faculty members ・Number of research honors ・Number of awarded research grants (number and amount) ・Number of fee for use of Core Facilities by external users (number and amount) ・Number of scientific meetings hosted by the Core Facilities, Office of the Provost and Office of the Dean of Research (number and number of participants) ・Number of joint	balance and enhancing diversity among the new faculty. In the recruitment process, we extended the application deadline to increase applications from women and minority groups, resulting in four out of six new faculty members being women.	
1203　We will expand Faculty Lunch Talks into several campus-wide seminar series to promote inter-unit conversations and anticipate that this will promote interdisciplinary research.		1203　We organized a faculty retreat where faculty members introduced their research to each other. We also started research presentations at the bi-monthly Faculty Forum. We hold an internal seminar series where researchers and students can present their work to OIST community. Furthermore, the Office of the Dean of Research has organized interdisciplinary symposiums and workshop series with other universities. Through these various initiatives, we have promoted interdisciplinary research and facilitated interaction between different fields and units.	
1204　The Library actively collects electronic resources so that necessary content can be accessed via remote access and provides infrastructure to retrieve academic information efficiently.		1204　We linked the world's largest bibliographic database with domestic library systems to provide users with search tools and borrowing services. We also focused on enhancing our electronic resources, providing access to 7,240 e-journals and 197,549 e-books.	
1205　We will continue to have External Faculty who will teach at OIST and collaborate with our faculty. This also fills the gap that OIST faculty cannot provide to our students.		1205　The External Professor did not teach in FY2024. In FY2025 the External Professor will teach in his area of expertise in a flexible format and participate in outreach and promotional activities for OIST in the Tokyo area. OIST and the partner institution are currently finalizing more productive collaboration opportunities that draw on the strengths of the two	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	research hosted in the Core Facilities (number and number of visitors)	institutions.	
(Research Support) 1206　To enable researchers to conduct world-class research in cross-disciplinary fields of science and technology, we will promote the use of Core Facilities by focusing on efficient operation of the facilities and development of specialized staff.	・Number of training courses hosted in Core Facilities for external researchers and students (number and number of participants	(Research Support) 1206　　We have in this year promoted its services both internally and externally.　Creating updated websites and brochures have allowed the Core Facilities to highlight its capabilities more effectively to users. To improve efficiency, we have consolidated user groups related to CAPEX purchases to a single meeting ensuring a highly transparent system for equipment selection.	
1207　　To further enhance the top of the world research capabilities, we will continue equipping Core Facilities.		1207　　In Lab 5 the class 1000 cleanroom is now equipped with the required lithography, etching and deposition equipment making it a fully operational and highly capable facility. We have completed the installation of new transmission electron microscopes to bring OIST up to the state of the art in the field.	
1208　　We will continue to promote research ethics, by organizing research ethics training and seminars.		1208　　We provided mandatory online training 'Responsible Conduct of Research' to all researchers at OIST. In-person training was offered to the 1st year Ph.D. students as part of their PCD course requirement. OIST hosted Research Integrity Seminar open to the community.	
1209　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		1209　　We shared information about external grant opportunities with researchers and relevant administrative staff. We also held seminars, study sessions, and consultations to support preparation for grant applications. In particular, for KAKENHI (Grants-in-Aid for Scientific Research), we	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
collaboration.		organized a seminar for newly awarded researchers to explain necessary administrative procedures and also held seminars for researchers and administrative staff involved in managing KAKENHI. We conducted a new call for proposals for the internal research grant SHINKA.	
1210 We will steadily promote the COI-NEXT project grant awarded in November 2022 (One World, One Health: Realization of Sustainable Society based on Healthy Mind, Body, and Environment) and will continue to our efforts to strategically obtain similar largescale grants and strengthen our system for this purpose.		1210 In FY2024, COI-NEXT was transferred to under the EVP Office and re-organized its operational structure. - Prof. Hiroaki Kitano was appointed Project Leader and Provost Amy Shen was appointed Deputy Project Leader - An external advisory board was established to strengthen center management. - Received positive feedback during the JST site visit and evaluation.	
1211 The OIST Center for Quantum Technologies was established to strengthen the structure of the "Quantum Technology Innovation Center" and drive to promote interdisciplinary research and innovation in an international environment based on the "Vision for Quantum Future Society" (formulated by the Integrated Innovation Strategy Promotion Council in April 2022).		1211 The OIST Center for Quantum Technologies has focused on promoting interdisciplinary research and innovation within an international environment, based on the "Vision for Quantum Future Society." Professor Kaori Nemoto and other principal researchers at the center have advanced the "Strategic Innovation Promotion Program (SIP)" aimed at developing quantum talent through collaboration between academia and industry.	
1212 We will promote external use of Core Facilities to diversify the external incomes and enhance domestic and international Core Facility network.		1212 Core Facilities has opened 5 sections for external use in FY24. This has allowed us to evaluate our workflow for external use of	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			Core Facilities and make improvements where necessary.	

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(Publication and Communication)

1213   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.

1214   We will provide accessible information about OIST to the scientific community and general public in Okinawa, Japan and overseas, through OIST web articles, press releases, press conferences, print publications, social media, and thought leadership, including high profile speaking opportunities.
- OIST will implement proactive media relations strategies to generate. This will include press releases and articles about new scientific directions and outcomes. These will be disseminated to local, national, and international media through new and established channels.
- OIST will collaborate with other academic institutions and maintain a national and global network of science communicators to enhance the institution's contribution to capacity-building in science communication.
- OIST will continue to strengthen social media and other

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(Publication and Communication)

1213   We have communicated major research results via press release, press conference, social media, etc. We promoted registration to the Institutional Repository. We started using a new faculty activity reporting database to host faculty activity information in one place.

Attachment 1. 2-2 OIST Publications and presentations

1214   We actively disseminated information about OIST including our research, education, innovation through a variety of channels while making efforts expand and strengthen our network. Our information dissemination efforts have successfully captured the attention of both domestic and international media, resulting in multiple features across prominent outlets.

Articles Published:
- 109 articles in English
- 111 articles in Japanese

Press conferences, media interviews, and meetings:
- 109 instances

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	digital channels.		In this fiscal year, OIST gained significant recognition through coverage by a number of influential TV programs and newspapers.	
			Key Media Coverage:	
			- "Question for one hundred million people!? Waratte Koraete!" (Nippon TV, April 2024) Third feature on OIST, including research highlights and student interviews.	
			- "Nandakore Mystery" (Fuji TV, October 2024) Interview with researchers, staff and students.	
			- "TBS TV's SDGs Special" (TBS TV, May) A child actor met with OIST professors and learned about their research.	
			- Nikkei Shimbun (September) A feature on OIST's new strategy through an interview with President Karin Markides.	
			Global Media Impact:	
			Several OIST research topics received significant international media attention:	
			- Innovative Magnetic Levitation Technology (The Twamley Unit) Covered by over 320 media outlets worldwide.	
			- EUV Lithography Technology (Prof. Tsumoru Shintake) More than 130 coverage in domestic and international media interest.	

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		Local Media Engagement (Articles on the OIST website) : We actively promoted Okinawa-related research findings and events to local press, resulting in frequent and detailed coverage on TV and in newspapers. Some stories were also picked up by major national media. Below are some highlighted articles. - "High School Students from Okinawa Challenge the World with Dragon Fruit Freezing Technology"(July 30) - "Cephalopods 101: OIST Hosts Marine Day Kids Lecture on Campus" (August 13) - "Onna x OIST Children's School of Science 2024 Brings Community Together" (August 21) - "Science Trip to Miyako Island 2024" (December 2) - "Towards Sustainable Local Mobility with Citizen Engagement and Big Data" (January 28) Science Communication Initiatives: We played a central role in enhancing science communication capacity in Japan. - Jointly organized the Japan SciCom Forum at Kyushu University: Strengthened national science communication networks. - Vice Chair Appointment at JACST The OIST Media Relations Section Manager was elected Vice Chair of the Japan Association of Communication for Science and Technology (JACST), a network of PR officers from research institutions and universities across Japan. - Hosted a session in Tokyo at the United Nations University	

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		titled "Science + Art: Creatively Communicating Research": The event, part of the UN Science Summit program, was attended by 40 representatives from universities, embassies, media, and research institutions. - Joint Science Communication Training Conducted training with Kyushu University, Hokkaido University, and Osaka Metropolitan University to enhance science communication capacity at OIST and partner institutions.	
1215 OIST will enhance internal communication channels to help ensure that all faculty, staff, and students within the institution can contribute to OIST's successful promotion and engagement, and are well-briefed on progress, challenges and achievements.		1215 We shared information widely with faculty, staff, and students through internal communication activities. These included maintaining and updating the OIST intranet and campus digital signage, expanding *OIST Teatime* from twice a month to once a week, publishing *OIST Essentials* newsletter each Monday throughout the year, and planning a implementing a university-wide engagement survey. We developed an engagement action plan to guide our efforts. Additional activities included holding two OIST Town Halls meetings in which the executives, including the president, engaged in direct dialogue with internal community and published a monthly *President's column* newsletter assisting with the creation and implementation of a university wide engagement action plan based on engagement survey results. Those activities have improved information sharing with students and faculty members and enhanced two-way communication.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	1216 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.		1216 We continued to support 14 hybrid workshop-seminars, held both on-site and online. We provided support for live-streaming and advanced training for organizers. We supported more than 72,000 hours of on-line meetings without issues.	
1.3 Faculty Affairs Goal	We aim to recruit top talented professors at all levels who demonstrate excellent scholarship and creativity in research and an interest in interdisciplinary research. The office also facilitates faculty evaluations, faculty meetings, space allocation for units, researcher hiring and retention, faculty, and postdoctoral career development, including visitor programs and programs for promoting excellence. Additionally, we support the university library, and other miscellaneous faculty and researcher matters. Further, we will provide Career Development Programs for all personnel at OIST and enforce archiving of research data of all OIST publications.			**A**
1.3 Faculty Affairs Action	(Appointment) 1301 We will continue to recruit faculty members strategically considering budget and research space available.	・Number of research units evaluated ・Number of tenure reviews and promotion reviews ・The number of papers registered in the Institutional Repository	(Appointment) 1301 In FY2024, we conducted faculty recruitment in two strategically selected areas, considering the strengths of OIST faculty and opportunities for growth. These two areas are Mathematical Sciences and Energy and Sustainability, and negotiations are ongoing. We strategically carried out recruiting activities after internally discussing our budget and available research space. In addition to considering space, budget, and resources, we thoroughly identified unused spaces to ensure efficient allocation in a timely and appropriate manner.	

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(Faculty/Research Evaluation) 1302　We will conduct faculty evaluations (unit review, promotion review and tenure review) at the internationally highest standards. 1303　We will conduct tenure review of 6 faculty and promotion review of 1 faculty. 1304　We will conduct unit reviews for 16 research units. 1305　We will continue faculty appraisals. The appraisals will be conducted by the Dean of Faculty Affairs (and if necessary, the Provost) based on individual faculty research, teaching, university service, and external grants received. The appraisal will be reflected in the salary and other resources granted. Faculty will be assured that individual (as opposed to aggregated) information will not be made available outside of OIST. In addition, we will check whether faculty members have published Annual Reports on their websites by encouraging them to do so.		(Faculty/Research Evaluation) 1302　We conducted faculty reviews by external reviewers at internationally high standards. 1303　We conducted tenure review for 6 faculty members. Promotion review for 1 faculty member is on-going now and will be completed in FY2025. 1304　We conducted unit reviews for 12 units (including regular unit reviews & unit reviews associated with tenure review) by external review committees. 4 unit reviews were postponed to the following year, cancelled due to termination of contract, due to retirement, or due to short contract extension. 1305　The appraisals were conducted based on individual faculty research, teaching, university service, and external grants received.　Many faculty activity data can be aggregated efficiently by a newly introduced Faculty Activity Reporting system. The newly introduced Faculty Activity Reporting system allowed us to efficiently collect a wide range of data, and publish the Annual Reports. **Attachment 1.3-1 Number of Research Honors/Awards** **Attachment 1.3-2 Outreach by Faculty and Researchers**	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	(Research Productivity Report) 1306　We will continue to increase the number of research items registered and enhance the support system for Open Access university wide.		(Research Productivity Report) 1306　In the current fiscal year, 247 papers were published in the university's institutional repository (OISTIR), bringing the total to 2,491. The Open Access percentage for research results in 2024 is 85%, and we are actively disseminating research results the public.	
	(Senior Appointment & Post Retirees) 1307　A faculty member who has reached the retirement age, but his/her research is deemed to be suitable for extension and is invited by the President will be considered for continuation of research after conducting a rigorous review.		(Senior Appointment and Post Retirees) 1307　There was no unit review conducted for a faculty that has reached the retirement age this fiscal year.	
	(Faculty Development) 1308　C-Hub will provide faculty with programs, workshops, resources, and individual consultations to enhance their leadership & management, mentorship, communication, collaboration and writing skills, orientation programs, and support.		(Faculty Development) 1308　C-Hub has continued to provide publications in English and Japanese (C-Hub Spotlight) on best practices for faculty, administrative staff, students, administrative leaders, and researchers. It is disseminated in print and digital format and has been downloaded across Japan and internationally. C-Hub has also provided implicit bias training for all faculty, and guided the faculty search committee in its current search to ensure equitable practices.　C-Hub launched a new Certificate Program in Teaching and Course Design Bootcamp for faculty, students, and researchers from OIST and faculty from other Japanese universities.	
	(Students, Research, and Admin Staff Development) 1309　C-Hub will provide students, research staff, and admin		(Students Research, and Admin Staff Development) 1309　C-Hub has continued to issue digital credentials for our	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	staff in addition to faculty, with programs for developing their leadership, management, and several other skills. We will establish a new early career female leadership program to increase the representation of women researchers and faculty in the sciences.		Certificate Program in Teaching and Course Design. C-Hub launched a new program for administrative staff, students, and researchers called the Self Reflection Series Workshop. C-Hub has also launched a new week-long Certificate Program in Teaching and Course Design Bootcamp. C-Hub has launched a new leadership program for early career researchers and Buribushi Fellows to support their success in leading effective research teams.	
	(Alumni Network (OAAN)) 1310 By utilizing the OIST Alumni and Association Network (OAAN) Platform, OIST associates and alumni will be able to stay connected with OIST and allow ongoing interactions amongst the past and current OIST community of researchers and students. We will host scientific seminars and networking events and provide professional development workshops and mentoring programs through the OAAN.		(Alumni Network (OAAN)) 1310 We have hosted an alumni workshop to facilitate interactions among the past and current OIST community of researchers and students. We now have an Alumni Network Specialist, working full time to develop relationships with our PhD graduates. We are inviting our PhD graduates to a closed OIST Alumni LinkedIn group where we plan to post highlighting university announcements and updates to keep them engaged and informed about OIST activities.	
1.4 Global Networking Goal	OIST will continue to create strong networks with the international and domestic science communities. It will do this, for example, by hosting joint academic and research symposia/workshops with universities and institutions and by receiving interns. OIST will increase its reputation as an International Graduate Research University committed to the betterment of society through conducting leading basic research and training the best scientists.			**A**
1.4 Global	(Global Networking) 1401 OIST will provide opportunities for students to interact	・Number of international courses	(Global Networking) 1401 (Same as 1117) OIST Professional and Career	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
Networking **Action**	with other universities in Okinawa and Japan including student exchange, networking, and teaching. 1402　In addition to focusing on activities to strengthen networks, such as promoting exchanges and dialogue with other universities and research institutes, we will facilitate cooperation measures that will contribute to fostering globalization and strengthening research capabilities at other domestic universities.	and workshops organized by OIST, and in partnership with other universities and institutes (25) ・Impressions and feedbacks from the participants of international courses and workshops ・ Number of new partnership programs and extension of existing programs with international and domestic leading universities and institutions (15)	Development (PCD) program provided the students 16 event opportunities to interact with other universities in Japan including career talk seminars with Sokendai, teaching training at Kyushu university, and other collaborative events within the Consortium for Career Development of PhD (CCDP). OIST also continued to provide opportunities for collaborative "Research Plan Seminars" with Kyushu University, encouraged students to participate in the "International Student Exchange Party" held by the Okinawa International Student Promotion Association and supported their participation in the "10th Anniversary of Student Summit" held by the University Consortium. 1402　We have been engaged in planning and implementing workshops, seminars, research internships, and summer camps in collaboration with partner institutions. These initiatives have provided domestic university students and early-career researchers with research experience in a global environment, while also offering opportunities for international networking both online and onsite. Young faculty members have actively contributed to collaborative activities with other domestic universities, increasing opportunities for interdisciplinary and international exchange among young researchers and students. Additionally, we have initiated collaborations with overseas research institutions, strengthening cooperative frameworks between domestic and international research organizations. These efforts have also contributed to the implementation of the Japan Society for the Promotion of Science (JSPS) "J-PEAKS"	

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		(Japan Promotion of Emerging and Advanced Knowledge Systems) Program, which aims to enhance and promote the development of regionally distinctive and core research universities.	

RIKEN	1 Collaborative Faculty Member
The University of Tokyo	· Promoting a new joint research project and providing SHINKA funding. · From Quantum Materials to Quantum Information: Symposium on Trans-Scale Quantum Science and Quantum Materials Synthesis(QMQI2024)
Osaka University	1 Collaborative Faculty Member (from OIST)
Keio University	· 1 hybrid symposium, 20 medical students participated in a summer camp, and 5 long-term research internships. · Promoting a new joint research project and providing funding.
Tohoku University	Promoting a new joint research project and providing SHINKA funding.
Kyushu University	· 1 onsite symposium · Promoting a new joint research

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		project with SHINKA funding.	
		Kanazawa University — 1 onsite symposium	
		JAIST — 1 onsite symposium	
		NAIST — Promoting a new joint research project and providing SHINKA funding.	
		University of the Ryukyus — Promoting a new joint research project and providing SHINKA funding.	
		UK Aging Network — UK Aging Network	
		Oxford — Analysis of Partial Differential Equations (SLMath-Oxford-OIST Summer Graduate School)	
		EMBO — Workshop on Axonal Degeneration and Regeneration (EMBO)	
		YITP Kyoto (MEXT) — Quantum extreme universe: matter, information and gravity	
		The University of Tokyo — From Quantum Materials to Quantum Information: Symposium on Trans-Scale Quantum Science and Quantum Materials Synthesis(QMQI2024)	
		CNRS — OIST-CNRS Joint Symposium on West Pacific Marine Biology	
1403 We will host international courses and workshops of world-leading quality, providing students and young		1403 In the 2024 fiscal year, there were 14 OIST international workshops, including 6 partnership workshops (13	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	researchers with the opportunity of learning forefront science and interacting with outstanding peers.		were face-to-face and 1 was hybrid). 639 participants attended onsite in person, and 4 joined online. This fiscal year, 17,507,948 JPY was collected as participation fees, and about 1.1 million yen was acquired as various grants and sponsorship funds. We also held 5 symposia based on strategic partnerships with other universities, 2 co-hosted symposia with research units, and 4 symposia in collaboration with guest speakers from the program. **Attachment 1.4-1 List of OIST Funded Workshops/Mini-Symposia**	
	1404 OIST will provide a Research Internship program available to talented students with excellent research potential.		1404 (Same as 1108) OIST continued to provide research internship opportunities and received 45 interns. OIST conducted two Research Internship application rounds in April and October, receiving and reviewing more than 7000 applications.	
	1405 OIST will provide a full range of student-centered and flexible support to students in the areas of relocation, travel, housing, language assistance, emergency care, and financial assistance so that they can concentrate on their study.		1405 (Same as 1109) OIST continued to provide extensive relocation and travel support to students, alongside professional advice and instruction for actions they must undertake themselves (visits to city hall, for example). Other services provided include consultation, application by proxy, coordination, emergency care (financial and physical/mental) and language support.	
Chapter. 2 Governance & Administrative Transparency and Efficiency				
2.1 **Basic**	The Board of Governors (BOG), which consists mainly of non-executive members based on the OIST SC Act and the OIST			A

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
Structures for Governance and Business Operations **Goal (1)**	Bylaws unlike the case of most Japanese traditional institutions, takes ultimate responsibility for operation of the OIST SC and OIST Graduate University. The Board of Councilors (BOC) reviews the operations of the corporation with broad views of the society, including those of the local community. These two boards play key roles together in ensuring effective and transparent governance of the OIST SC in accordance with pertinent Japanese laws and the OIST SC Bylaws. The CEO/President will continue to provide the leadership in the execution of the Business Plan and accountable to the BOG. The governance of OIST SC especially features the appropriate relationship between these boards and the CEO/President. OIST will continue to ensure that the bylaws and Policies, Rules and Procedures (PRP) remain consistent with all relevant laws and regulations. Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the corporation, including comparison with international best practice.			
2.1 **Basic Structures for Governance and Business Operation** **Action (1)**	(Basic Management) 2101 Regular BOG meetings will be held in May, October and February, and regular BOC meetings will be held in May and February. In the BOG meeting in May, the performance and achievements of the previous fiscal year will be reported and evaluated. The results of this assessment are made available to the CAO for public sharing. To prepare for the implementation of the amended Private School act, there will		(Basic Management) 2101 The regular meetings of the Board of Governors were held in May and October 2024, and February 2025. The regular meetings of the Board of Councilors were held in May 2024 and February 2025. The May and October meetings were held in a hybrid format (on-site and online video conferencing), while the February meeting was held only online. At the May Board of Governors meeting, the achievements of FY 2023 were reported	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	be some ad-hoc meetings planned to be held.		and evaluated. The results of this evaluation were reported to the Cabinet Office and published on the university's website.	
	2102 BOG and BOC meetings in May and October will each have about one extra day meeting, in addition to the two-days main meetings, to accommodate more discussions focused on the relevant role of the BOG and BOC. BOG and BOC sub-committees will have the opportunity to pre- discuss important issues. The BOG Steering Committee will its practice of meeting with the Faculty Council during the pre-meetings.		2102 To accommodate more discussions focused on the relevant role of each BOG and BOC, all the BOC subcommittees were held in May, and All the BOG sub-committees were held in May and October. In addition, BOG held extraordinary meetings in October, November, January, and February. These meetings focused on revising the new Bylaws, for the President's report, electing the new Chair of the Board of Governors, and other discussions. Additionally, the BOC held an extraordinary meeting in September, prior to the October BOG meeting, to discuss the revisions to the Bylaws.	
	2103 The CEO/President will exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the Business Plan.		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.	
	2104 The CEO/President will identify serious risks and prepare mitigation/control measures at weekly executive committee meetings and report to the BOG.		2104 The Executive Committee met weekly to intensively deliberate on matters such as the formulation of the new President's strategy and the systematic, institutional execution of the J-PEAKS grant. A new format was introduced for reports from each UMT member, based on the Mission Areas, to the BOG, with the aim of being concise and clear.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	2105 Auditors will conduct rigorous regular audits of all aspects of business operations, including budget execution, tendering and contracts, and the status of compliance, based on the Auditing Plan developed in advance while coordinating with internal audits and accounting audits, and conduct special audits in addition when deemed necessary. Auditors will conduct more thorough audits based on the strengthening of the auditor system and maintain effective communications with the university management while keeping appropriate independence. Auditors will be provided sufficient information and staffing necessary for conducting their duties. Plan and result of Auditors' audit will be presented at BOG meetings, etc. for recommendations to reflect on business operations.		2105 Auditors established the plan for the Auditors' Audit for FY2024 and notified the President in November 2024 as the "Notice of Auditors' Audit for FY2024", and the Auditors' Audit was implemented based on the plan to April 2025. In this year's audit, Auditors paid particular attention to cooperation and active discussions with internal audits and audits by the Accounting Auditors, and above all, to carefully exchange opinions and discussions with each Division on the actual business processes. The Auditors' Audit is scheduled to be reported at the BOG and BOC meetings, which will be held in May 2025. On other occasions, to further grasp the status of the OIST's business operations, auditors actively exchanged opinions with executives such as the Vice Presidents, participated in meetings offline in principle, and obtained information through various means, including the circulation of decisions.	
2.1 Basic Structure for Governance and Business Operations Goal (2)	OIST Graduate University will continue to build and maintain internal administrative organization following international best practice for world-class international graduate universities to ensure effective administration. While being autonomous, OIST Graduate University will keep close contact with CAO to ensure accountability to the Japanese Government for its budget execution and business operations.			**A**
2.1 Basic Structure for Governance and Business	(Development of Administrative Organizations) 2106 The President/CEO, Vice CEO, and other executives will continue to meet regularly to prepare major decisions, share information and review the status of business operations. The Executive and the Faculty Assembly will continue to meet		(Development of Administrative Organizations) 2106 The Executive Committee met weekly to intensively deliberate on matters such as the formulation of the new President's strategy and the systematic, institutional execution of the J-PEAKS grant. A new format was introduced for reports	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
Operations **Actions (2)**	bi-monthly to share and improve the flow of information between senior management and the Faculty. The Salary Review Committee will continue to meet as needed. 2107 Maintain close communication with CAO and continue the periodical meeting to share information such as the implementation status of the Business Plan. In addition, prepare business sketch and budget requests for the next fiscal year well in advance through close discussion with CAO. 2108 Provision state-of-the-art IT tools, services and support, enabling the University in its mission to become a world leading university. 2109 Continue to ensure that clear, concise and up to date knowledge bases and user education programs exist to enable users to appropriately and timely leverage IT tools, resources and services. 2110 Identify, evaluate, design, deploy and maintain the enterprise technology platform that supports the university expansion.		from each Executive to the BOG, with the aim of being concise and clear, and clarifying items that require discussion at the BOG meeting. 2107 Maintained close communication with CAO through the Quarterly Meetings in April, July, and November and other meetings held for specific issues. Appropriately and timely shared necessary information such as progress in FY2024 Business Plan, FY2025 Business Sketch, budget request for FY2025, and preparation of FY2025 Business Plan, etc. 2108 We advanced our service portal by expanding its footprint to additional divisions, providing them to offer their services on our industry-leading service platform. 2109 We expanded the knowledge base platform by expanding its availability to other administrative sections. We also improved its management ability by creating a publishing service which ensures timely management and approval of articles written by other division members. 2110 Looking ahead to future ERP system, we have engaged with consultants to assist the University in updating the ERP system. We have directed both high level planning and requirements collection from a vendor we selected to support us through our ERP replacement planning.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	2111　Ensure that platforms for research and education are as automated and efficient as possible.		2111　We have bolstered and clarified regarding research software such that requesting this software occurs on the same platform. We have also reviewed for the student information platform regularly.	
	2112　We will ensure the continuity of a flexible and secure network environment that meets research requirements.		2112　Network infrastructure has been deployed in new incubator building, and network designs for the open innovation facilities and the 2nd data center have been conducted.	
	2113　Promote efficiency improvement activities of administrative tasks based on the IT strategy established in the current FY. Ensure the alignment of IT with the business plan through continuous interaction and feedback.		2113　To ensure alignment with the IT business plan, a new section called the IT Program Management Office was created. This section formulated IT strategies aligned with the OIST strategy and linked them directly to the IT business plan, goals, and budget items, making it possible to track and visualize the path to achievement. Numerous projects were carried out, and at the completion of each project, retrospectives were conducted with user departments to improve project management.	
	2114　Track alignment with best practice through external peer review.		2114　Advisors from external research institutions were invited to advise the IT Division and CIO Office on organizational structure, IT strategy, etc.	
	2115　Drive digital transformation to identify, develop and support enterprise systems and services that supports the university's business efficiently.		2115　Several applications were developed in our service portal facilitating the operation of all divisions including finance, grant application, facility management, business process workflow repository, student information system, and medical appointment management.	

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2116 Consider and select the best solution for the University within relevant local and global IT initiatives to enhance and support the research and administrative activities of the University, and best promote Okinawa.		2116 Through collaboration and workshops with the Association for the Promotion of ICT at Universities (AXIES) and other universities, we deepened our knowledge of the latest trends and regional and global initiatives (such as AI policy formulation), and used this knowledge to develop IT strategies and initiatives at the school.	
2117 While reducing operational costs and increasing safety, contribute to business process and work style innovation through digital transformation with working together with other administrative divisions, and simplify and automate office work and promote standardization and efficiency.		2117 We developed and provided a platform that consolidates more than 300 business processes and enables users to understand the flow of administrative work, thereby promoting simplification and automation of operations.	
2118 Reinforce information security governance, and enhance information security control through information security education, multi-factor authentication, and device-based access control. Further enhance existing security threat monitoring, enabling real-time threats detection such as malicious software or hacking that may compromise the integrity of OIST networks or systems as well as implementing appropriate measure for Web site tempering and other threats. We aim to ensure resilience through the development of an incident response plan and the implementation of regular simulation exercises.		2118 During the fiscal year, we identified incidents related to information management. While no actual damage occurred, we're preparing to upgrade our security information event management (SIEM) and endpoint detection and response (EDR) systems, including outsourcing, to strengthen our management framework.	
2119 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		2119 We have continuously advised on the legal matters or agreements from various departments in the University, and helped them manage the legal matters appropriately. The	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	legal support in drafting, negotiation and execution of the agreements handled by relevant divisions at OIST.		total number of consultations in FY2024 was 144 (92% v, FY2023), and the total number of contract review was 212 (the same as FY2023).	
	2120 Defend OIST SC from claims in and out of court and avoid financial damage and reputational risk.		2120 We successfully defended OIST SC from claims in and out of court and avoid financial damage and reputational risk. The ongoing lawsuit in the FY2024 was settled. Currently there is no ongoing lawsuit.	
	2121 n 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).		2121 We invited the external attorney to hold a seminar called the "Japanese penal codes and criminal procedures" in April 2024, and over 100 employees/students attended the seminar in person or online. We also continuously provided the materials for the monthly new employee online training by the HR.	
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	(Budget Allocation and Execution) 2201 Strategic Resource Allocation Committee (SRAC), formulate high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, and Equipment budget. The proposals will be then approved by the President/CEO.		(Budget Allocation and Execution) 2201 Strategic Resource Allocation Committee formulated high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, Equipment budget in FY2024. The proposals were then approved by the President/CEO.	

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2202　Have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit. 2203　Reinforce the budget allocation and reporting process by collaboration with the budget analyst assigned in each division. The status of budget execution will be reported monthly to the President/CEO at the monthly Budget Review Meeting in order to ensure appropriate and integrated budget management of all funds including the Subsidy for Facilities. In addition, report the budget execution status to CAO on monthly basis. 2204　All research-related budgets shall be closely monitored and adjusted through September and January budget reviews. In light of the increasing trend in the amount of external funds received, the Strategic Resource Allocation Committee (SRAC), an existing framework under the direction of the President, will be strengthened to ensure the sharing of important information and to properly formulate budget request proposals, allocation plans, and execution management for the entire university, including external funds. 2205　Implement the procedures to comply with laws and University policy and rules - the procedure in budget execution includes reviews by the person in charge of compliance when		2202　The budgetary allocation/execution units which are consistent with the organizational structure received the necessary budget to implement the FY2024 Business Plan. 2203　The budget allocation and reporting process in FY2024 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. 2204　FY2024 Mid-year review in September and another review in January, at the beginning of the fourth quarter were conducted. In addition, we made efforts to ensure the proper formulation of budget requests, allocation planning, and execution management for the entire university, including sharing the draft budget allocation plan for the next fiscal year with the Strategic Resource Allocation Committee (SRAC). 2205　For negotiated contracts exceeding a certain amount, the Section Leader of Procurement Departments (under 5 million yen) and the Procurement Committee (over 5 million	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	individual budget expenditures exceed a predetermined threshold. 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. 2207 Exert efforts in ensuring fair and transparent procurement through measures such as establishing a committee including external experts and having their review on specifications of large research tools/equipment as necessary on the University's policy and rules.		yen) reviewed and properly executed the budget in accordance with relevant laws, regulations, and internal rules. 2206 Conducted internal audit based on the internal auditing plan under the Chief Internal Audit Officer. Continued to develop human resources through sending an internal audit staff to training courses provided by government agencies, etc. on regular basis. 2207 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. The number of holding of Specification and Technical Review Committee concerning large scale research tools/equipment is 5.	
2.3 Efficiency of Business Operations Goal (1)	OIST Graduate University will continue its efforts to improve efficiency in its business operations.			**A**
2.3 Efficiency of Business Operations Action (1)	2301 Under the supervision of the Secretary-General and the Vice President for Strategy Implementation, streamlining administrative operations in the five areas of (1) strategy execution, (2) government relations, (3) external communications, (4) human resources, and (5) IT.	・Number of unit-price contracts: more than 39 (based on fixed value in FY2022)	(Efficiency of Business Operations) 2301 Under supervision of the President, Senior Management, and Chief Transformation Officer, we have promoted improvements in areas such as (1) strategy execution, (2) external/ internal communication, and (3) streamlining administrative operations.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	2302　Support research activities, such as utilizing the methods of unit price contracts, bulk purchase for research materials and reagents, and multi-year contracts. 2303　Reduce costs of system and research equipment maintenance by reviewing the contracts etc. 2304　Contracts of the University shall be based on the principle of ensuring sufficient transparency and competitiveness, and in case of making a negotiated contract, thorough information disclosure will be ensured, such as by disclosing the reason for the negotiated contract. Monitor procedure for negotiated contract continuously. At the same time, review procurement policy, rules and procedures continuously from the perspectives of efficiency and simplicity. Continue improving the segregation and procedures related to procurement for the future expansion of the University.	・Ratio of the number of purchase contracts concluded through tendering or other competitive processes: more than 62% ・Successful bid rate for those excluding research related purchases ・The ratio of single bidding	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: 58 items 2303　The costs of system and research equipment maintenance were reduced by applying multi-year contracts and reviewing the methods of maintenance etc. 2304　Transparency and competitiveness in contracts were ensured through information disclosure of the negotiated contracts including the justification of the contract. The University continuously monitored procedure for negotiated contracts, including the measurement of the effectiveness of reduction of the threshold of negotiated contracts. The University reviewed the rules and procedures regarding procurement from the perspectives of efficiency and simplicity, and also improved the segregation and procedures related to procurement for the future expansion of the University. Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts) Contract number：116 (56.6%)　[FY2023 141（62.1%）] Successful bid rate for those excluding research related	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			purchases : 95.7%	
	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.		2305　The University held internal training in order to improve negotiation skills of Procurement staff based on the fruit of the previous investigations.	
	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. In addition, in order to reduce the number of single bidding, we will strive to implement competitive and fair bidding procedures by, for example, conducting questionnaires to vendors that declined or did not participate in the bidding process, and reflecting areas that need improvement in subsequent projects.		2306　Based on the collected reference data comparing prices of supplies and equipment etc. in Japan and abroad, the University provided information for internal users on how to negotiate prices effectively with manufactures/agents/vendors to improve cost efficiency of purchasing. In addition, in order to reduce the number of single biddings, the University conducted a survey of vendors that declined to bid or did not participate in the bidding process, and reflected the points that needed to be improved in subsequent projects. Rate of single-biddings: 51%	
	2307　We set appropriate construction unit prices and ordering methods by studying the level of similar facilities at national university corporations and trends in the construction market for facility development.		2307　We have gathered trends in the construction market to ensure efficient procurement.	
	2308　We will continue to review Rules and regulations concerning travel expenses from the perspective of further streamlining and simplifying procedures.		2308　From the perspective of streamlining procedures, reviewed the approval process so that the Travell Expense Team gives pre-approval only if the itinerary includes holidays.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	2309　In response to the depreciation of the yen and the recent sharp rise in inflation and utilities costs, we will continue to study measures for reducing fixed costs.		2309　As a result of continuing to implement measures to reduce fixed costs in response to the recent depreciation of the yen, inflation, and the sharp rise in utility costs, the University were able to achieve a reduction of approximately 6.14 million yen in facility and equipment maintenance operations (including operation, security and cleaning services for the entire university).	
	2310　Support those efforts for administrative internationalization made by national universities and other institutions through conducting a training program at OIST to their staff members and enhance administrative efficiency by absorbing their knowledge and experience on university operation and management.		2310　We hosted six secondees from institutions, including the University of Tokyo and Tohoku University. This program contributed to improving their English communication skills within an international environment. At the same time, host departments gained valuable insights into national university administration, enhancing administrative efficiency at our institution.	
2.3 Efficiency of Business Operations Goal (2)	OIST Graduate University makes the best use of its facilities and equipment.			**A**
2.3 Efficiency of Business Operations Actions (2)	(Effective Use of Facilities) 2311　Continue efforts for optimization of use of academic and administration spaces, and research equipment through regular survey of current spaces in the existing buildings, close coordination among Facility Management Division, Office of the Provost and Space Allocation Committee which has jurisdiction over space allocation and reallocation, and meeting and interviews with the research units to understand their		(Effective Use of Facilities) 2311　Through the direct interviews with space requesters and participating in the space allocation committees, we worked to understand the overall needs and optimize the use of the space.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	needs. 2312 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.		2312 A public proposal-based bidding process was adopted for the selection of a facility repair contractor, with evaluation criteria focused not only on cost but also on the ability to propose optimal space utilization. The bidding and subsequent work are currently underway.	
2.4 **Personnel Management** **Goal**	To attract, retain and develop talent, we actively hear employees' voice. We continue improving HR policies and systems in more sustainable and effective way with full legal-compliance, so that we can realize even more diverse and inclusive workplace. We, as an enterprise strong supported by national fund, will continue making efforts to control overall people-related operating costs.			**A**
2.4 **Personnel Management** **Actions**	(Recruitment) 2401 We will stablish a strategic resource plan in order to compete in the global talent acquisition market while ensuring a sustainable talent cost model for OIST. Based on the approved resource allocation plan and position requisitions, we will implement a fair and timely talent acquisition process, proactively searching qualified, competitive pool of candidates.	・Number of employees (by job, nationalities and gender) ・ Ratio of staff in administrative divisions to the total headcounts ・Ratio of labor costs to the total operational budget ・ Salary amount by job/level (average,	(Recruitment) 2401 We developed staffing plans jointly with hiring units to maintain sustainable personnel costs. Recruitment was conducted in line with established procedures, widely targeting both domestic and international candidates while actively promoting internal talent. In our human resources organization, we have consolidated previously dispersed responsibilities into a single section and enhanced our cross-departmental human resource management framework. Additionally, we launched a recognition system (internal award system) designed to foster a culture that effectively acknowledges the contributions of faculty and staff. We also continued reviewing the process of PEREX management to ensure effective management of personnel	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation

median, mode)

・Number of employees taking training programs

・Annual learning hours for administration staff (40 hours)

2402　HR and CPR will collaborate to leverage social media for proactive communication to the external market, reaching out to potential candidates who are not yet actively looking for jobs. We will improve recruitment processes to hire strong talent much faster and more effectively, thereby increasing new hire experience and ultimately OIST's employer branding. We will strive to recruit excellent Okinawans.

expenses.

Ratio of staff in administrative divisions to the total headcount : 39%

Ratio of labor costs to the total operational budget : 47.3% (current estimate)

2402　　We participated in a job fair in Tokyo to engage young bilingual talent. Additionally, we hired a Talent Acquisition Manager and began discussions aimed at further streamlining the interview process. Strengthen online brand for external candidates.

Attachment 2. 4-1 Number of Employees

	Admin etc.	Faculty	Technicians	Researchers	Total	Ratio
Okinawa	168	0	32	7	207	20%
Others	309	80	117	308	814	80%
Total	477	80	149	315	1021	100%

2403　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

2403　　We introduced a new competency, "One OIST," to foster a more integrated organization. Additionally, we continued reviewing and updating job descriptions for key

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	description and a career framework with clarified competencies, skills/expertise and experiences in a transparent/visible manner. 2404 Take steps to build and maintain a work environment that is equitable and welcoming to all employees and students. - Offer unconscious bias training and other appropriate diversity related programming to all members of the university. - University Community Services and Buildings and Facilities Management Division will collaborate to plan, design and outfit appropriate facilities for pregnant women and working parents at OIST. - Offer networking opportunities for all employees, regardless gender, nationality, organizational hierarchy etc. - Promote diversity, equity and inclusiveness through presentations and networking opportunities for OIST and the Okinawan community. 2405 We will inform and train OIST staff on various mediums for harassment incident reporting and resolutions such as external hotlines and others.		positions. 2404 We established a new university-wide Community Orientation Program for all OIST employees, students and their family members to create a welcoming environment and provide important resources, advice on acculturation to life in Okinawa and Japan, and support for various needs. We also established a new Postdoctoral Orientation Program that helps postdoctoral researchers learn about career resources and support for their acculturation to OIST and to establish connections across OIST. We also conducted an Engagement Survey for faculty, staff, students, and secondees to gain deeper insights into their motivation and satisfaction. 2405 We reaffirmed the anonymity of hotline reporting and ensured reporter safety. Additionally, we introduced a new communication channel; by changing a mediator. Reviewed Ch. 39 in PRP regarding complaints and disputes and gathered feedback across the whole OIST to implement a new comprehensive framework starting in April.	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
2406 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.		2406 In July 2024, relevant OIST PRPs were revised to strengthen measures for preventing sexual harassment and sexual violence, and to ensure strict disciplinary actions against offenders. Accordingly, we introduced mandatory "Sexual Harassment Prevention Training" starting October 2024.	
2407 In hiring persons with disabilities, we will work with outside professional support groups to verify and improve rational considerations in the workplace, including various facilities, daily instructions, and communication methods.		2407 We held regular meetings with external specialist support organizations to review workplace conditions and reasonable accommodation and provided assistance to employees concerned. Additionally, we expanded our agency partner list for disabilities.	
2408 The Health Center will continue to provide health support to campus staff and students, including industrial health services, annual health check, guidance based on the results of health check, student counseling, and referrals to medical institutions that meet one's needs, We will support OIST community so that they can be active and active.		2408 The Health Center provided regular and special health checkups on campus. For faculty, staff, and students who could not attend the on-campus checkups, we guided them to external medical institutions. We also offered daily health consultations, basic medical treatments, medications, advice on seeing a doctor, and support in making appointments with medical institutions. Starting this year, we began flexibly referring individuals from the Health Center to the on-campus clinic, which has improved access to insured medical services and prescription medications.	
2409 The on-campus clinic will provide medical services under Japanese medical insurance system such as medical examinations and prescriptions for both the university and the local community.		2409 The clinic strengthened its internal medicine services, expanding the range of insured medical care available on campus. We also actively issued referral letters to support smoother access to external medical institutions.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	(Compensation) 2410 With salary benchmarking study (against national government employees, those of academic institutions and private sectors in/outside of Japan, embody and implement actions following "On the Salary of Officers and Employees of Special Public Corporations, etc. (by Administrative Management Bureau, Ministry of Internal Affairs and Communications on November 17, 2017).		(Compensation) 2410 We maintained appropriate salary levels through analysis of current employee salaries, recruitment and turnover trends, and guidance on transfers, promotions, and reassignments. Additionally, we continued to access the latest salary survey data to regularly benchmark salaries against those of private-sector companies. **Attachment 2. 4-2 Salary Level of Employees**	
	(Talent Development and Management) 2411 Reinforce following systems, in order to improve productivity and develop next generation employees in line with OIST strategies; - Recruiting and assignment planning system - Job grading and salary system - Management by objective and performance evaluation system 2412 Restructure capability development mechanism for Management staff and further activate self-learning environment (including on-line training) with individual learning hour target (40hrs).		(Talent Development and Management) 2411 We introduced a new succession plan aimed at developing next-generation talent. Additionally, we conducted in-person training for managers on goal-setting and performance evaluation. We also implemented new HR policies for talent attraction, including Non-fixed term contract and Work from home. 2412 We continued restructuring the training framework for managers and supervisors, introducing programs on goal setting, performance evaluation, and effective communication. Additionally, we encouraged self-development by setting an annual individual learning target of 40 hours. **Attachment 2.4-3 Number of Employees Taking Training Programs**	
2.5 Compliance	OIST Graduate University will ensure compliance in all aspects of the university operations.			**A**

	FY2024 Plan	**Metrics**	**Achievements in FY2024**	**Self-evaluation**
Goal				
2.5 **Compliance** **Actions**	(Compliance) 2501　Review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures from a viewpoint of compliance. 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 as needed to maintain consistency in policies, rules and procedures as a whole. Provide legal advice to each policy owner division in drafting and revising the policies, rules and procedures. 2503　Continue to ensure appropriate creation, management and retention of documents concerning decision making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and		(Compliance) 2501　The status of budget execution, contracts for procurement of 5 million yen or more, and establishment or revision of internal regulations were properly reviewed from the standpoint of compliance. 2502　With support from the General Counsel Office as necessary, RCS established and revised internal rules and regulations in a timely and appropriate manner in response to changes in the situation, such as updating in accordance with revisions of relevant laws and regulations and eliminating discrepancies between the current PRP and the actual operation and management of the business. The PRP Review Committee meeting was held in March to report the results of the FY2024 overall review and to confirm how to proceed with the PRP overhaul in the future. In line with the President's policy that each Chapter should be structured more policy-centered, the structure of Chapter 13 was reviewed on a pilot basis and revised to be more policy-centered, and a template was developed for future revisions of each Chapter. While the revision, we tried out a process of gathering opinions from relevant divisions and sections. 2503　Regarding the decision-making process in business operations and its process, the creation, organization, preservation, and disposal of corporate records were properly managed in accordance with the Public Record Management	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	University Policy and rules that are developed accordingly.		Act, the internal rules established in accordance with the Act and the revised training offerings. In addition, RCS prepared without delay to update the registration information in accordance with the revision of the Private Education Law.	
	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.		2504 In compliance with Personal Information Protection Act, the Act on the Use of Personal Information Number to Identify Specific Individuals in Administrative Procedures, and other related laws and regulations, as well as the university rules and regulations established based on these acts and regulations, RCS took appropriate actions such as giving advice to the relevant departments regarding the handling of personal information. In addition, through the inspection of personal information files, RCS updated the Personal Information File Registration List (PIPL)) and provided appropriate guidance and advice on the handling of personal information to raise the awareness of staff members regarding the handling of personal information. The University's current Privacy Policy has been reviewed and an updated version is available on the website.	
	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.		2505 When negotiated contract expenditures exceed a predetermined threshold, the section leader in charge of procurement department reviewed the appropriateness of the negotiated contracts which are less than 5M JPY and the Procurement Committee reviewed the ones which exceed 5M JPY. Concerning compulsory training in compliance, RCS	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		provided the e-learning programs for all faculty and employees (mandatory training for newly hired).	
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."		2506 In accordance with Chapter 22 of the PRP, all officers, faculty, and staff of the University were required to make annual and immediate disclosure of their external activities and responsibilities in order to avoid concerns and risks due to conflicts of interest and responsibilities, and those who were involved in such activities were notified of the precautions to be taken in engaging in such activities and asked to submit an application for a concurrent appointment.	
2507 Review of research protocols by review boards and professional staff will ensure that our research activities are compliant with pertinent regulations and laws.		2507 Review of research protocols by review boards and professional staff were implemented to ensure our research activities are compliant with pertinent regulations and laws.	
2508 To ensure research integrity, we will promote secure initiatives on risk management.		2508 To ensure research integrity, we have promoted secure initiatives on risk management.	
2509 For proper management of competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research), we will continuously and thoroughly implement proper management to the researchers by posting misconduct prevention plan on OIST web site.		2509 For proper management of competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research), we continuously and thoroughly implemented proper management to the researchers through posting misconduct prevention plans on OIST web site.	
2510 To prevent misconduct of research funds, various measures will be taken, including initiatives for ensuring		2510 To prevent misconduct of research funds, we have explained our rules of use of research funds to new faculty	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	thorough familiarization of all faculty members and researchers with rules of use of research funds, and increasing the awareness of thereof upon their arrival to OIST. We will explain about our rules of use of research funds to new faculty members at the preliminary meeting before their start. After their arrival, we will explain the rules in more details through dedicated orientation sessions. 2511 We will provide online training for Responsible Conduct of Research to all researchers and continue to improve our efforts to prevent research misconduct by providing lecture and discussion training to faculty, students, and research staff. 2512 We will ensure that every employee is informed about procedures and contact point for reporting an allegation and proper research data archiving. 2513 The Field Work Safety Committee will continue to conduct strict review of field work plans and the Safety and Health Committee will ensure safety and health at labs through workplace inspections. In addition, we will enhance safety on research and educational activities at sea and the labs in accordance with established Safety Management System.		members and researchers upon their arrival, through dedicated orientation sessions. 2511 We provided mandatory online training 'Responsible Conduct of Research' to all researchers at OIST. In-person training was offered to the 1st year Ph.D. students as part of their PCD course requirement. 2512 We provided mandatory online training 'Responsible Conduct of Research' to all researchers at OIST. In-person training was offered to the 1st year Ph.D. students as part of their PCD course requirement. 2513 The Field Work Safety Committee reviewed the Field Work Plan in and provided advice on matters necessary for the safe and appropriate execution of the field activities, as well as on responses to emergencies. To ensure compliance with the Industrial Safety and Health Act, the Safety and Health Committee conducts monthly workplace inspections of research laboratories. During these inspections, on-site are checked, safety and health issues are identified, and follow-up is conducted until improvements are completed.	
2.6	The fast growth of the Graduate University requires OIST to			**A**

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
Information Disclosure and Public Relations **Goal**	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.			
2.6 Information Disclosure and Public Relations **Actions**	(Information Disclosure and Public Relations) 2601 Disclose the information appropriately on the OIST website etc. to comply with the School Education Act (Act No. 26 of 1947) and the Act on Access to Information held by IAIs (Act No. 140 of 2001). 2602 OIST will continue to improve its websites, especially news articles and multimedia to ensure that design, layout and user experience are consistent with best practices. 2603 Continually improve and grow social media and digital		(Information Disclosure and Public Relations) 2601 Information required to be disclosed by the School Education Act and the Act on Disclosure of Information Held by Independent Administrative Agencies, etc., was disclosed on the website in a timely and appropriate manner by changing the layout to make it easier for users to browse. 2602 Following the complete renewal of the website in December 2022, further improvements were made to improve usability and to consolidate content. E.g. Unit website feature updated to accommodate non-faculty PI groups, microsite design modified, design modules to accommodate needs of J-PEAKS and COI-NEXT microsites. PRP, Admissions, and Graduation website contents were migrated to more densely link content and save money on website hosting. We held press conferences, briefings, and other events, inviting media outlets to cover university events, thereby actively providing opportunities for journalists from within and outside the prefecture to conduct interviews that led to positive media coverage. 2603 In fiscal year FY2024, we had a total of 1365 posts	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
channels.		across all social media channels. The average post engagement rate for a post was 7.26% (an 5.2% increase, compared to 6.9% in FY2023). - Instagram: 33% increase in followers in FY24 (compared to 43% increase in FY23). - LINE (JA): 60% increase in followers in FY24 (compared to 60% increase in FY23). - Facebook (EN): 4% increase in followers in FY24 (compared to 7% increase in FY23). - Facebook (JA): 25% increase in followers in FY24 (compared to 29% increase in FY23). - Twitter (EN): 15% increase in followers in FY24 (compared to 23% increase in FY23). - Twitter (JA): 17% increase in followers in FY24 (compared to 17% increase in FY23). - LinkedIn: 24% increase in followers in FY24 (compared to 19% increase in FY23). - YouTube: we released 149 videos this year (compared to 126 in FY23.) - Flickr: we released about 228 albums, containing approximately 12,900 processed photos (Compared to 101 albums and 8,300 photos in FY2023). - Newsletters: Currently, OIST email news letters have a total of 8,056 subscribers, reflecting a 16% increase, averaging nearly 100 new subscribers per month. · The main newsletter, "OIST Latest", has 2,930 English subscribers 8% decrease in followers in FY24 (compared to 14% increase in FY23) . Part of	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		the decrease in the English newsletter might be attributed to the new OIST Careers newsletter launched last fiscal year. Additionally, in January, we removed a significant number of fake accounts after identifying spam activity, which contributed to a reduction in the reported subscriber count compared to the previous year. · 3,580 Japanese subscribers (a 23% increase in followers in FY24 (matching the 23% increase in FY23).	
2604 We will share information and activities that are appealing to a wider audience, including the local Okinawan community, as well as domestic and international audiences, in order to further increase their understanding of OIST. We will organize key messages tailored to each audience and strive to enhance branding. Specifically, we will review and expand printed materials such as brochures, and reassess display exhibits.		2604 We used external resources such as podcasters to disseminate information. Twice-weekly guided campus tours, public visits and scientific and cultural events actively promoted. We updated the OIST faculty posters, and contributed to deepening mutual understanding of the research content of each unit within and outside the university. In the fall, we developed a university-wide public relations plan and, based on OIST Strategy 2024-2029, reviewed and organized the key messages to be delivered to each target audience, along with effective communication methods.	
2605 Maintain and improve the library of OIST Policies, Rules and Procedures on the website.		2605 The PRP was updated on the website in a timely manner.	
2606 In case of any incident, CPR will consult, where necessary with the General Counsel Office other executive		2606 To maintain the institutional reputation and enable a swift response in the event of an emergency, we maintain close	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	members, and release timely information in consideration of reputation risk.		contact with the Japanese media. We proactively monitor media coverage and prepare for potential issues through responsive efforts. Additionally, we conduct media training for spokespersons, led by an external lecturer, to strengthen reputation management to prevent crises.	
	2607　To protect websites from zero-day attacks that leverage software vulnerabilities, OIST websites are hosted with support to ensure that security updates are applied promptly.		2607　We have established a system for regular monitoring and prompt response to cyberattacks to ensure preparedness for potential crises.	
Chapter. 3　Finance				
3 **Finance** **Goal**	Based on the OIST Mid-Term Strategy for External Funding, OIST Graduate University will broaden its financial basis strategically by proactively increasing the amount of research grants, donations, and other income sources for more independent operation in the future.			**A**
3 **Finance** **Actions**	(Grants) 3101　We will strengthen the internal system to acquire competitive research grants strategically and systematically. 3102　Increase opportunities to deliver grant information, available application support, importance of networking etc. to OIST researchers through Grants and Research Collaborations Section's website and visit to their offices, and strengthen	・Increase of the number of awarded research grants (number and amount) ・ The total amount including academic external funding, collaborative research and commissioned research with industry, donations, tuition and	(Grants) 3101　We have started setting up the International Grants Section to support the growth of externally funded research income from overseas. The Grants Section collaborated with the Finance Division held joint meeting to improve operational processes, aiming to enhance the appropriate and efficient execution of administrative tasks. 3102　We provided information on external funding through our website and via email.　Additionally, we enhanced our support by individually explaining external funding opportunities to researchers, boosting their motivation to apply.	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
support for foreign researchers and early-career scientists.	other revenue is targeted to 2,403 million yen (13.7% of the ordinary expenses of the subsidy budget).	We also organized applicant gatherings and held seminars to assist in preparing application documents.	
3103　Under the leadership of Dean of Research, we strive to strategically prepare applications for the large-scale program with inter-institutional collaboration aided by a domestic and international network.		3103　To promote applications for large-scale research programs, we organized research workshops with potential partner universities and visited the other parties.	
3104　Collect information about grant opportunities in Japan and abroad and communicate these on a regular basis to members of our research community. In addition, the section will actively communicate with major funding agencies to collect information about any precursory activities leading to announcements of new grants.	・　Number of applications for external funding for facility development (include the use of PPP/PFI projects: 1 or more)	3104　We used TIDA and email to distribute grant information to OIST research community. We also made efforts to gather information by participating in online information sessions, meetings, and individual outreach to funding agencies.	
3105　To strategically proceed with large-scale grant applications, Dean of Research will lead a support team, and the team will promote the organizational efforts for project planning. The team collects and analyzes the grant information and proposes the optimal theme setting and the appropriate members of PIs for each grant.		3105　We collected information on external funding opportunities for organizational applications and presented it for discussion within OIST through Dean of Research. We continued to strengthen our internal structure to strategically secure large external grants.	
3106　Encourage and incentivize researchers to collaborate with industry and apply for public and private-sector innovation grants and contracts.		3106　In the fiscal year under review, significant progress was made in promoting collaboration between researchers and industry partners. As a result of these efforts, innovation grants were successfully secured from private foundations. In addition, initiatives leveraging funding from both public and private sectors were implemented to further develop and strengthen	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			collaborative frameworks. These frameworks aim to facilitate the societal implementation of early-stage research outcomes, thereby advancing OIST's mission to translate scientific discoveries into real-world impact. 3107　　We considered continuing a scheme that allows professors and researchers belonging to the Science Technology Group to receive a one-time bonus based on the amount of funding they secure as an incentive. **Attachment 3.1 External Grants and Donation Table**	
	3107　We anticipate healthy proportional increase of third-party income hoping for added income encouraged through incentive systems.			
	(Collaborative Research) 3108　Strengthen and support OIST efforts to promote the collaborative research with industry, startup incubation, and entrepreneurship.		(Collaborative Research) 3108　　In the fiscal year under review, OIST deepened collaboration among academia, industry, and government while actively securing external funding to support research and entrepreneurship. These efforts contributed to fostering innovation both regionally and internationally. - 　Grant Acquisition Highlights 　・　We continued to receive grant support from the Okinawa Prefectural Government for the OIST Innovation Accelerator. In addition, several research grants were awarded by private foundations. Furthermore, under the Japan Science and Technology Agency's (JST) initiative to promote startup ecosystems based in universities, OIST secured supplementary funding through the *PARKS*	

FY2024 Plan	**Metrics**	**Achievements in FY2024**	**Self-evaluation**
		(Platform for All Regions of Kyushu & Okinawa for Startup-Ecosystem) program.	
		- Promotion of Joint Research and Industry-Academia Collaboration	
		· Collaborative research initiatives advanced through a joint research agreement with Suntory Holdings Ltd. and partnership projects based on MOUs with Okinawa Electric Power Company and Orion Breweries, Ltd. In addition, strategic collaboration frameworks were developed through comprehensive partnership agreements with Nippon Telegraph and Telephone Corporation (NTT) and Toshiba Corporation.	
		Through ongoing collaboration with the Japan Association of Corporate Executives (Keizai Doyukai), OIST Innovation also co-hosted a series of symposiums that serve as a platform for dialogue among industry, academia, and the local community. These events continue to promote open innovation and facilitate the societal implementation of research outcomes.	
		Additional infrastructure support was obtained through a Cabinet Office subsidy and the Ministry of Economy, Trade and Industry (METI)'s program for the development of incubation and industry-academia collaboration hubs at core regional universities. As a result, two new incubation facilities were constructed, significantly enhancing the foundation for	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			entrepreneurial and research activities.	
	(Donations) 3109　OIST actively solicits philanthropic funds through various giving programs, including monthly donation plans for individuals, annual donor membership for corporations, and naming rights donation.		(Donations) 3109　We have started the recruitment process for a vice president of Resource Development and the new hire, who brings experience in securing large donations overseas, will begin in the role staring from May 1, 2025. With guidance from overseas experts, we priorities were reviewed to establish a solid foundation, created a donation catalog.	
Chapter. 4　Contribution to Self-Sustainable Development of Okinawa				
4 **Contribution to Self-Sustainable Development of Okinawa** **Goal**	In order to promote the transfer of discoveries made in the research laboratories to industry for societal and economic benefit, and to foster innovation at OIST and in Okinawa, we will implement the following broad measures: a)　Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer b)　Manage the proof-of-concept program to support innovative technology research and drive inventions towards commercialization c)　With the aim of developing an innovation ecosystem(R&D cluster) in Okinawa, we will foster the entrepreneurship and the aeration and incubation of startup companies in cooperation with other organizations d)　Expand collaborations with industry as a mechanism to develop new technologies and promote technology transfer e)　Strengthen regional, national, and international			**A**

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	partnerships with innovative public and private organizations with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa In order to promote these activities more vigorously, we will steadily manage and monitor developments of the new budgeted incubator facilities and strengthen its system.			
4 **Contribution to Self-Sustainable Development of Okinawa** **Actions**	(Technology Transfer and Innovation) a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer 4101　Proactively engage with faculty, researchers and students to capture inventions by holding meetings and educational events.	・ Number of business contacts with companies, with the view of future collaborations and licensing (100) ・ Number of collaborative projects with companies (collaboration/ sponsored research agreements, MOUs, etc.) (24)	(Technology Transfer and Innovation) a) Identify, protect, and market research discoveries with the aim of promoting innovation and technology transfer 4101　We organized two "Introduction IP" seminar and held more than 100 consultation meeting with faculty and researchers to advise on IP. We proactively outreached to faculty and researchers on IP resulted in the following achievements. - 21 invention disclosures - 47 new patent applications filed - 12 patents granted **Attachment 4. 1-1 Patent Status　（EVP Granot Mayer）**	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	4102 Evaluate market potential and competitive environment of intellectual property to strengthen commercialization strategy.	・Intellectual property indicators (number of invention (18), commercialization of intellectual property (5), cumulative number of patent families)	4102 We strengthened commercialization strategy by using platform to evaluate market potential and competitive environment intellectual property. - AI-based platform to analyze commercial leads - Utilized an online science partnering and match making platform, to connect with R&D companies. - Managed marketing materials for 107 technologies available for licensing - Conducted 100+ meetings with companies to evaluate market potential of IP	
	4103 Utilize new marketing platforms such as social media to increase licensing deals.	・Number of symposia, meetings, workshops, and seminars organized or hosted by OIST on topics related to innovation, entrepreneurship, and R&D Cluster development (30)	4103 We used LinkedIn as a marketing platform to promote OIST technologies. - Increase followers to 3,700 - Averaged 21% engagement rate for posts (+150%higher than peer technology transfer offices) - Resulted in several inquiries for licensing, collaborations We initiated additional social media platforms.	
	4104 Strengthen patent process and strategy to improve market attractiveness of technologies.	・Number of participants in events, courses, symposia, meetings, workshops, and seminars organized or hosted by OIST on topics related to innovation, entrepreneurship, and	4104 We hired 2 new IP specialists and increased professional development and mentorship of IP licensing staff. We also have strengthened partnership with the Development Bank of Japan to access their technology landscape analysis tools. Increase IP commercialization from 4 to 10.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	b) Manage the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization 4105　Provide hands-on support to POC projects and Technology Pioneer Fellows towards their commercialization targets.	R&D Cluster development (800) ・Number of active POC projects and Technology Pioneer fellowships (21) ・Number of OIST and external startups in FY2024 supported by entrepreneurial projects, the Startup Accelerator Program, incubator facility, and other entrepreneurship programs (45) ・Number of companies in the Innovation Network at OIST (INO) (50) ・Number of visits and visitors (including visitors on the day of the Science Festival) ・ Number of local	b) Manage the Proof-of-Concept Program to support innovative technology research and to drive inventions towards commercialization 4105　We added 14 new POC projects and continued to support 9 ongoing projects. Total 23: - 　14 Seeds Phase (New) - 　2 Phase I (Continued) - 　3 Phase II (Continued) - 　4 Technology Pioneer Fellowships (Continued) We awarded two projects through the newly implemented "Fast Track" process, reinforcing timely and agile support for promising initiatives that emerge outside regular proposal calls, maximizing agility, innovation, and impact. We also provided the support below to promote commercialization. - Provided 248 hours of consultation to POC project researchers - Facilitated 84 hours of meetings with companies, venture capitalists, and experts interested in POC technologies (some held in coordination with BD or TL teams). - Organized the second POC Program Showcase and Networking Event. - Organized 5 talks and seminars on technology transfer, entrepreneurship and regulation in the biotechnology sector	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		students who visited the campus ・Number of lectures and talks for local students ・Number of employees from Okinawa (researchers and staff) ・% of hiring from Okinawa residences ・Number of externally organized international conferences and workshops and number of participants at the OIST venue	**Attachment 4. 1-2 POC Projects (Granot Mayer)**	
	4106　Expand and strengthen the panel of industry reviewers, experts, and mentors for the POC Program.		4106　We recruited 7 new reviewers and additional 4 mentors; Expert network totals 130 worldwide	
	4107　Develop programs that link POC projects to successful commercialization outcomes, including startups.		4107　We have strengthened the promotion of POC projects to increase commercialization: - Produced 3 promotional videos for multi-media marketing to potential partners and investors. - Produced 1 promotional video for internal recruiting of POC applicants. We also initiated discussions and planning for industry-sponsored POC tracks. We have strengthened connections to investors, resulting in 1 new startup from POC (SND Regenic) support and 4 others in negotiation.	
	4108　Strengthen entrepreneurship education and mentoring activities to better guide POC teams towards commercialization outcomes.		4108　We designed the new OIST Innovation Mentoring Service, modeled after the MIT Venture Mentoring Service. We completed an 8-month pilot program with 19 mentors and 8 mentee teams, engaging in over 25 mentoring sessions. There was 1 POC project commercialized: startup company SND Regenic, and 2 projects currently in negotiation with potential licensee.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	c) Foster entrepreneurship and the creation and incubation of startup companies with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa 4109 Strengthen entrepreneurship education and expand the Startup Accelerator Program to accommodate themes, such as bioconvergence, and external funding sponsors, such as COI-NEXT, other grants, and companies. Develop the connection of the Startup Community with OIST Research and the business community in Okinawa.		c) Foster entrepreneurship and the creation and incubation of startup companies with the aim of developing an innovation ecosystem (R&D cluster) in Okinawa 4109 There were four new startups selected to join the Accelerator program. (Cohort FY2024) - EXSURE: Develops an exosome-based anti-cancer drug delivery platform that can target both cancer and cancer-stem cells. Incorporated in Okinawa, signed agreements with local businesses in Okinawa for sales of reagents and related products and joint research. Discussions are underway with domestic pharmaceutical companies regarding contracts to obtain certifications necessary for product development and sales within Japan. Invited to speak at a cancer-related academic conference held in Fukuoka, Japan. - Circular Powder: Develops alcohol-free antioxidant-rich compounds for the health food and healthy beverage industries by repurposing surplus wine for a more sustainable production cycle. Considering market proximity, a corporation was first established in the Basque region of Spain before setting up a Japanese entity. With the support of Shibuya City, which has a partnership agreement with OIST, the founder has obtained a Startup Visa and is preparing to establish the Japanese corporation in November 2025. - Astrek Innovations: Develops prosthetics that utilize	

FY2024 Plan	**Metrics**	**Achievements in FY2024**	**Self-evaluation**
		advanced robotics, sensors, and control systems to support the rehabilitation of individuals with physical disabilities and enhance the performance of workers in industries such as construction and manufacturing. Procedures are underway to establish a Japanese corporation in June 2025. Discussions are ongoing with a medical device manufacturer in Okinawa regarding a contract for obtaining certifications required for product manufacturing in Japan. Collaboration with several hospitals in Okinawa is being explored for conducting demonstration trials. - Veritus: Develops software solutions to simplify and integrate complex tasks in research and development by leveraging generative AI and large language models (LLM). Preparations are underway to establish an office in Okinawa to strengthen the functions of the Kobe headquarters by leveraging OIST's business network. Participation in the JETRO-hosted Accelerator Program was undertaken to expand the global business network. In addition, engagement in multiple startup events both in Japan and overseas is ongoing as part of efforts to strengthen collaboration with academic institutions domestically and internationally. FY2024 Achievements of Accelerator program alumni: - GenomeMiner (Cohort FY2021): A new cloud-based, no-code BLAST tool has been launched, and usage has begun by OIST's Genomics and Regulatory Systems Unit. Successfully secured additional seed round funding from a	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		venture capital firm.	
		- KanjuTech (Cohort FY2020): Selected to join Antler Japan's Spring 2025 Residency. Backed by Shibuya City under its partnership with OIST, the founder obtained a Startup Visa and is preparing to launch the Japanese corporation.	
		- KanjuTech (Cohort FY2020): Selected to join Antler Japan's Spring 2025 Residency. Backed by Shibuya City under its partnership with OIST, the founder obtained a Startup Visa and is preparing to launch the Japanese corporation.	
		- EF Polymer (Cohort FY2019): Named to the Forbes Asia 100 to Watch list for 2024. Gates Foundation visited the company to gain insights into its business operations in India.	
		In collaboration with the Tokyo and Okinawa chapters of the Japan Association of Corporate Executives (Keizai Doyukai), OIST co-hosted the second Industry-Academia Collaboration Symposium, presenting its latest research outcomes and current efforts to support startup development.	
		Attachment 4. 1-3 Startups (Granot Mayer)	
4110 Provide a diverse range of support and educational opportunities in entrepreneurship to meet the needs of faculty, researchers, and students.		4110 We organized 41 seminars and workshops reaching 1,870 participants. - Arranged 2 Industry Affiliates Program (INO) Event, one in June, the other in November. The June event featured	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		our newly selected Accelerator Teams in Tokyo. The November event featured our POC project leaders, presenting their projects to the INO members. Each event was attended around 80 people. - Co-organized a startup conference with Lifetime Ventures, where we featured OIST startups to a selected group of investors. About 200 participants participated in this 2 day event. - Co-organized a startup event, "Okinawa Night-Regional Innovation," with AgVenture Lab, hosting 70 participants from the Tokyo area and highlighting EP Polymer from Okinawa and WAKU, an agri-tech start-up from Okayama. - With Suntory's visiting researchers, hosted a poster session where OIST community could interact with the said researchers. About 100 people participated. - Hosted a tailored event for a company to connect startups to a network of companies. About 10 companies participated. **Attachment 4. 1-4 Industry-related Collaboration and Innovation Seminars and Events**	
4111　Develop operational plans for two new incubator facilities for startups and joint R&D labs with companies; Operate facilities on-campus for startups and joint R&D labs with companies.		4111　We established an External Advisory Committee and continue to manage the Internal Working Group to develop operational plans for the new facilities based on the updated construction schedule. We raised external funding from Okinawa General Bureau to establish startup support services such as business, legal, and financial consultation services.	

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	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	4112 Work cooperatively with the OIST-Lifetime Ventures Fund and other VCs to increase venture capital support for startups.		4112 We and Lifetime Ventures co-organized "OIST-Lifetime Startup Elevate 2024," bringing together more than 40 early-stage startups and 100 investors from Okinawa, Japan, and beyond to create a platform in Okinawa where investors can find new investment opportunities and startups can secure funding.	
	4113 Work with industry and venture capital partners to conduct activities to promote human resources aiming to be entrepreneurs.		4113 We co-organized 5 networking events with Suntory, Lifetime Ventures, investors from Silicon Valley, Sysmex, and Corundum Systems Biology to promote human resource development.	
	4114 Promote joint research and personnel exchange to further create and nature startups, including collaboration with the Global Startup Campus Initiative.		4114 In collaboration with the Global Startup Campus, the Computational Neroethology Unit was selected as a host lab for the Global Scholar Program sponsored by the Chan Zuckerberg Biohub and the Stella Science Foundation. We also promote personnel exchange for the startup support through the events below: - Hosted 4 MBA student interns from Hitotsubashi University School of Business Hosted - 4 student interns from University of Ryukyus - Established a new partnership with Stanford Graduate School of Business to host an MBA student intern. - Provided advisory support to stakeholders of the Global Startup Campus on matters related to startup support and innovation policy.	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer 4115 Promote collaborative research with industry through meetings, exhibitions, and networks. Operate an industry affiliates program to expand connections with local, national, and global companies. 4116 Pursue grant funding for innovation research from the Okinawa Prefectural Government, national government programs, corporate foundations, and others.		d) Expand collaborations with industry to facilitate development of new technologies and promotion of technology transfer 4115 We held meetings with 102 companies to promote OIST technologies and startups. We expanded the OIST Innovation Network (INO) program: - Membership increased from 45 to 53 (14 Premium, 39 Regular) - Organized 2 member events. The event in June featured OIST Accelerator Teams, and the 2nd event in November in Okinawa featured POC project researchers. - Hosted 7 visiting researchers from Suntory **Attachment 4. 1-4 Industry-related Collaboration and Innovation Seminars and Events** 4116 (Same as 3106 and 3108) In the fiscal year under review, significant progress was made in promoting collaboration between researchers and industry partners. As a result of these efforts, innovation grants were successfully secured from private foundations. In addition, initiatives leveraging funding from both public and private sectors were implemented to further develop and strengthen collaborative frameworks. These frameworks aim to facilitate the societal implementation of early-stage research outcomes, thereby advancing OIST's mission to translate scientific discoveries into real-world impact. In the fiscal year under review, OIST deepened collaboration	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		among academia, industry, and government while actively securing external funding to support research and entrepreneurship. These efforts contributed to fostering innovation both regionally and internationally. - Grant Acquisition Highlights · We continued to receive grant support from the Okinawa Prefectural Government for the OIST Innovation Accelerator. In addition, several research grants were awarded by private foundations. Furthermore, under the Japan Science and Technology Agency's (JST) initiative to promote startup ecosystems based in universities, OIST secured supplementary funding through the *PARKS* (Platform for All Regions of Kyushu & Okinawa for Startup-Ecosystem) program. - Promotion of Joint Research and Industry-Academia Collaboration · Collaborative research initiatives advanced through a joint research agreement with Suntory Holdings Ltd. and partnership projects based on MOUs with Okinawa Electric Power Company and Orion Breweries, Ltd. In addition, strategic collaboration frameworks were developed through comprehensive partnership agreements with Nippon Telegraph and Telephone Corporation (NTT) and Toshiba Corporation. Through ongoing collaboration with the Japan	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		Association of Corporate Executives (Keizai Doyukai), OIST Innovation also co-hosted a series of symposiums that serve as a platform for dialogue among industry, academia, and the local community. These events continue to promote open innovation and facilitate the societal implementation of research outcomes. Additional infrastructure support was obtained through a Cabinet Office subsidy and the Ministry of Economy, Trade and Industry (METI)'s program for the development of incubation and industry-academia collaboration hubs at core regional universities. As a result, two new incubation facilities were constructed, significantly enhancing the foundation for entrepreneurial and research activities.	
4117 Streamline complex industry agreements and advise on commercialization policies.		4117 Conducted 1 new MOU with industry toward framework agreements.	
4118 Conduct joint R&D labs with companies to increase outcomes of collaborative research.		4118 OIST and SONY CSL conducted a joint lab and undertook the following initiatives/activites. - Leading PI for one of the COI-NEXT projects. - Hosted 2 workshops, spoke at numerous talks including - November INO event. - Published 4 papers	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	4119　Increase collaborative frameworks with industry to strengthen licensing deals, such as multi-level partnerships, consortia, and innovation hubs with universities, companies, investors, and startups.		4119　Established a new strategic partnership through a Memorandum of Understanding (MoU) with Illumina, Inc. to accelerate innovation in the field of genomic science.	
	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 4120　Coordinate interactions with local, national, and global industry organizations.		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 4120　We concluded MOUs with the following industry organizations to enhance the collaboration with external institutions. -　Signed an MOU with Japan Southeast Asia Innovation Platform (JSIP) to strengthen partnerships supporting startups in Okinawa and Asia. -　Signed an MOU with Mizuho Bank to support the startup activities at OIST and the region. -　Signed an MOU with Partisia (a Danish software company) to advance the research and development of multi-partycomputation and privacy-enhancing technologies. -　Signed an MOU with Orion -　Signed an MOU with Ryuseki, University of the Ryukyus,Japan NUS -　Signed an MOU with Illumina	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		- Organized 2 major events with Keizai Doyukai We have co-hosted the 2nd "OIST Joint Symposium" with the Tokyo and Okinawa chapters of the Japan Association of Corporate Executives (Keizai Doyukai). - Facilitating dialogue on the potential of innovation through industry-academia-government collaboration. - The symposium featured presentations on cutting-edge research by OIST scientists, startup pitch sessions by OIST-born ventures, and panel discussions, all aimed at fostering concrete opportunities for collaboration. In March 2025, the Okinawa Keizai Doyukai issued a policy proposal titled *"Recommendations for the Development of OIST"*, articulating expectations for OIST's future contributions to the region and industry, and highlighting its growing role as a hub for innovation	
4121 Network with government and industry experts to advise on strategy to strengthen the innovation ecosystem in Okinawa.		4121 We hosted 54 visits from more than 200 universtiy government and industry experts.	
4122 Organize meetings and events to gather stakeholders in innovation such as industry, government, entrepreneurs, and academia.		4122 (Same as 4110) We organized 41 seminars and workshops reaching 1,870 participants. - Arranged 2 Industry Affiliates Program (INO) Event, one in June, the other in November. The June event featured our newly selected Accelerator Teams in Tokyo. The November event featured our POC project leaders, presenting their projects to the INO members. Each event	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		was attended around 80 people. - Co-organized a startup conference with Lifetime Ventures, where we featured OIST startups to a selected group of investors. About 200 participants participated in this 2 day event. - Co-organized a startup event, "Okinawa Night-Regional Innovation," with AgVenture Lab, hosting 70 participants from the Tokyo area and highlighting EP Polymer from Okinawa and WAKU, an agri-tech start-up from Okayama. - With Suntory's visiting researchers, hosted a poster session where OIST community could interact with the said researchers. About 100 people participated. Hosted a tailored event for a company to connect startups to a network of companies. About 10 companies participated.	
4123 Cooperate with regional stakeholders, such as University of the Ryukyus, National College of Technology Okinawa, and other related institutions in Okinawa, to promote academia-industry-government-finance collaboration.		4123 We cooperate with University of the Ryukyus and National College of Technology Okinawa through the following initiatives and activities. University of the Ryukyus/Startup Lab Ryudai (RYULAB) - Co-organized 2 collaborative workshops for administrators in August and September with Startup Lab Ryudai (RYULAB) to strengthen relationships and agree on a concrete action plan for FY2025. - Jointly exhibited at events to promote startup support activities: Singapore Week of Innovation & Technology (SWITCH) 2024, Startup Japan 2024, and Tunagu City 2025.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			- Continued to provide entrepreneurship training to the U of Ryukyus community and supported a team developing new fish feed (part of U or Ryukyus COI-NEXT Program) during the 2024 Fall Lean Startup Entrepreneurial Training Program. - Established an internship program for U of the Ryukyus students to intern at OIST-supported startups and accepted 4 interns during the summer of 2024. - Co-organized event, "Okinawa University-Startup Showcase," at CIC Tokyo to connect 5 OIST-supported startups and 4 RYULAB-supported startups to the Tokyo startup community. University of Ryukyus/National College of Technology Okinawa - Established first team from Okinawa to compete in theGlobal iGEM competition in Paris in October 2025.	
	f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa 4124 Establish partnerships and methods necessary to advance analysis of innovation indicators at OIST and in Okinawa.		f) Understand the components and indicators of successful innovation in science and technology and their socio-economic impact on Okinawa 4124 Implemented a tool for tracking and analysis of innovation indicators.	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
(Networking with Local Institutions and Communities) 4125 In addition to the exchange of opinions at the level of the Governor, other senior OPG officials and the OIST President, we will continue multilayered efforts to exchange opinions and information at the working level to contribute to the "New Okinawa 21st Century Vision Basic Plan" and build further cooperative relationships in individual project. 4126 Provide an annual program of campus tours, science education, annual open house; public lectures and films; summer camps, and cultural activities. Provide events that highlight Okinawan cultures, which help promote community cohesion. Ensure an appropriate breadth of community engagement across the Okinawan Prefecture, including remote islands.		(Networking with Local Institutions and Communities) 4125 Closer cooperative relationships have been established with the Science and Technology Promotion Division and related departments of Okinawa Prefectural Government through regular and irregular information exchanges and mutual visits. 4126 We provide a robust annual program of on- and off-campus initiatives and programs related to science outreach, as well as culture opportunities. Examples are below. OIST Visitors: Total: 29,080 individuals - Guided Campus Tours: 1,493 individuals - Self-guided Tours: 17,125 individuals - School Visits: 4,718 individuals from 84 schools - Inspection Visits: 1,074 individuals in 84 groups - Visits by other Activities and Programs on Campus: 4,670 individuals Outreach Activities - 138 activities conducted annually (including 126 events organized, co-organized, or supported by OIST) - Earth Day Kids Lecture "Journey to Space from OIST" OIST Auditorium: 500 participants - Ocean Day Kids Lecture "Exploring Secrets of Cephalopods" OIST Auditorium : 450 participants - Children's Kasumigaseki Visiting Day 2024 Kids Lecture	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			Cabinet Office Building: 160	
			- Onna Village/OIST Children's School of Science (7/22-7/26 and 8/14-8/16) Participants: 141 individuals (including students from outside Onna Village)	
			- Science Contest for High School Students "The 13th Science in Okinawa: Research for Enterprise Science(SCORE!)" Participants: 100 individuals	
			- Irei-no-hi (Okinawa Memorial Day) Talk event Participants: 250 individuals (internal members and the public)	
			- Okinawa traditional cultural performance event "Sounds of the Ryukyus" Participants: 480 individuals	
			Exhibition of Works by Students from Okinawa Prefectural University of Arts(OPUA) "Cycle Exhibition" at OIST Tunnel Gallery and exchange programs among OIST students and OPUA students: 2,165 individuals	
			Public Lecture "Digital Canvas: The Nexus of Science, Art, and Technology" by Visiting Artist, Sputniko!: 400 individuals	
			- Public Science Event "OIST Science Festival 2025" Participants: 1,650 individuals	
			- Science Class Programs on Remote Islands "OIST Science Trip" Science Trip in Miyakojima, at Miyako High School,	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			with 193 students and at Yaeyama High School with 50 students Numerous other joint events with local authorities and other organizations in Okinawa Prefecture, Onna Village, Yomitan Village and elsewhere.	
	(Other Matters concerning Okinawa Development) 4127　We will continue to discuss with Okinawa Prefectural Government on mid/long term plans on securing PCR testing capability/capacity to unknown new infectious disease at OIST for prevention of its spread. 4128　We will provide internship opportunities for local students at Core Facilities etc. to help their improvement of job awareness and gain hands-on experience.		(Other Matters concerning Okinawa Development) 4127　We had continued discussion with Okinawa Prefectural Government on mid/long term plans on securing PCR testing capability/capacity to unknown new infectious disease at OIST for prevention of its spread and　signed a new agreement with the Okinawa Prefectural Government in November 2024, on "Testing Measures with Okinawa Prefecture regarding infectious disease testing". 4128　There were no applicants for internships in the Core Facilities. However, we accepted for internships in the research unit from the National Institute of Technology, Okinawa College.	
Chapter. 5 University Campus and Community Development; Safety and Environment Protection				
5.1 Campus Development Goal	OIST Graduate University will develop the campus as planned.			**A**
5.1 Campus	5101　The construction of the new Incubator facilities (2 buildings), the 2nd Data Center and the open innovation		(Campus Development) 5101　For the construction of the new Incubator Facilities (2	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
Development **Actions**	facilities (2 buildings) will be managed with rigorous cost control and reduction. The progress of construction will be monitored to ensure that construction deadlines are adhered to.		buildings) and Open Innovation Facilities (2 buildings), cost management and reduction were rigorously implemented, and the projects were completed on schedule. The incubator facilities and open innovation facilities were completed by the end of the fiscal year. However, due to delays in the delivery of key components such as inverters and the coordination of specialized workers, the second data center required a budget carryover and is now under construction with completion targeted for the current fiscal year.	
	5102 We will promote sustainable facility management by systematically renewing, repairing, and maintaining existing campus buildings, facilities, and equipment from a medium- to long-term perspective including utilization of external funds, based on an understanding of their status, to extend their service life, save energy consumption and make effective use of space.		5102 Based on long-term repair plan, maintenance and management are being carried out from a medium- to long-term perspective. In line with this plan, preparations for appropriate construction procurement were made to address aging and safety measures for the Seaside House, which is also expected to contribute to the enhancement of startup support, as well as to convert the lighting in the labs to LED. Additionally, a project to improve the accommodation facility using private funding has been initiated.	
	5103 Facility maintenance and renewal (Air Conditioning Systems, Power Monitoring System, etc) at existing facilities will be carried out systematically based on the status of aging, etc., and cost control and reduction will be thoroughly implemented, while design and construction progress will be carefully monitored and managed to strictly adhere to construction deadlines.		5103 In line with the long-term maintenance plan, we have created a system for urgent and critical repairs.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	5104 Based on the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000), promote disclose of pre- and post- tendering and contract information such as tendering schedule and result, etc., to ensure transparency.		5104 BFM continues to strictly follow the required procedures, Act No. 127 of 2000, for Promoting Proper Tendering and Contracting for Public Works, and disclosing related information to the public in a timely and appropriate manner.	
5.2 University Community and Education/ Childcare service Goal	Maintain an inclusive culture that fosters equitable opportunities and services for all members of the OIST community from diverse backgrounds. Provide services, programs, shared experiences, and a unifying identity that contributes to a vibrant OIST community. The services and programs operate across the entire OIST community, in collaboration with administration and academic units to provide meaningful and impactful engagement and services for all the OIST community.			**A**
5.2 University Community and Education/ Childcare service Actions	(Developing the University Community) 5201 Enhance high-quality programs to support the daily living needs of stakeholders (OIST employees, students, and their families) - Enhance the onboarding experience for family members - Continue to collaborate with relevant Divisions/Sections within OIST to introduce an early-inclusion program for individuals accepting positions at OIST and their families prior to relocation - Explore a means for the family members of new OIST employees/students to interact with the existing family members to exchange useful information for their daily-life as well as about fully utilizing the local services, etc. among each other. These interactions can take place either		(Developing the University Community) 5201 We have continued to enhance and offer high-quality programs to support the daily lives of OIST faculty, staff, students, and their families. - We launched a new Community and Family Member Orientation for newly arrived OIST employees and their family members. This orientation provides essential information for living and completing necessary procedures at OIST, as well as guidance on how to find additional resources. It also aims to support networking among community members. - We have also started holding the gathering program every two months. This program is designed for expectant parents and families with small children. We have already	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	in person or by using online platform, etc. - Collaborate with HR division to ensure the smooth and effective on-boarding of OIST employees and their families through the provision of accurate information regarding accommodation, child-care services, family support, medical services and daily living needs. - Provide assistance to visiting researchers and invited guests during their stay at OIST. 5202 Provide quality and cost-effective food services to the diverse OIST community. 5203 Continue to develop and oversee the procedures to regulate quality of food vendor services.		held two sessions in FY2024. - In addition, we are working closely with relevant divisions to ensure that important information is shared in a timely and effective manner. - We have transferred faculty and staff relocation support from HR to UCS, creating a system that allows new staff to provide seamless support. 5202 In addition to the existing restaurant, café, and convenience store, we have signed contracts with 20 bento vendors and food truck operators to offer a wider variety of meal options that can meet the diverse and international needs of our community. Furthermore, in selecting a new restaurant operator following the end of the previous vendor's contract, we conducted site visits to potential candidates' actual operating locations to observe their operations. As a result, we successfully attracted a company that can accommodate halal and vegan options and has strong capabilities in catering services, which are in high demand for on-campus training sessions and workshops. In addition, we are preparing to launch a 24-hour unmanned self-service store that will be available during evenings and weekends. 5203 We maintain close and regular communication with each vendor to continuously share information and make improvements when necessary. This includes discussions on	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
		menu content, hygiene management, allergen labeling, and accommodations for religious dietary practices. We also conduct regular on-site inspections of vendor operations to check the actual products being sold and ensure their quality at the ground level.	
5204　The Ganjuu Service will continue to provide high quality evidence-based services that support the wellbeing of the whole OIST community (students, staff and family members including children) with the aim of helping people thrive and perform at their best. We will work closely with all stakeholders to ensure that the range of services provided, meet the needs of the OIST community. We will support members of the OIST community and advocate on their behalf when requested to do so, to raise and address inequalities.		5204　　We remained committed to offering services that support the well-being and mental health of the OIST community, and continued our efforts to reduce the waiting time for service access, as we did last year. Internally, we also maintained close communication between the Director and staff to enhance service quality while strictly maintaining confidentiality.	
5205　We will continue to provide workshops that support the wellbeing of the OIST community and increase individual resilience among OIST community members and continue to support wellbeing initiatives. Together with other community service, we will continue to build a culture of connection and collaboration, where community members can feel supported and valued.		5205　　We not only offer counseling services but also strive to provide more learning opportunities for the wider community. This year, we held workshops on well-being for faculty, staff, and students. 6 times. In addition, we offered customized workshops—such as those focused on communication—for specific sections or teams upon request.	
5206　　Recreation Services will oversee community engagement activities including support and oversight of club activities. -　　Oversee the use of shared community space in the OIST		5206　　We conducted a survey on the current status of club activities and supported smooth communication between clubs and related divisions, the local community, and municipal offices. We also provided assistance for club participation in	

	village zone, fitness gym, Seaside House (Lounge, Deck, Patio, Tennis Courts, Soccer field), Clay Factory, Lounge in the new housing.		local events, as well as applications and fee waiver procedures for the use of community facilities. We supported the establishment of three new clubs and the reactivation of two existing clubs. For all of these clubs, we required the creation of club bylaws, an organizational chart, and an emergency contact system.	
	5207　Schedule and support recreational activities, events, classes, seminars for the whole OIST community that encourage physical, social and emotional wellbeing. -　Identify opportunities to partner with local community constituents to host events and share facilities -　Identify leisure activities in Okinawa and Okinawan cultural opportunities for OIST community members to participate		5207　We invited a public health nurse from the village office was invited to an on-campus facility to hold an event for families with newborns. We also collaborated with other divisions to organize and support events that provided OIST community members with opportunities to connect with the local community. As a way to experience Okinawan and Japanese culture, we planned and held a total of nine cultural workshops, with 137 participants in total. Following these workshops, we conducted a survey to better understand participants' interests and needs for future cultural experience events. As part of our community outreach efforts, we promoted participation in beach clean-up events organized by the village and local fisheries groups, and provided operational support on the day of the event.	
	5208　The University will investigate the availability of and promote access to recreation and sporting facilities on and off campus.		5208　We gathered feedback and suggestions from the OIST Research Community (ORC) and external instructors regarding the use of on-campus facilities and the reservation system, with the aim of promoting more active use. We also provided support for the necessary procedures for clubs wishing to use off-	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			campus facilities.	
	5209 Informed by survey results, continue to improve the quality of language education services provided to staff, family members and Okinawan community members.		5209 Survey results showed that students would like more opportunities to use their language outside of class. This year we continued to offer events that force students to use the language they have been learning.	
	5210 Explore more flexible teaching schedules and enhanced program offerings.		5210 This fiscal year saw the introduction of a basic English class aimed at Japanese native speakers who were struggling in our multicultural basic English class. With the extended hiring of our Japanese language teaching vendor, we were able to offer more Japanese classes which enhanced our program offerings.	
	(Education and Childcare Services for OIST Family) 5211 Continue efforts to improve the educational environment of children of OIST employees and students through STEM and SEL programming in the provided childcare services.		(Education and Childcare Services for OIST Family) 5211 The CDC Classroom teachers plan lessons and activities to include 5 areas of child development. Physical, Language and Literacy, Art, STEM(Science, Tech, Engineering and Math) and SEL (Emotional Learning) CDC Teachers and supervisors use a reflective practice to improve program and quality of childcare. The SAP continues to implement STEM and weekly SEL programming during both the Holiday and regular Afterschool Programs.	
	5212 Continue to provide a high quality, fully bilingual (English and Japanese) Pre-school and School-aged (Afterschool/Holiday）programs through Child Development Center (CDC) and School Aged Program (SAP). Enrollment in		5212 At the Child Development Center (CDC) and the School-Aged Program (SAP), we provided high-quality bilingual (English and Japanese) care programs for both preschool and school-age children.	

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
these programs is expected to continue to grow. - Review CDC and SAP staffing models to ensure continuous high-quality childcare services - Review CDC and SAP revenue and expenses to support a sustainable funding model through appropriate budgeting and fees - Review space needs for the CDC and the SAP - Improve the administrative processes and training for staff in the CDC and SAP - The CDC Liaison Committee will meet regularly as needed to support the CDC and SAP - The CDC Oversite Committee will review CDC and SAP operations and provide advice and recommendations as needed - The CDC Parent Teacher Committee will meet as needed with CDC management to offer advice and recommendations 5213 Continue to provide appropriate educational opportunities in English for the children of OIST staff and students attending Japanese public schools in Okinawa. To support recruitment and retention of the best faculty, staff and students, OIST will support families to access internationally recognized schooling. e.g. providing information on international schools and providing financial support to the parents. - Continue to assess and review the educational opportunities for international and Japanese families in		We maintained a higher staff-to-child ratio than the national standards, allowing us to offer attentive care tailored to each child. To ensure we continue to provide a high-quality bilingual program, we held two half-day professional training sessions per year, where important topics were shared and staff skills were enhanced. Both CDC and SAP regularly monitored their budgets to ensure proper operation and worked toward establishing a sustainable funding model. In anticipation of changes in enrollment, we also explored ways to make more effective use of available space. 5213 To better understand the needs of parents regarding the education environment in Okinawa and to reflect these needs in future initiatives, we conducted a survey. We also organized an information session on campus, inviting international schools from across Okinawa, as well as a bus tour for faculty, staff, and students with children to visit the schools directly and gather information firsthand. For prospective faculty candidates, we provided individual information sessions—either in person or online—about schools in Okinawa to support their decision-making process when	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
	Okinawa and to make this information readily available to parents. - Continue to evaluate the feasibility of an international Baccalaureate IB K-12 school for OIST families and the local community. - Develop a process to conduct periodic international school parent satisfaction survey and validate school educational and support service accreditation.		considering an offer from OIST. In addition, we continue to support the children of English-speaking faculty, staff, and students in receiving ongoing English education while attending local schools. To make school information more accessible, we also reviewed the structure of our dedicated website and are regularly updating its content.	
	(Student Support) 5214 OIST will provide comprehensive support to provide a safe and healthy environment for students, including proactively reaching out to students for early problem detection, increasing communication with students, and seamless coordination of support across campus. 5215 Schedule and support recreational activities, events, classes, seminars for the OIST students that encourage physical, social and emotional wellbeing.		(Student Support) 5214 (Same as 1110) OIST maintained its proactive support to students, both in terms of general welfare and through their studies, providing individual consultation, advocating on their behalf as necessary, and intervening as early as possible when required. Additionally, we collaborated with Health Center and Ganjuu services to develop a flow for reasonable accommodations and shared information as needed. 5215 We held a total of nine cultural workshops where participants could experience Okinawan and Japanese culture, such as traditional Okinawan sweets making and shisaa using plaster. These workshops provided valuable cultural experiences not only for faculty, staff, and students, but also for many interns. In addition, we organized seven community events, such as art markets, which were open to all members of the community. These events contributed to strengthening connections among community members.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
5.3 Safety Goal (1)	The Emergency Response and Business Continuity Plans will be operated and rehearsed with training exercises, and safety and emergency response at each department will be ensured through workplace inspections.			**A**
5.3 Safety Action (1)	5301　The Emergency Response and Business Continuity Plans will be operated and further rehearsed with training exercises.		(Safety) 5301　We conducted the comprehensive Fire Evacuation Drill in coordination with the fire department to simulate evacuation behavior and raise disaster awareness.	
	5302　Ensure safety and emergency response at each department through workplace inspections.		5302　To maintain and improve the safety and health management system, the Safety and Health Committee, along with the industrial physician (monthly) and health officers (weekly), continue to conduct regular workplace inspections. Through these inspections, guidance and advice are provided to each laboratory as needed. As part of the efforts to prevent accidents, investigation reports including prevention measures on workplace accidents and near-misses are prepared and reviewed by the Safety and Health Committee as well as referring to advice from relevant experts. The insights gained from this review process have been actively used to disseminate information and conduct safety education activities aimed at preventing the recurrence of similar accidents on campus.	
	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.		5303　In the event of a major emergency, OIST is designated as an evacuation site for neighborhood residents. Stockpiles of emergency food and other supplies have been secured, with expired emergency food replaced as needed. Additionally, the stockpile of materials and equipment for disaster response is being increased.	

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
5.4 **Environmental** **Protection** **Goal (2)**	OIST Graduate University will conduct its business in an environmentally friendly manner and support sustainability efforts towards the advancement of The Sustainable Development Goals (SDGs) by the United Nations.			**A**
5.4 **Environmental** **Protection** **Actions (2)**	5401 Promote use of recycled products. 5402 Monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption.		(Environmental Protection) 5401 Recycled products and materials have been continuously used in construction projects wherever possible, as long as the cost is within a reasonable range. 5402 In FY2024, energy consumption increased due to the full operation of the animal research facility in the Lab5 and a 1.0°C rise in the average temperature in the Okinawa region compared to the historical average (1991–2020). However, when excluding the Lab5 and the summer months (June to October), a reduction of 1.3% in electricity usage was achieved. Excluding external factors, energy consumption has been effectively reduced through energy-saving awareness campaigns (CERI) and the introduction of energy-efficient equipment.	

Item	Unit Factor Energy Usage $\lceil$ Floor Area × Number of $\rceil$ Employees		Reduction: YoY （%）
	FY2023	FY2024	
CO2 Emissions (kgCO2)	0.144	0.148	＋2.8%
Electricity （kwh）	0.175	0.179	＋2.3%
Water （m3）	0.673	0.628	-6.7%

FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation

Heavy Fuel (Liter)	0.0053	0.0057	＋7.5％
LP Gas (m3)	0.0025	0.0026	＋4.0％

Note: Expected value is used for consumption in March

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　The water reuse system is properly operated and managed, and the OIST wastewater standards, which are stricter than the Onna Village guidelines, have not been exceeded. No impact on surrounding water bodies or groundwater has been observed.

	Onna Village Standard	OIST's Standard	Results
BOD*1	10ppm	2ppm	2ppm
SS*2	10ppm	2ppm	2ppm
PH	5〜7	5〜7	5〜7

*1 BOD: Biochemical Oxygen Demand

*2 SS: Suspended Solids

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　In the construction of the new Incubator Facilities and Open Innovation Facilities and 2nd Data Centre carried out in FY2024. Various measures were implemented, including the installation of a turbid water treatment plant, in accordance with the Okinawa Prefecture Red Soil Erosion Prevention Ordinance. Appropriate measures to prevent red soil erosion were implemented throughout the construction period.

As a result, the impact on the surrounding environment was

	FY2024 Plan	Metrics	Achievements in FY2024	Self-evaluation
			minimized, and construction proceeded smoothly in compliance with laws and regulations. 5405 In cases where civil engineering and construction works, such as land development, were necessary, environmental consultants were commissioned for site surveys in advance to check for the presence of rare flora and fauna. Additionally, transplantations or relocations were carried out if required.	
	5405 Manage campus facilities and landscaping to preserve natural balance and protect indigenous species. 5406 Install a photovoltaic power generation system with a generating capacity of 80kw. In addition, we plan to install and implement a total of 500kw (approx.) of photovoltaic systems from 2023 through 2027.		5406 The 80 kW solar power generation system was launched at the Engineering Support Building, resulting in a reduction of approximately 95 tons of CO2 emissions in FY2024. In close collaboration with Okinawa Electric Power, the installation of a 200 kW solar power generation system at the Gardens parking lot has been evaluated as part of ongoing efforts toward a future 500 kW installation.	

令和6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	令和6年度　学術交流協定一覧
3	1. 1-3	学生に関する情報
4	1. 2-1	令和6年度　OIST 研究施設の外部利用者
5	1. 2-2	令和6年度　OIST論文・発表数
6	1. 3-1	令和6年度　研究に関する受賞実績
7	1. 3-2	令和6年度　アウトリーチ活動実績
8	1. 4-1	令和6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6年度　職位毎・国籍別職員数
10	2. 4-2	令和6年度　職員の給与水準
11	2. 4-3	令和6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6年度　POCプロジェクト
15	4. 1-3	令和6年度　スタートアップ
16	4. 1-4	令和6年度　産業関連コラボレーション及びイノベーション関連セミナー・イベント

List of Attachment Documents to the FY2024 Performance Report

No.	File No.	Document Name
1	1. 1-1	Number of Students Receiving External Scholarships, etc.
2	1. 1-2	FY2024 List of Agreements with Other Universities
3	1. 1-3	Students Information
4	1. 2-1	FY2024 The Number of Use of our Research Facilities by External Organizations
5	1. 2-2	FY2024 OIST Publications and Presentations
6	1. 3-1	FY2024 Number of Research Honors/Awards
7	1. 3-2	FY2024 Outreach by Faculty and Researchers
8	1. 4-1	FY2024 List of OIST Funded Workshops/Mini-Symposia
9	2. 4-1	FY2024 Number of Employees
10	2. 4-2	FY2024 Salary Level of Employees
11	2. 4-3	FY2024 Number of Employees Taking Training Programs
12	3. 1-1	FY2024 External Grants and Donations Table
13	4. 1-1	Patent Status
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15	4. 1-3	FY2024 Startups
16	4. 1-4	FY2024 Industry-related Collaboration and Innovation Seminars and Events

Attachment 1. 1-1 Number of Scholorship Received

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 scholarship received in FY24/令和6年（2024）年度外部資金受給者数

External Fund	外部資金の名称	# of students receiving the fund/受給者数
FY24 JSPS Fellows (DC)	令和6年度採用分日本学術振興会特別研究員（DC）	8
Osk. Huttunen Foundation Scholarship	Osk. Huttunen Foundation Scholarship	1
Taiwan Ministry of Education Tuition Scholarship	Taiwan Ministry of Education Tuition Scholarship	1

２．Number of grant applications supported and success ratio in FY24/令和6（2024）年度外部資金申請者数

External Fund	外部資金の名称	# of application/申請者数	# of Acceptance/獲得数	Success Ratio/獲得率
FY25 JSPS fellows (DC)	令和7年度採用分日本学術振興会特別研究員（DC）	70	8	11%
JSPS Ikushi Prize	令和6年度日本学術振興会育志賞	6	0	0%
2024 Google PhD Fellowship (East Asia)	2024 Google PhD フォローシップ (東アジア地区)	3	0	0%
2024 Birnstiel Award	2024 Birnstiel Award	1	0	0%
Heiwa Nakjima Foundation scholaraship	令和7年度 平和中島財団奨学金	1	1	100%
FY25 JEES・T.Banaji Indian Student Scholarship	令和7年度 JEES・T.バナージインド留学生奨学金	1	Waiting for results	#VALUE!

Attachment 1. 2-1 FY2024 List of Student Exchange Agreements with Other Universities

添付資料1. 2-1 令和6年度　学生交流協定一覧

University / Institution	大学・機関	Country	国	Type of Agreement	協定のタイプ	New / Continue	新規/継続
University of the Ryukyus	琉球大学	Japan	日本	Agreement of Cooperation	連携協力に関する協定書	Continue	継続
Okinawa National College of Technology	沖縄工業高等専門学校	Japan	日本	Agreement of Cooperation	連携協力に関する協定書	Continue	継続
Graduate School of Medicine, Osaka University	大阪大学大学院医学系研究科	Japan	日本	Special Research Student	特別研究学生	Continue	継続
Institute of Medical Science, The University of Tokyo	東京大学医科学研究所	Japan	日本	Academic Exchange Agreement	学術交流協定	Continue	継続
Okinawa Churashima Foundation	沖縄美ら島財団	Japan	日本	Agreement on Scientific and Academic Cooperation	科学・学術協力に関する基本協定書	Continue	継続
School of Science, The University of Tokyo	東京大学理学部	Japan	日本	Memorandum of Understanding on Student Exchange	学生交流に関する覚書	Continue	継続
The University of Tokyo	東京大学	Japan	日本	Agreement on Scientific and Academic Cooperation	科学・学術協力に関する基本協定書	Continue	継続
Academia Sinica	中央研究院	Taiwan	台湾	Memorandum of Understanding on Scientific and Academic Cooperation	科学・学術協力に関する覚書	Continue	継続
RIKEN	理化学研究所	Japan	日本	Agreement on Scientific and Academic Cooperation	科学・学術協力に関する基本協定書	Continue	継続
The Hebrew University of Jerusalem (HUJI)	ザ・ヒーブロー・ユニバーシティ・オブ・エルサレム	Israel	イスラエル	Agreement on External Co-supervision of an OIST Student	学外副研究指導に関する合意書	Continue	継続
National Chiao Tung University	国立交通大学	Taiwan	台湾	Agreement on Acceptance of Student	学生受け入れに関する合意書 特別研究学生	Continue	継続
Okinawa City Board of Education	沖縄市教育委員会	Japan	日本	Agreement on Mutual Collaboration and Cooperation on Academic Research and Human Resource Development	学術研究及び人材育成に係る相互連携・協力協定書	Continue	継続
The Graduate University for Advanced Studies, SOKENDAI	総合研究大学院大学	Japan	日本	Agreement on Acceptance of Student	学生受け入れに関する合意書 特別研究学生	Continue	継続
The Graduate University for Advanced Studies, SOKENDAI	総合研究大学院大学	Japan	日本	Agreement on Acceptance of Student	学生受け入れに関する合意書 特別研究学生	Continue	継続
The Graduate University for Advanced Studies, SOKENDAI	総合研究大学院大学	Japan	日本	Agreement on Acceptance of Student	学生受け入れに関する合意書 特別研究学生	Continue	継続
The Graduate University for Advanced Studies, SOKENDAI	総合研究大学院大学	Japan	日本	Agreement on Acceptance of Student	学生受け入れに関する合意書 特別研究学生	Continue	継続
University of Texas Health Science Center at San Antonio	テキサス大学サンアントニオ校健康科学センター	USA	米国	Agreement on External Co-supervision of an OIST Student	エクスターナルスタディアンドリサーチ及び協定締結の承認について	Continue	継続
Keio University	学校法人慶應義塾（慶應義塾大学）	Japan	日本	Agreement on Scientific and Academic Cooperation	科学・学術協力に関する基本協定書	Continue	継続
University of Tokyo	東京大学	Japan	日本	Agreement on External Co-supervision of an OIST Student	学外副研究指導のための契約締結について	Continue	継続
Naha Coast Guard Office	那覇海上保安部	Japan	日本	Comprehensive Collaboration Agreement	包括業務協力に関する協定書	Continue	継続
Nara Institute of Science and Technology (NAIST)	奈良先端科学技術大学院大学	Japan	日本	Agreement on Special Research Students Exchange	特別研究学生交流に関する協定書	Continue	継続
Universidad Politécnica de Madrid (UPM)	ポリテクニカ・デ・マドリード大学	Spain	スペイン	Agreement on External Co-supervision of an OIST Student	学外副研究指導のための契約締結について	Continue	継続
University of Queensland	クイーンズランド大学	Australia	オーストラリア	Request for approval on External Study and Research of a PhD student and conclusion of the agreement	エクスターナルスタディアンドリサーチ及び協定締結の承認について	New	新規
University of Lausanne	ローザンヌ大学	Switzerland	スイス	Request for approval on External Study and Research of a PhD student and conclusion of the agreement	エクスターナルスタディアンドリサーチ及び協定締結の承認について	New	新規
Johannes Gustenberg University Mainz	ヨハネス・グーテンベルク大学マインツ	Germany	ドイツ	Request for approval on External Study and Research of a PhD student and conclusion of the agreement	エクスターナルスタディアンドリサーチ及び協定締結の承認について	New	新規
University of Bristol	ブリストル大学	UK	英国	Request for approval on External Study and Research of a PhD student and conclusion of the agreement	エクスターナルスタディアンドリサーチ及び協定締結の承認について	New	新規
Institute of Theoretical Physics and Astronomy, Vilnius University	ヴィリニュス大学理論物理学・天文学研究所	Lithuania	リトアニア	Request for approval on External Study and Research of a PhD student and conclusion of the agreement	エクスターナルスタディアンドリサーチ及び協定締結の承認について	New	新規
The Helmholtz Institute Mainz	ハルムホルツ研究所マインツ	Germany	ドイツ	Request for approval on External Study and Research of a PhD student and conclusion of the agreement	エクスターナルスタディアンドリサーチ及び協定締結の承認について	New	新規
University of Cyprus	キプロス大学	Cyprus	キプロス	Request for approval on External Study and Research of a PhD student and conclusion of the agreement	エクスターナルスタディアンドリサーチ及び協定締結の承認について	New	新規

Attachment 1. 1-3 Students Information

添付資料1. 1-3 学生に関する情報

	Metrics	指標	Number / 数値
1	**Number of applications for the PhD program (AY2024)**	国内外からの博士課程志願者数（令和６学年度）	1304
	Japanese	国内	49
	International	海外	1255
	Male	男性	872
	Female	女性	432
2	**Number of admitted PhD students (Class 2024)**	国内外からの博士課程入学者数（令和６学年度入学生）	50
	Japanese	国内	12
	International	海外	38
	Male	男性	22
	Female	女性	28
3	**Number of graduates (Total)**	博士課程修了者数（合計）	184
	AY2016	平成２８学年度	7
	AY2017	平成２９学年度	13
	AY2018	平成３０学年度	15
	AY2019	令和元学年度	25
	AY2020	令和２学年度	17
	AY2021	令和３学年度	23
	AY2022	令和４学年度	30
	AY2023	令和５学年度	34
	AY2024*	令和６学年度*	20
4	**PhD student retention rate (%)***	博士課程学生の定着率*	
	Class 2012	平成２４学年度入学生	85
	Class 2013	平成２５学年度入学生	85
	Class 2014	平成２６学年度入学生	85
	Class 2015	平成２７学年度入学生	88
	Class 2016	平成２８学年度入学生	89
	Class 2017	平成２９学年度入学生	81
	Class 2018	平成３０学年度入学生	88
	Class 2019	令和元学年度入学生	85
	Class 2020	令和２学年度入学生	87
	Class 2021	令和３学年度入学生	91
	Class 2022	令和４学年度入学生	94
	Class 2023	令和５学年度入学生	96
	Class 2024	令和６学年度入学生	100
5	**Average number of students per faculty member***	教員1人あたりの平均学生数*	3
6	**Average year for graduation***	卒業までに要した平均年数*	5.87
7	**Number of applications for the RI program (GS fund and Unit fund)**	リサーチインターンシップ・プログラム応募者数（研究科オフィス及びユニットの予算負担）	
	AY2019	令和元学年度	2,894
	AY2020	令和２学年度	3,723
	AY2021	令和３学年度	3,118
	AY2022	令和４学年度	2,947
	AY2023	令和５学年度	6,617
	AY2024*	令和６学年度*	7,247
8	**Number of Research Interns (GS fund and Unit fund)**	リサーチインターンの人数（研究科オフィス及びユニットの予算負担）	
	AY2019	令和元学年度	52
	AY2020	令和２学年度	57
	AY2021	令和３学年度	117
	AY2022	令和４学年度	193
	AY2023	令和５学年度	184
	AY2024*	令和６学年度*	100
9	**Number of student exchange agreements with other universities* (List of FY2024 separately attached)**	学生交流協定締結数*（令和６年度の締結分は「学生交流協定一覧」に別途記載）	29

*As of 2025/3/31   *令和７年３月３１日現在

添付資料 1.2-1　令和 6 年度 OIST 研究施設の外部利用者

組織	機器	セッション数	請求金額 (税込:円)
大学 A	電子ビーム加熱真空装置	2	225,000
大学 B	電子ビーム加熱真空装置	2	130,000
会社 A	ICP-MS	1	92,720

Attachment 1.2-1 FY2024 The Number of Use of Our Research Facilities by External Organizations

Organization	Equipment	Number of Session	Billed Amount (tax incl.: JPY)
University A	E-beam evaporator	2	225,000
University B	E-beam evaporator	2	130,000
Company A	ICP-MS	1	92,720

添付資料1.2-2 令和6年度 OIST論文・発表数

Attachment 1.2-2 FY2024 OIST Publications and Presentations

OIST 論文数・講演数　　　　　　（ユニット別）　　　　　　　令和6年度

OIST Scientific Productivity　　　（by unit)　　　　　　　FY2024

	Unit Name	Books and edited books	Book Chapter and Journal Articiles (incl. conference proceedings)	Seminars and Presentations at conferences including poster presentations	Dissertations, Online Databases, etc.	Unit Total
	ユニット名	書籍の執筆・編集の数	書籍の章及び学術論文の数 (国際会議論文含む)	セミナー, 学会でのプレゼンの数（ポスタープレゼン含む）	博士論文、オンラインデータベース等の数	ユニット別合計
	Total	**2**	**614**	**1447**	**28**	**2091**
1	Aaraj	0	0	0	0	0
2	Abdulla	0	2	26	0	28
3	Armitage	0	8	15	0	23
4	Bandi	0	6	16	0	22
5	Bourguignon	0	15	12	0	27
6	Busch	0	12	28	3	43
7	Chabchoub	0	2	2	0	4
8	Chakraborty	0	1	9	0	10
9	Christine Luscombe	0	17	27	0	44
10	Cid	0	3	3	0	6
11	Dani	0	4	31	0	35
12	De Schutter	0	3	12	0	15
13	Dieckmann	0	8	1	0	9
14	Doya	0	12	48	0	60
15	Economo	0	20	16	3	39
16	Esposito	0	0	0	0	0
17	Ekert	0	1	12	0	13
18	Elkouss	0	9	28	0	37
19	Feng	0	0	3	0	3
20	Fried	0	6	22	0	28
21	Froese	0	5	9	1	15
22	Fukai	0	7	9	2	18
23	Fukunaga	0	1	6	0	7
24	Gioia	0	1	2	0	3
25	Goda	0	6	17	0	23
26	Goryanin	0	1	0	0	1
27	Hikami	0	2	7	0	9
28	Höhn	0	14	68	0	82
29	Husnik	0	4	36	0	40
30	Ishikawa	0	3	0	3	6
31	Kabe	0	10	27	0	37
32	Kazu	0	1	6	0	7
33	Khusnutdinova	0	2	6	1	9

	Unit Name	Books and edited books	Book Chapter and Journal Articiles (incl. conference proceedings)	Seminars and Presentations at conferences including poster presentations	Dissertations, Online Databases, etc.	Unit Total
	ユニット名	書籍の執筆・編集の数	書籍の章及び学術論文の数（国際会議論文含む）	セミナー, 学会でのプレゼンの数（ポスタープレゼン含む）	博士論文、オンラインデータベース等の数	ユニット別合計
34	Kitano	0	3	17	0	20
35	Kiyomitsu	1	0	17	0	18
36	Kondrashov	0	6	8	0	14
37	Kono	0	3	21	1	25
38	Konstantinov	0	2	15	3	20
39	Kuhn	0	5	6	0	11
40	Kusumi	0	2	4	0	6
41	Laudet	0	19	10	1	30
42	Laurino	0	11	15	1	27
43	Liu	0	5	42	0	47
44	Luscombe	0	3	9	0	12
45	Masai	0	3	16	1	20
46	Meitinger	0	3	10	0	13
47	Miller	0	5	11	0	16
48	Mitarai	0	8	6	0	14
49	Miyahara	0	0	0	0	0
50	Munro	0	15	0	0	15
51	Myers	0	0	0	0	0
52	Nakayama	0	0	4	0	4
53	Narita	0	11	31	0	42
54	Neiman	0	11	29	1	41
55	Nemoto	0	11	27	0	38
56	Nic Chormaic	0	8	67	0	75
57	Okada	0	5	5	0	10
58	Pääbo	0	3	3	0	6
59	Pao	0	4	16	0	20
60	Pigolotti	0	3	9	0	12
61	Qi	0	0	2	0	2
62	Ravasi	0	21	14	0	35
63	Reiter	0	3	16	1	20
64	Rokhsar	0	1	6	0	7
65	Rosti	0	16	52	1	69
66	Sallan	0	20	19	0	39
67	Satoh	0	17	12	0	29
68	Saze	0	8	18	0	26
69	Shannon	0	12	50	1	63
70	Shen	0	20	51	0	71
71	Shintake	0	4	10	0	14
72	Shu Zhang	0	0	0	0	0

|	Unit Name	Books and edited books	Book Chapter and Journal Articiles (incl. conference proceedings)	Seminars and Presentations at conferences including poster presentations	Dissertations, Online Databases, etc.	Unit Total
	ユニット名	書籍の執筆・編集の数	書籍の章及び学術論文の数 (国際会議論文含む)	セミナー, 学会でのプレゼンの数（ポスタープレゼン含む）	博士論文、オンラインデータベース等の数	ユニット別合計
73	Sitsel	0	3	5	0	8
74	Speyer	0	6	12	1	19
75	Stephens	0	4	11	0	15
76	Szöllősi	0	4	10	0	14
77	Takahashi Hiroki	0	4	14	0	18
78	Tanaka	0	4	3	1	8
79	Tani	0	7	16	1	24
80	Terenzio	0	3	12	0	15
81	Toriumi	0	10	31	0	41
82	Touber	0	0	4	0	4
83	Tripp	0	8	32	0	40
84	Twamley	0	10	16	0	26
85	Uusisaari	0	5	20	1	26
86	Watanabe	0	6	12	0	18
87	Wickens	1	5	4	0	10
88	Wolf	0	12	6	0	18
89	Yamada	0	15	14	0	29
90	Yamamoto	0	3	12	0	15
91	Yazaki-Sugiyama	0	3	4	0	7
92	Yokobayashi	0	4	8	0	12
93	Yoshida	0	8	1	0	9
94	Zhou	0	7	18	0	25
95	Science and Technology Group	0	23	19	0	42
96	Buribushi	0	3	11	0	14

OIST論文数・講演数　　　　　　　　（平成24-令和6年度）

OIST Scientific Productivity　　　　　（FY2012-2024）

	書籍の 執筆・編集	書籍の章及び 学術論文	学会での講演 （ポスタープレゼンを含む）	セミナー	博士論文,オンラインデータベース等	講演合計	出版物合計 （書籍、書籍の章、学術論文等）
	Books and edited books	Book Chapters and Journal Articles	Presentations at conferences including poster presentations	Seminars	Dissertations, online databases, etc	Presentations and seminars	Publications (including books and book chapters)
FY2012(H24)	0	192	309	147	0	**456**	**192**
FY2013(H25)	2	211	430	119	0	**549**	**213**
FY2014(H26)	0	261	491	166	0	**657**	**261**
FY2015(H27)	2	292	535	167	1	**702**	**294**
FY2016(H28)	2	324	616	182	4	**798**	**326**
FY2017(H29)	2	270	692	191	7	**883**	**272**
FY2018(H30)	1	393	703	183	3	**886**	**394**
FY2019(H31)	7	380	641	196	16	**837**	**387**
FY2020(R2)	1	470	302	125	33	**427**	**471**
FY2021(R3)	3	529	487	217	33	**704**	**532**
FY2022 (R4)	2	579	783	293	62	**1076**	**581**
FY2023 (R5)	4	584	1065	345	56	**1410**	**588**
FY2024(R6)	2	614	953	494	28	**1447**	**616**
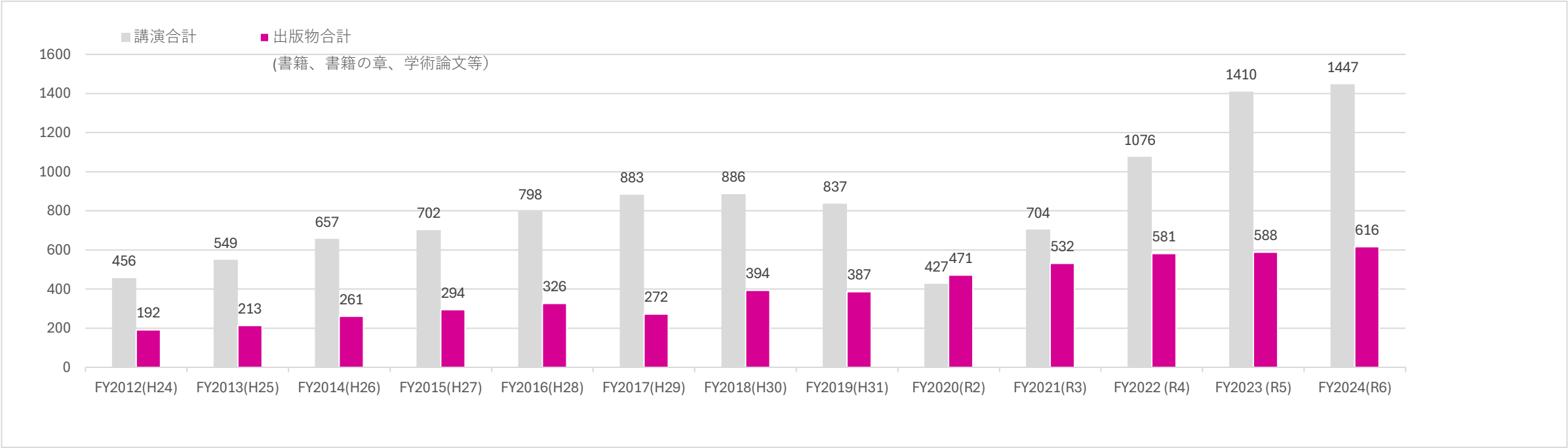
Attachment 1.3-1 FY2024 Number of Research Honors/Awards

Research Honors and Awards (Faculty)

No.	Research Unit	Award Recipient	Awards/Honors	Description	URL	Date Awarded
1	Dani Unit (Femtosecond Spectroscopy Unit)	Keshav Dani	2025 Optica Fellow	Prof. Keshav Dani has been elected as a 2025 Optica Fellow. Optica is one of the world's leading societies in the field of optics and photonics, and this year, 121 members from 27 countries were elected as Fellows of the Society.	https://www.optica.org/get_involved/awards_and_honors/fellow_members/elected_fellows/2025_fellows/	January 16, 2025
2	Economo Unit (Biodiversity and Biocomplexity Unit)	Evan Economo	The National Champion for Japan, Frontiers Planet Prize	Professor Evan Economo was chosen as the National Champion for Japan, Frontiers Planet Prize, for his team's research on the global distribution of known and undiscovered ant biodiversity.	https://www.frontiersplanetprize.org/news/blog-post-title-four-93k9t-87bsr-ae4yh-m3txl-cpyt3-93cnl-e2s6n-xd3kd-rhwkr-ztcnp-gdcdd-ynhz5-5by44	April 22, 2024
3	Fukunaga Unit (Sensory and Behavioural Neuroscience Unit)	Izumi Fukunaga	JSAP Outstanding Paper Award	Ass.Prof. Fukunaga received the 46th (2024) Outstanding Paper Award from the Japan Society of Applied Physics for her research on "Adhesionable flexible GaN-based microLED array film to brain surface for in vivo optogenetic stimulation"	https://www.jsap.or.jp/outstanding-paper-award	2024
4	Khusnutdinova Unit (Coordination Chemistry and Catalysis Unit)	Julia Khusnutdinova	Organometallics Distinguished Author Award	Ass. Prof. Julia Khusnutdinova received the 2024 Organometallics Distinguished Author Award. This award recognizes researchers who have authored significant papers in the field of organometallic chemistry.	https://axial.acs.org/organometallic-chemistry/meet-julia-khusnutdinova-the-2024-organometallics-distinguished-author-award-winner	2024
5	Kiyomitsu Unit (Cell Division Dynamics Unit)	Tomomi Kiyomitsu	NIKON JOICO AWARD	Ass.Prof. Kiyomitsu was awarded Nikon Joico Award in the microscopic imaging contest organized by Nikon		April 1, 2025
6	Christine Luscombe Unit (pi-Conjugated Polymers Unit)	Christine Luscombe	2024 IUPAC Stepto Lecture Award	Prof. Christine Luscombe was awarded 2024 Stepto Lecture Award by IUPAC. This prestigious award recognizes her groundbreaking work in precision polymerization, particularly in conjugated polymers for optoelectronic applications.	https://iupac.org/christine-luscombe-is-the-recipient-of-the-2024-stepto-lecture-award/	January 1, 2024
7	Christine Luscombe Unit (pi-Conjugated Polymers Unit)	Christine Luscombe	Jean-Marie Lehn Award	Prof. Christine Luscombe received the Jean-Marie Lehn Award. This award recognizes her significant contributions to the field of materials science and engineering, particularly her innovative research in polymer chemistry.	https://www.degruyter.com/document/doi/10.1515/ci-2024-0418/html?lang=en&srsltid=AfmBOor5QoEYTTRYzE9AeGtxKq6cjKYsL4dhoPJxGm6io2bf20fLfLsQ	2024
8	Christine Luscombe Unit (pi-Conjugated Polymers Unit)	Christine Luscombe	Outstanding Reviewer for Energy and Environmental Science	Prof. Christine Luscombe was recognized as an Outstanding Reviewer for the journal "Energy & Environmental Science." This award highlights her important contributions to the peer-review process, ensuring the quality and reliability of research in the fields of energy and environmental science.		2024
9	Munro Unit (Quantum Engineering and Design Unit)	William John Munro	SPIE Senior Membership	Prof. William John Munro has been recognized with SPIE Senior Membership. This title is awarded to individuals who have demonstrated professional expertise and significant contributions in the fields of optics and photonics.	https://spie.org/membership/member-recognition/spie-senior-members	July 26, 2024
10	Myers Unit (Algorithms for Eco And Evo Genomics Unit)	Gene Myers	Order of Merit of the Free State of Saxony	Prof. Gene Myers received the Order of Merit of the Free State of Saxony. This prestigious award is the highest honor bestowed by the German state of Saxony to individuals who have made outstanding contributions to the state and its people.	https://www.mpi-cbg.de/news-outreach/news-media/article/order-of-merit-of-the-free-state-of-saxony-awarded-to-eugene-myers#:~:text=The%20Saxon%20Order%20of%20Merit%20is%20the%20highest%20state%20honor,awarded%20on%20October%2027%2C%201997.	October 1, 2024
11	Nic Chormaic Unit (Light-Matter Interactions for Quantum Technologies Unit)	Síle Nic Chormaic	SPIE Senior Member	Prof Síle Nic Chormaic was awarded SPIE Senior Member for their professional experience, their active involvement with the optics community and SPIE, and/or significant performance that sets them apart from their peers.	https://spie.org/membership/member-recognition/spie-senior-members	2024
12	Pääbo Unit (Human Evolutionary Genomics Unit)	Svante Pääbo	Doctor honoris causa	Prof. Svante Pääbo was awarded an honorary doctorate by the University of Liège in recognition of his contributions.	https://www.uliege.be/cms/c_20238949/en/svante-paabo-docteurs-honoris-causa	December 17, 2024
13	Pääbo Unit (Human Evolutionary Genomics Unit)	Svante Pääbo	Doctor honoris causa	Prof. Svante Pääbo was awarded an honorary doctorate by the University of Oviedo in recognition of his contributions.	https://www.uniovi.es/actualidad/noticias/-/asset_publisher/Ru0cAJNPrm1m/content/la-universidad-de-oviedo-inviste-como-doctor-honoris-causa-al-bi%25C3%25B3logo-molecular-sueco-svante-p%25C3%25A4%25C3%25A4bo	April 19, 2024
14	Rosti Unit (Complex fluids and flows Unit)	Marco Edoardo Rosti	Outstanding Reviewers 2023	Ass. Prof. Marco Edoardo Rosti received the "Outstanding Reviewers" award in 2023. This award recognizes individuals who provide high-quality reviews in the peer-review process, thereby enhancing the quality of research published in academic journals.		December 31, 2024
15	Shen Unit (Micro/Bio/Nanofluidics Unit)	Amy Shen	Annual FLOW Lecturer	Prof. Amy Shen was selected as the "Annual FLOW Lecturer." This title is awarded to researchers who have conducted outstanding studies in fluid dynamics and related fields and shared their knowledge through lectures.		January 1, 2025
16	Szőllősi Unit (Model-Based Evolutionary Genomics Unit)	Gergely Janos Szőllősi	Physics Prize of the Hungarian Academy of Sciences	Ass. Prof. Gergely János Szőllősi received the Physics Prize of the Hungarian Academy of Sciences. This award recognizes outstanding research achievements in the field of physics, and his contributions to evolutionary biology and physical modeling were highly praised.	https://mta.hu/kozgyules2024/a-fizika-fejlodesi-iranyai-video-az-mta-197-kozgyulesehez-kapcsolodo-tudomanyos-ulesrol-113743	2024
17	Szőllősi Unit (Model-Based Evolutionary Genomics Unit)	Gergely Janos Szőllősi	Pierre-Gilles de Gennes Prize	Ass. Prof. Gergely János Szőllősi received the Pierre-Gilles de Gennes Prize. This award is presented to researchers who have conducted innovative studies in the fields of physics and materials science.	https://dubrovnik.epfl.ch	2024
18	Yamada Unit (Machine Learning and Data Science Unit)	Makoto Yamada	IEICE TC-IBISML Research Award	Ass. Prof. Yamada received the IEICE TC-IBISML Research Award. This award is given for outstanding research papers presented at the IBISML (Technical Committee on Information-Based Induction Sciences and Machine Learning) meetings, recognizing excellence in the fields of information-theoretic learning theory and machine learning.		November 1, 2024
19	Yazaki-Sugiyama Unit (Neuronal Mechanism for Critical Period Unit)	Yoko Yazaki-Sugiyama	Tsukahara Award	Prof. Yazaki-Sugiyama received the Tsukahara Memorial Award. This award is presented to researchers under the age of 50 who have conducted innovative research in the field of life sciences, and her studies on the neural mechanisms of vocal learning were highly recognized.	https://www.bs-f.jp/tsukahara_title.html	2024

Research Honors and Awards (Students and Researchers)

No.	Research Unit	Award Recipient	Awards/Honors	Description	URL	Date Awarded
1	Dieckmann Unit (Complexity Science and Evolution Unit)	Shun Kageyama	Poster Prize	Research Unit Technician Shun Kageyama received a Poster Prize at University of Ulm, Germany.		September 1, 2024
2	Doya Unit (Neural Computation Unit)	Shuhei Hara	COSYNE presenter travel grant	Graduate student Shuhei Hara was awarded the COSYNE conference travel grant in 2024.	https://www.cosyne.org/travel-grants	March 27, 2025
3	Doya Unit (Neural Computation Unit)	Naohiro Yamauchi	Excellence Award for the Training Session for Early-Career Scientists	Graduate student Naohiro Yamauchi received Excellence Award for the Training Session for Early-Career Scientists at NEURO2024	https://neuro2024.jnss.org/img/ExcellenceAward-Career%20Scientists.pdf	July 24, 2024
4	Economo Unit (Biodiversity and Biocomplexity Unit)	Azumi Kudaka	Female Researcher Poster Presentation Award	Research Assistant Azumi Kudaka received the Female Researcher Poster Presentation Award at ICE2024-International Congress of Entomology 2024, Kyoto, Japan, for her work on a systematic study of the bark nesting ant in the Ryukyu Islands.	https://ice2024.org/wp/wp-content/uploads/2024/08/Presentation-Award.pdf	August 30, 2024
5	Economo Unit (Biodiversity and Biocomplexity Unit)	Julian Katzke	Mary Rice Award for best talk (Division of Invertebrate Zoology)	Graduate student Julian Katzke received the Mary Rice Award for best talk at the annual meeting of The Society for Integrative and Comparative Biology (SICB 2025, Atlanta, USA) for his work on predation and multifunctionality in the macroevolution of ant mandibles.	https://sicb.org/sicb-news/congratulations-sicb-2025-bsp-winners/	January 3, 2025
6	Economo Unit (Biodiversity and Biocomplexity Unit)	Shubham Gautam	Poster Presentation Awards for Young Scientists	Graduate student Shubham Gautam received the Poster Presentation Awards for Young Scientists at ICE2024-International Congress of Entomology 2024, Kyoto, Japan, for his work on evolution of odorant receptor repertoires across Hymenoptera.	https://ice2024.org/wp/wp-content/uploads/2024/08/Presentation-Award.pdf	August 30, 2024
7	Economo Unit (Biodiversity and Biocomplexity Unit)	Azumi Kudaka	Poster Presentation Awards for Young Scientists	Research Assistant Azumi Kudaka received the Poster Presentation Awards for Young Scientists at ICE2024-International Congress of Entomology 2024, Kyoto, Japan, for her work on a systematic study of the bark nesting ant in the Ryukyu Islands.	https://ice2024.org/wp/wp-content/uploads/2024/08/Presentation-Award.pdf	August 30, 2024
8	Economo Unit (Biodiversity and Biocomplexity Unit)	Riou Mizuno	Poster Presentation Awards for Young Scientists	Postdoctoral Scholar Dr. Riou Mizuno received the Poster Presentation Awards for Young Scientists at ICE2024-International Congress of Entomology 2024, Kyoto, Japan, for his work on comparative study of non-army ant doryline genera and the evolution of army ants.	https://ice2024.org/wp/wp-content/uploads/2024/08/Presentation-Award.pdf	August 30, 2024
9	Economo Unit (Biodiversity and Biocomplexity Unit)	Julian Katzke	Presentation Awards for Young Scientists	Graduate student Julian Katzke received the Presentation Awards for Young Scientists at ICE2024-International Congress of Entomology 2024, Kyoto, Japan, for his work on predation and multifunctionality in the macroevolution of ant mandibles.	https://ice2024.org/wp/wp-content/uploads/2024/08/Presentation-Award.pdf	August 26, 2024
10	Elkouss Unit (Networked Quantum Devices Unit)	Shin Sun	NTT BRL Scholarship	Graduate student Shin Sun was awarded the NTT BRL Scholarship by Nippon Telegraph and Telephone Corporation in 2024.	https://group.ntt/en/	December 1, 2024
11	Elkouss Unit (Networked Quantum Devices Unit)	Shin Sun	Poster prize	Graduate student Shin Sun received the Poster prize at Quantum Innovation 2024.	https://quantum-innovation.riken.jp/	October 24, 2024
12	Elkouss Unit (Networked Quantum Devices Unit)	Manuel Goulao	Vencer o Adamastor Award	Postdoctoral Scholar Dr.Manuel Goulao received Vencer o Adamastor Award. This award recognizes innovative research conducted by young scientists in the field of information and communication technology (ICT).	https://tecnico.ulisboa.pt/en/events/vencer-o-adamastor-award-ceremony-2/	July 23, 2024
13	Fukunaga Unit (Sensory and Behavioural Neuroscience Unit)	Josefine Reuschenbach	Selected as finalists of the Open Air Collective Carbon Removal Challenge 2024	Graduate student Josefine Reuschenbach was selected as finalists of the Open Air Collective Carbon Removal Challenge 2024 at the Carbon Unbound Business Summit in New York	https://openaircollective.com/2024crc/	May 21, 2024
14	Hoehn Unit (Qubits and Spacetime Unit)	Julian De Vuyst	IOP Outstanding Reviewer Award 2024	Graduate student Julian De Vuyst received IOP Outstanding Reviewer Award 2024	https://accreditations.ioppublishing.org/46920e82-a7e6-4b10-ac02-8d02dc25cf87#acc.5DTRiYy1	March 1, 2025
15	Husnik Unit(Evolution, Cell Biology, and Symbiosis Unit)	Yong Heng Phua	Poster Award	Graduate student Yong Heng Phua received Poster award at EMBO Ultrastructure Expansion Microscopy workshop	https://www.embl.org/about/info/course-and-conference-office/events/eic24-02/	2024
16	Husnik Unit(Evolution, Cell Biology, and Symbiosis Unit)	Akito Shima	Poster Award	Research intern Akito Shima received Poster Award at Asian Symposium of Microbial Ecology	https://sites.google.com/view/asme2024-taipei/home	2024
17	Husnik Unit(Evolution, Cell Biology, and Symbiosis Unit)	Yong Heng Phua	Poster Award	Graduate student Yong Heng Phua received Poster Award at CGUE Conference on Unicellular Eukaryotes	https://www.mbl.edu/research/research-centers/josephine-bay-paul-center/2024-cgue-conference-unicellular-eukaryotes	2024
18	Husnik Unit(Evolution, Cell Biology, and Symbiosis Unit)	Akito Shima	Talk Award	Research intern Akito Shima received Talk Award at the 37th Meeting of Japanese Society of Microbial Ecology	https://2024.jsme-conference.net/	2024
19	Husnik Unit(Evolution, Cell Biology, and Symbiosis Unit)	Vera Emelianenko	Talk Award	Graduate student Vera Emelianenko received Talk Award at the15th International Conference on Copepoda	https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.facebook.com/p/15th-International-Conference-on-Copepoda-100069929739686/&ved=2ahUKEwj14Nj30tGLAxUyfvUHHIa_BA9cQFnoECBYQAQ&usg=AOvVaw0wMY8jFD1xQckg_M5Uix1d	2024

No.	Research Unit	Award Recipient	Awards/Honors	Description	URL	Date Awarded
20	Kono Unit (Membranology Unit)	Jan Grasic	Best Poster Award, A3 Foresight Meeting	Graduate student Jan Grasic received Best Poster Award, A3 Foresight Meeting at Yonsei University & DGIST, South Korea		March 9, 2025
21	Kono Unit (Membranology Unit)	Jan Grasic	RAM Blitz Talk Winner	Graduate student Jan Grasic was awarded as the winner of RAM Blitz Talk at OIST Researcher Community 2024	https://www.oist.jp/events/ram2024-blitz-talks	October 4, 2024
22	Konstantinov Unit (Quantum Dynamics Unit)	Ka Wing Yip	Developing Experimental Setup for Measurement of Electron Mobility on the surface of Neon	Graduate student Ka Wing Yip received Poster Presentation Award at Quantum Innovation 2024		2024
23	Laurino Unit (Protein Engineering and Evolution Unit)	Benjamin Clifton	Excellent Presentation Award	Staff scientist Dr. Benjamin Clifton received Excellent Presentation Award at Excellent Presentation Award		2024
24	Laurino Unit (Protein Engineering and Evolution Unit)	Dan Kozome	JSPS Fellowship	Graduate student Dan Kozome was awarded Grant-in-Aid for JSPS Fellows.		2024
25	Laurino Unit (Protein Engineering and Evolution Unit)	Paul Matthay	JSPS Fellowship	Graduate student Paul Matthay was awarded Grant-in-Aid for JSPS Fellows.		2024
26	Laurino Unit (Protein Engineering and Evolution Unit)	Amy Stanton Gooch	Poster Prize	Graduate student Amy Stanton Gooch received Bronze poster prize fromJ. Craig Venter Institute, regarding Biotechnology for the Environment.		2024
27	Laurino Unit (Protein Engineering and Evolution Unit)	Yoshiki Ochiai	Poster Prize	Graduate student Yoshiki Ochiai received Poster Prize at The 64th Biophysics Summer School for Young Scientists in Japan		2024
28	Laurino Unit (Protein Engineering and Evolution Unit)	Yoshiki Ochiai	Travel Award	Graduate student Yoshiki Ochiai received BPS2025 travel award from Biophysical Society.		2024
29	Miller Unit (Physics and Biology Unit)	Lucia Zifcakova	CephNeuro 2024, travel award, USA	Postdoctoral Scholar Dr. Lucia Zifcakova was awarded a travel award in CephNeuro 2024		April 18, 2024
30	Nic Chormaic Unit (Light-Matter Interactions for Quantum Technologies Unit)	Mohammad Zia Jalaludeen	Poster Prize	Graduate student Mohammad Zia Jalaludeen won best poster prize at WOMA 2024.		November 29, 2024
31	Pääbo Unit (Human Evolutionary Genomics Unit)	Shin Yu Lee	Outstanding Young Scientist TOMY Award	Postdoctoral Scholar Dr. Shin Yu Lee received the Outstanding Young Scientist TOMY Award at the 30th EAJS-Taipei.		October 1, 2024
32	Pääbo Unit (Human Evolutionary Genomics Unit)	Xiangchun Ju	Outstanding Young Scientist TOMY Award	Postdoctoral Scholar Dr. Xiangchun Ju received the Outstanding Young Scientist TOMY Award at the 30th EAJS-Taipei.		October 1, 2024
33	Ravasi Unit (Marine Climate Change Unit)	Callum James Hudson	European Marine Biological Resource Centre Italy (EMBRC-IT) Funded Access Call Award	Doctoral student Callum James Hudson has also received a grant from the European Marine Biological Resource Centre Italy (EMBRC-IT) for his project, " Using Natural Analogues of Future Ocean Conditions to Understand the Impacts of Seawater Acidification on Sea Urchins ."		April 1, 2024
34	Ravasi Unit (Marine Climate Change Unit)	Nicolas Diercksxens	Travel Grant for Revolutionizing Next-Generation Sequencing in Antwerp, Belgium	Interdisciplinary Postdoctoral Fellow Nicolas Diercksxens was awarded Travel Grant for Revolutionizing Next-Generation Sequencing in Antwerp, Belgium	https://www.vibconferences.be/events/revolutionizing-next-generation-sequencing-6th-edition	March 19, 2025
35	Rosti Unit (Complex fluids and flows Unit)	Christian Amor Rodriguez	Scholarship to attend the International HPC Summer School 2024	Graduate student Nicolas Diercksxens was awarded a scholarship from RIKEN to attend the International HPC Summer School 2024.	https://www.ihpcss.org/index.html	July 1, 2024
36	Rosti Unit (Complex fluids and flows Unit)	Giulio Foggi Rota	Scholarship to attend the European Drag Reduction and Flow Control Meeting 2024	Graduate student Giulio Foggi Rota was awarded a scholarship from ERCOFTAC to attend the European Drag Reduction and Flow Control Meeting 2024	https://www.oist.jp/research/research-units/cffu/presentations	September 1, 2024
37	Rosti Unit (Complex fluids and flows Unit)	Morie Koseki	Scholarship to attend the European Drag Reduction and Flow Control Meeting 2024	Graduate student Morie Koseki was awarded a scholarship from ERCOFTAC to attend the European Drag Reduction and Flow Control Meeting 2024.	https://www.oist.jp/research/research-units/cffu/presentations	September 1, 2025
38	Rosti Unit (Complex fluids and flows Unit)	Giulio Foggi Rota	Young Researchers' Award for Excellent Presentations	Graduate student Giulio Foggi Rota received Young Researchers' Award for Excellent Presentations from Japanese Society of Fluid Mechanics	https://www2.nagare.or.jp/nenkai2024/	December 1, 2024
39	Sallan Unit (Macroevolution Unit)	Harutaka Hata	Editor's Choice	Staff Scientist Dr. Harutaka Hata has been recognized in an MDPI (Multidisciplinary Digital Publishing Institute) journal as an Editor's Choice selection for his article. This recognition highlights papers that editors consider particularly noteworthy.	https://doi.org/10.3390/taxonomy3030021	January 16, 2025
40	Sallan Unit (Macroevolution Unit)	Harutaka Hata	Encouragement Prize	Staff Scientist Dr. Harutaka Hata has been awarded the 2024 Encouragement Award from the Ichthyological Society of Japan. This prestigious award honors researchers who have made significant achievements in the field of ichthyology.	https://www.fish-isj.jp/about/award.html	September 7, 2024
41	Shen Unit (Micro/Bio/Nanofluidics Unit)	Steffen Recktenwald	Best Postdoctoral Fellow Poster Award (1st place)	Staff Scientist Dr. Steffen Recktenwald received Best Postdoctoral Fellow Poster Award (1st place) in the post-doctoral section at the 95th Annual Meeting of The Society of Rheology		October 13, 2024
42	Tani Unit (Cognitive Neurorobotics Research Unit)	Henrique Carlos Oyama	Selected by JSPS for the 16th HOPE Meeting	Postdoctoral Scholar Dr. Henrique Carlos Oyama was selected by JSPS for the 16th HOPE Meeting.	https://www.jsps.go.jp/j-hope/hope16/gaiyou16.html	December 4, 2024
43	Yazaki-Sugiyama Unit (Neuronal Mechanism for Critical Period Unit)	Joanna Komorowska-Müller	Best Presentation Award	Postdoctoral Scholar Dr. Joanna Komorowska-Müller received Best Presentation Award at the 1st Area Conference in Aki-city, regarding Transformative Research Area (A) "Emergence of Brain Functions from Dynamic Connectome"		December 24, 2024

List of OIST-funded Workshops in FY2024

	Status/ Format	Start Date	End Date	Title	Venue	Number of expected participants for cancelled/postponed events	Participants (total inc. remote participants)	Onsite Participants (of total)	Remote Participants (of total)	Overseas Participants (of total incl. remote participants)
1	In-person	April 9, 2024	April 12, 2024	Ultracold Atoms Japan	OIST Seaside House	n/a	67	67	0	17
2	In-person	April 16, 2024	April 19, 2024	Current Advances in Turbulence and Multiphase Flows	OIST Seaside House	n/a	48	48	0	24
3	In-person	May 28, 2024	May 31, 2024	Quantum Technologies with Floating Charged Particles	OIST Seaside House	n/a	65	65	0	33
4	In-person	June 17, 2024	July 4, 2024	OIST Computational Neuroscience Course (OCNC 2024)	OIST Seaside House	n/a	46	46	0	28
5	In-person	September 25, 2024	October 3, 2024	Analysis of Partial Differential Equations (SLMath-Oxford-OIST Summer Graduate School)	OIST Main Campus and OIST Seaside House	n/a	48	48	0	39
6	In-person	November 5, 2024	November 7, 2024	Okinawa School in Physics: Coherent Quantum Dynamics (2024)	OIST Conference Center	n/a	64	64	0	15
7	In-person	March 4, 2025	March 6, 2025	Workshop on Axonal Degeneration and Regeneration(EMBO)	OIST Conference Center	n/a	69	69	0	23
8	Hybrid	March 11, 2025	March 14, 2025	Principles of synapse organization and neural network regulation gained through evolution	OIST Conference Center	n/a	86	84	2	50
						Total	493	491	2	229

List of Partnership Workshops FY2024

	Status	Start Date	End Date	Title	Venue	Number of expected participants for cancelled/postponed events	Participants (total inc. remote participants)	Onsite Participants (of total)	Remote Participants (of total)	Overseas Participants (of total incl. remote participants)
1	Hybrid	April 22, 2024	April 26, 2024	OIST-CNRS Joint Symposium on West Pacific Marine Biology	OIST Conference Center	n/a	150	148	2	79
2	In-person	July 29, 2024	August 10, 2024	Quantum extreme universe: matter, information and gravity	OIST Seaside House	n/a	49	49	0	30
3	In-person	October 6, 2024	October 10, 2024	From Quantum Materials to Quantum Information: Symposium on Trans-Scale Quantum Science and Quantum Materials Synthesis(QMQI2024)	OIST Seaside House	n/a	82	82	0	66
4	In-person	October 21, 2024	October 25, 2024	Schrodinger's Cat - the quest to find the edge of the quantum world	OIST Conference Center	n/a	199	199	0	94
5	In-person	November 11, 2024	November 15, 2024	OIST Machine Learning Workshop	OIST Seaside House	n/a	69	69	0	26
6	In-person	December 9, 2024	December 13, 2024	Foundations and Future of Spinal Cord Research	OIST Main Campus	n/a	73	73	0	49
						Total	150	148	2	79

List of Unit / Academic Partnership / TSVP Workshops FY2024

	Status	Start Date	End Date	Title	Venue	Number of expected participants for cancelled/postponed events	Participants (total inc. remote participants)	Onsite Participants (of total)	Remote Participants (of total)	Overseas Participants (of total incl. remote participants)
1	Hybrid	June 5, 2024	June 8, 2024	OIST-JST-AIMR Joint International Symposium: Interaction between various chiral fields and chiral materials	OIST Main Campus	n/a	67	67	0	17
2	In-person	June 17, 2024	June 17, 2024	JST FOREST 3rd workshop	OIST Main Campus	n/a	48	48	0	24
3	Hybrid	June 24, 2024	June 24, 2024	TSVP: Transboundary Workshop on Human Augmentation and Open Lab	OIST Main Campus	n/a	65	65	0	33
4	In-person	July 8, 2024	July 10, 2024	Neuromodulation of Adaptive Learning: Bridging Biological and Artificial Neural Networks	OIST Main Campus	n/a	46	46	0	28
5	In-person	October 1, 2024	October 1, 2024	BBSRC UKAN Researchers on Ageing: Approaches to Ageing Issues	OIST Main Campus	n/a	48	48	0	39
6	In-person	November 22, 2024	November 22, 2024	Okinawa Marine Science Workshop	OIST Main Campus	n/a	97	97	0	0
7	In-person	November 27, 2024	November 27, 2024	Collaborative Innovation for Sustainable Future through Advanced Materials Science	OIST Main Campus	n/a	45	45	0	0
8	In-person	November 27, 2024	November 27, 2024	OIST-NanoLSI Joint Symposium "Exploring Uncharted Nanoscale Frontiers in Life Sciences"	OIST Main Campus	n/a	60	60	0	0

9	In-person	December 5, 2024	December 5, 2024	Greener Mobility Ideathon	OIST Main Campus	n/a		**64**	64	0	15
10	Hybrid	2025/01/27, Mon	2025/01/30, Thu	The 13th International Symposium on Dynamic Exciton (ISDyEx)	OIST Main Campus and OIST Seaside House	n/a		**69**	69	0	23
11	In-person	January 31, 2025	January 31, 2025	OIST-KEIO SHOWCASE TALK Series 7 - Science meets Society: Frontiers in Interdisciplinary Approaches to Life Sciences	OIST Main Campus	n/a		**86**	84	2	50
							Total	**695**	693	2	229

List of OIST Unit/Section co-organized & nominally co-hosted academic events at OIST FY2023

	Status/ Format	Start Date	End Date	Title	Venue	Participants (total inc. remote participants)	Onsite Participants (of total)	Remote Participants (of total)	Overseas Participants (of total incl. remote participants)
1	In-person	April 22, 2024	April 26, 2024	Representation Theory of Algebras and related areas	OIST Main Campus	35	35	0	6
2	In-person	April 22, 2024	April 26, 2024	EU-Japan Symposium on Emerging Nanomaterials for Photonics and Catalysis Official title of workshop in English EU-Japan Symposium on Emerging Nanomaterials for Photonics and Catalysis	OIST Main Campus	31	31	0	9
3	In-person	May 29, 2024	May 29, 2024	Fostering Academic-Industry Collaborations in Japan	Kenji Takeda	OIST Main Campus	50	50	0	0
4	In-person	June 20, 2024	June 22, 2024	IBISML, NC, JPSJ-MPS, JPSJ-BIO Joint Workshop	OIST Main Campus	99	99	0	0
5	Hybrid	June 30, 2024	June 30, 2024	WCCI 2024 AI Open Forum on AI Governance	Pacifico Yokohama	449	118	331	60
6	Hybrid	September 9, 2024	September 13, 2024	Theory of Quantum Computation, Communication and Cryptography (TQC) Conference	OIST Main Campus and OIST Conference Center	369	355	14	298
7	In-person	September 21, 2024	September 24, 2024	Advanced Quantum Technologies for Trapped Ions (AQTTI)	OIST Seaside House	83	83	0	48
8	In-person	October 1, 2024	October 1, 2024	BBSRC UKAN Researchers on Ageing: Approaches to Ageing Issues	OIST Main Campus	50	50	0	6
9	In-person	October 16, 2024	October 17, 2024	RMAN-J in Okinawa	OIST Main Campus and OIST Conference Center	500	500	0	0
10	In-person	October 31, 2024	November 1, 2024	[OIST x Suntory Wellness Joint Symposium] "Elucidation of Cellular Mechanisms toward the Realization of a Healthy Society"	OIST Main Campus	50	50	0	0
11	In-person	November 19, 2024	November 29, 2024	Speyer Unit WS	OIST Seaside House	0		0	0
12	In-person	November 22, 2024	November 22, 2024	Okinawa Marine Science Workshop	OIST Main Campus	97	97	0	0
13	In-person	January 20, 2025	January 21, 2025	DOE/MEXT Workshop 2025	OIST Conference Center	102	102	0	52
				Total		1915	1570	345	479

Division	Job Title	Permanent				Fixed-term				Part-time				Agency Temp				Total				Total
		F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	F	M	Non-Japanese	Total	Total
Admin	Vice President					2	3	2	5									2	3	2	5	5
	Associate Vice President		1		1	3	3	3	6									3	4	3	7	7
	Senior Manager		3		3	4	10	3	14									4	13	3	17	17
	Manager	1			1	12	12	4	24									13	12	4	25	25
	Assistant Manager		1		1	12	5	2	17									12	6	2	18	18
	Specialist	1	1		2	33	24	20	57									34	25	20	59	59
	Administrative Staff	1			1	157	37	33	194									158	37	33	195	195
	Research Unit Administrator					57	1	4	58									57	1	4	58	58
	Research Support Leader		1		1														1		1	1
	Research Support Specialist					7	4	10	11									7	4	10	11	11
	Information Technology Engineers						7	5	7										7	5	7	7
	Part-time									2	1		3					2	1		3	3
	Agency Temp Staff													66	11	16	77	66	11	16	77	77
	Admin Total	3	7		10	287	106	86	393	2	1		3	66	11	16	77	358	125	102	483	483
Rsearch Support Division (RSD)	Associate Vice President						1	1	1										1	1	1	1
	Manager						1	1	1										1	1	1	1
	Assistant Manager					1			1									1			1	1
	Specialist					1			1									1			1	1
	Administrative Staff					3	2	1	5									3	2	1	5	5
	Research Support Leader	1			1		6	4	6									1	6	4	7	7
	Research Support Specialist					11	29	24	40									11	29	24	40	40
	Research Support Technician					1	2	1	3									1	2	1	3	3
	Information Technology Leader						1		1										1		1	1
	Information Technology Engineers						3	3	3										3	3	3	3
	Part-time									2			2					2			2	2
	Agency Temp Staff													5	4	3	9	5	4	3	9	9
	RSD Total	1			1	17	45	35	62	2			2	5	4	3	9	25	49	38	74	74
RU	Professor					9	35	23	44									9	35	23	44	44
	Associate/ Assistant Professor					8	28	25	36									8	28	25	36	36
	Senior Staff Scientist					5	15	8	20									5	15	8	20	20
	Staff Scientist					17	66	58	83									17	66	58	83	83
	Postdoctoral Scholar					53	142	181	195									53	142	181	195	195
	Science Technology Associate					10	7	12	17									10	7	12	17	17
	Research Unit Technician					60	65	73	125									60	65	73	125	125
	Part-time									17	7	8	24					17	7	8	24	24
	Research Unit Administrator					11			11									11			11	11
	Agency Temp Staff													4			4	4			4	4
	RU Total					173	358	380	531	17	7	8	24	4			4	194	365	388	559	559
Total		4	7		11	477	509	501	986	21	8	8	29	75	15	19	90	577	539	528	1116	1116

	Nationality	Admin	RSD	Research Unit (Faculty/Researcher)	Research Unit (Non Researcher)	Total
AF	Afghan	1				1
AR	Argentinian			1		1
AT	Austrian	1		2	1	4
AU	Australian	2	2	3		7
BD	Bangladeshi		1	3		4
BE	Belgian			7	1	8
BG	Bulgarian	1		1	1	3
BJ	Beninese			1		1
BR	Brazilian	1		7		8
BY	Belarusian				1	1
CA	Canadian	5	1	4	1	11
CH	Swiss	1		1		2
CN	Chinese	2		29	9	40
CO	Colombian				1	1
CZ	Czech		1	4	1	6
DE	German	5		21	2	28
DK	Danish	1		1		2
DZ	Algerian			1		1
EE	Estonian			2		2
EG	Egyptian			2	1	3
ES	Spanish	1		11		12
FI	Finnish		1	3		4
FR	French		2	17	2	21
GB	British	7	1	17	8	33
GE	Georgian			1		1
GH	Ghanian			1		1
GR	Greek			1	1	2
HK	Hong Kong			1		1
HU	Hungarian	1		2	1	4
ID	Indonesian	1	2	4		7
IE	Irish		1	6		7
IL	Israeli	2		3	1	6
IN	Indian	6	1	45	5	57
IR	Iranian			5		5
IT	Italian		1	12		13
JP	Japanese	380	36	88	87	591
KR	South Korean	1	1	5	2	9
KZ	Kazakh			1	1	2
LK	Sri Lankan				1	1
LT	Lithuanian			2	1	3
LU	Luxembourgian			1		1
MA	Moroccan	1		1		2
MG	Madagascan		1			1
MM	Burmese	1				1
MX	Mexican	3		4	2	9
MY	Malaysian			2	1	3
NL	Dutch	1	1		2	4
NO	Norwegian			1		1
NP	Nepalese				1	1
NZ	New Zealand	1	1	4		6
PE	Peruvian	1		1		2
PH	Filipino	4	1	1	2	8
PK	Pakistani			1		1
PL	Polish			3	1	4
PT	Portuguese			3	2	5
RO	Rumanian			2	2	4
RU	Russian Fed.	2	3	12	4	21
SA	Saudi Arabian	1		1		2
SE	Swedish	1	2		1	4
SK	Slovakian		1	2		3
SV	Salvadoran			1		1
TH	Thai			2		2
TN	Tunisian		1		1	2
TR	Turkish	1		2	1	4
TW	Taiwanese	4	2	10	5	21
UA	Ukrainian	1				1
US	American	24	6	21	13	64
VE	Venezuelan			1		1
VN	Vietnamese	2		3	1	6
YE	Yemeni				1	1
ZA	South African	2	1			3
ZM	Zambian			1		1
ZZ	Overseas	14	3			17
Total		**483**	**74**	**395**	**169**	**1121**

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 requires appropriate salary level as he/she is required to have a proven track record in organizational management at world-class research institutions, and to be a reasearcher as well as a respected and accomplised educator who is capable of leading internationally recognized faculty members in the midst of fierce international competition to secure talented personnel.

② How performance is reflected into Executive Officers' compensation in FY2023 (How performance-based salary works and has been adopted)

To full-time executive officers, a Special Adjustment Allowance may be paid when it is deemed necessary.

③ Details of Executive Officers' compensation levels and revisions made in FY2023

Head of Corporation

1. Details of the officer's salary standard
The compensation of an officer is defined as the sum of salary, a special adjustment allowance, commuting allowance, housing allowance, and retirement allowance. The base salary is within the range up to the maximum amount and the special adjustment allowance is determined by the Board of Governors upon the discussion with Cabinet Office.

2. Revisions in FY2023
None

Governor

1. Details of the officer's salary standard
The compensation of an officer is defined as the sum of salary, a special adjustment allowance, commuting allowance, housing allowance, and retirement allowance. The base salary is within the range up to the maximum amount and special adjustment allowance is determined by the Board of Governors upon the discussion with Cabinet Office, .
2. Revisions in FY2023
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 FY2023
None

Auditor	1. Details of the officer's salary standard The compensation of an officer is defined as the sum of salary, a special adjustment allowance, commuting allowance, housing allowance and retirement allowance. The base salary is within the range up to the maximum amount and special adjustment allowance is determined by the Board of Governors upon the discussion with Cabinet Office, . 2. Revisions in FY2023 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 FY2023

2 Payment Condition of Officer Compensation

Position	Total Annual Compensation in FY2023					Accession/Retirement Status		Former position
		Compensation (Salary)	Bonus	Others(details)		Accession	Retirement	
Head of Corporation A	K Yen 50,020	K Yen 25,000	K Yen	K Yen 25,020	(Special Adjustment & Commuting Allowance)	Jun 1		
Head of Corporation B	K Yen 7,000	K Yen 5,000	K Yen	K Yen 2,000	(Special Adjustment)		May 31	
"A" Governor	K Yen 23,154	K Yen 20,000	K Yen	K Yen 3,154	(Special Adjustment & Commuting Allowance)			* ※
"B" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen	( )			※
"C" Governor (part-time)	K Yen 1,380	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 900	K Yen	K Yen	K Yen	( )			
"H" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen	( )			
"I" Governor (part-time)	K Yen 580	K Yen	K Yen	K Yen	( )			
"J" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen	( )			
"K" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen	( )			
"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	( )			

	K Yen	K Yen	K Yen	K Yen	( )			
"N" Governor (part-time)	980				( )			※
"O" Governor (part-time)	41				( )		Jun 30	
"P" Governor (part-time)	980				( )			
"Q" Governor (part-time)	980				( )	May 23		
"A" Auditor	8,750	8,750			( )		Oct 31	◇
"B" Auditor	5,912	5,912			( )	`Nov 1		◇
"C" Auditor (part-time)	1,983	1,983			( )		Oct 31	
"D" Auditor (part-time)	1,416	1,416			( )	`Nov 1		
"E" Auditor (part-time)	3,400	3,400			( )			

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

*2: In the colum of "Former Position", enter 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.

【Validation by Corporation】

3 Appropriateness of Executive Officers' Compensation Standard

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

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

Auditor

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

Auditor (Part time)

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

【Verification by Competent Minister】

OIST has been ranked 9th in the world and top in Japan in the ranking of significant scientific papers, has produced a Nobel Prize winner in Physiology or Medicine, and has made steady achievements in start-up support. In the fiscal year 2023, OIST strengthened collaborations with other universities, local companies, and economic organizations to advance research addressing societal challenges. Additionally, OIST has significantly expanded the amount of external funding acquisition and ratios through initiatives such as the "Program for Forming Japan's Peak Research Universities (J-PEAKS)," thereby reinforcing its financial foundation. These efforts are evaluated as contributing to the realization of OIST's mission to conduct education and research in science and technology at an

4 Payment Condition of Retirement Allowance for Officers (Condition of retiree subject to retirement allowance in FY202:

Classification	Payment Amount (Total)	Period of Service		Retired Date	Performance Evaluation Rate	Former position
	K Yen	Year	Month			
Head of Corporation	18,833	6	0	2022 Dec 31	1.0	

*1: In the colum of "Former Position", enter 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.

*2:For former Head of Corporation (retired Dec 31, 2022), Retirement Allowance was paid since Performance Evaluation Rate had been determined.

5 Appropriateness of Retirement Allowance for Retiree

【Reason for the determination by Competent Minister】

Classification	Reason for Determination
Head of Corporation	N/A
Fomer "R" Govener	Retirement allowance for Officers is reasonable as the calculation method is consistent with the "Retirement allowance for the Independent Administrative Institutions, Special Corporations, and Licensed Corporations Officers"decided by the Cabinet on Dec 19, 2003 (partialy revised on March 24, 2015), also the Performance Evaluation Rate is determind by the comittie including external experts based on the performance of service period takenen into account.
Governor	N/A
Auditor	N/A

Note: In the "Reason for Decision" column, enter the specific reasons for the decision on the Performance Evaluation rate and the amount of retirement allowance, including the results of the review of the the corporation performance, the performance of work in charge, and the individual performance.

6   How performance-based salary works and is adopted

A special adjustment allowance scheme has been introduced if it is deemed necessary. 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

Since OIST is an international university where approximately 60% of the faculty and 80% of the students are non-Japanese, in principle, it is essential that employees have business-level English skills.
Based on the premise of these abilities, an appropriate annual salary range is established for each position, taking into account trends in the salary levels of national public officials and universities and research institutes in Japan and overseas, and within that range, salary levels are determined by reflecting individual job performance.
Especially for Resaerch department, there is a need for personnel who can manage, suppoprt and evaluate world-calss researchers by utilizing their expertise and knowledge; therefore, a competitive compensation scheme is necessary to secure excellent talent in this competitive global environment.

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 FY2023

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 FY2023
None

2. Payment Condition of Employee Salary

(1) Payment Condition by Type of Work

Classification	Number	Average age	FY2022 Annual Salary (Average)			
			Total amount	Prescribed amount	Commuting allowance	Bonus within the
Permanent Employee	No. of staff members 9	Age 53.3	K Yen 10,271	K Yen 10,271	K Yen 162	K Yen 0
Administrative & Technical Staff	No. of staff members 9	Age 53.3	K Yen 10,271	K Yen 10,271	K Yen 162	K Yen 0
Research Staff	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen
Fixed Term Employee	No. of staff members 710	Age 43.3	K Yen 7,572	K Yen 7,572	K Yen 81	K Yen 0
Faculty	No. of staff members 75	Age 50.8	K Yen 18,404	K Yen 18,404	K Yen 28	K Yen 0
Administrative & Technical Staff	No. of staff members 375	Age 44.5	K Yen 6,072	K Yen 6,072	K Yen 110	K Yen 0
Research Staff	No. of staff members 260	Age 39.6	K Yen 6,610	K Yen 6,610	K Yen 53	K Yen 0
Overseas Employee	No. of staff members	Age	K Yen	K Yen	K Yen	K Yen

Note 1 : "Permanent employee" exclude staff working abroad.

Note 2 : Postions which have no applicable permanet or fixed term employee are omitted.

Note 3 : Re-employeed or part-time staff are not listed as there is no applicable staff.

Note 4 : All permanent employees and fixed term employees are based on annual salary.

Note 5 : Overseas employees are employee based overseas and on annual salary.

Note 6 : If there are only two or fewer applicable persons, information other than the classification is omitted as individuals information may be identified. Also excluded from the overall number of staff members.

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

Annual Salary Distribution (Administrative / technical staff)
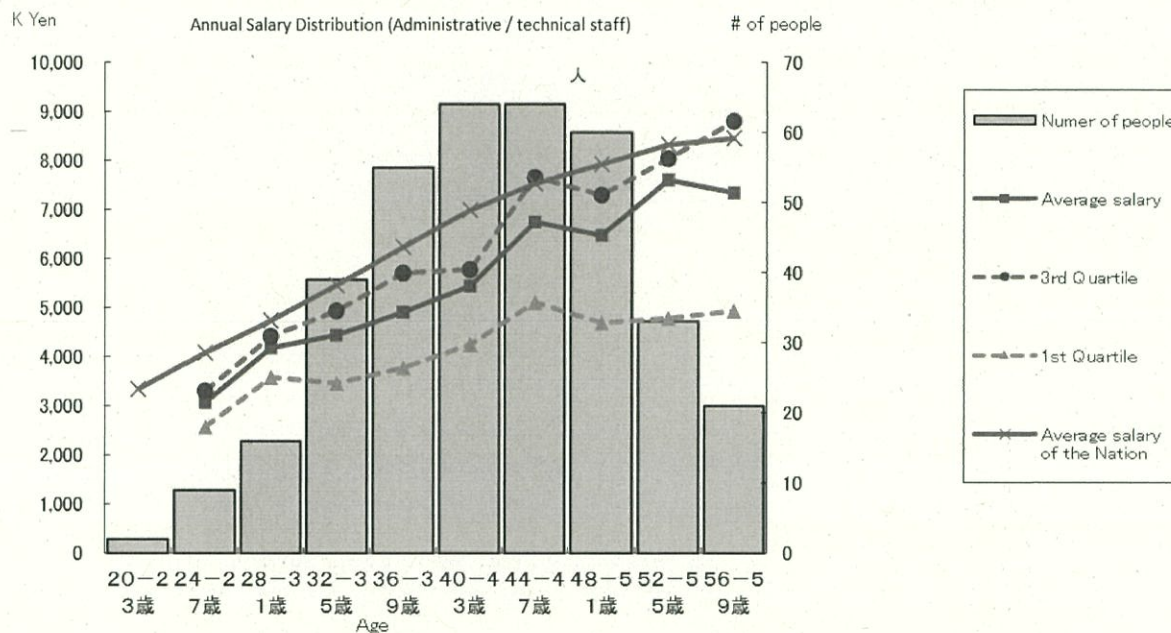
Note 1 : Commuting allowance is deducted from the annual salary shown in ①. This condition applies down to ④.
Note 2 : The number of the employees for the age 20-23 range is only 2 so it is not shown in the 1st and 3rd Quartile points.

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

Groups Representing Distribution	No. of staff	Average age	Annual Salary	
			Average	Max-Min
	People	Age	K Yen	K Yen
Equivalent to director	25	53.2	15,067	31,810~8,534
Equivalent to manager	37	49.1	8,719	12,258~5,781
Equivalent to assistant manager	57	46.5	6,975	10,918~4,644
Equivalent to section chief	130	45.5	5,282	7,754~3,935
Staff	135	40.2	4,023	8,735~2,484

④ Bonus (Not Applicable)

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

3 Verification of the Appropriateness of Salary Level

○Administrative and Technical Staff

Item	Contents	
Compared with Government Officials	・Age basis	83.6
	・Region/Academic Career basis	93.6
	・Age/Academic Career basis	82.2
	・Age/Region/Academic Career Bas	92.6
Reason why the salary level is higher than that of the Nation		
Verification of the Appropriateness of Salary Level	(Corporate Verification) Compared with government officials, Age Basis Index has been less than 100, 83.9 in 2022 and 83.6 in 2023 respectively. Adjustment of the salary level has been addressed through various measures for lowering it.	
	[Verification by Competent Minister] OIST is conducting world-class research and education in an international environment, where approximately 60% of the faculty and 80% of the students are non-Japanese. Administrative staff who support these researchers are required to have a wide range of knowledge in science and technology, as well as high language skills, and therefore, it is necessary to provide appropriate compensation to secure such personnel. Even under these circumstances, as a result of efforts to optimize salary levels, the index compared with government officials remains low in comparison, which is generally considered to be a reasonable level. We will continue to carefully monitor salary levels to ensure that they are appropriate, while carefully considering to secure excellent personnel in the midst of fierce international competition to secure talented human resources.	
Measures to be Taken	As measures for the future, 1)Hire mid-age and younger generation employees over their older counterparts if the candidates are equal in ability. 2)Thoroughly carry out the (personnel) performance evaluation and tighten a pay raise. Through carrying out these measures, appropriate levels of salary is expected to be retained.	

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 2022)	Current FY (FY 2023)
Total Salary and Compensation Payment Amount (A)	K Yen 7,627,852	K Yen 7,884,563
Retirement Allowance Payment Amount (B)	K Yen 41,109	K Yen 25,227
Salary of Part-time Officers (C)	K Yen 61,633	K Yen 65,024
Benefit Package Expenses (D)	K Yen 861,932	K Yen 909,682
Personnel Expense in the most broad sense (A+B+C+D)	K Yen 8,592,526	K Yen 8,884,496

Matters that serve as reference for the Comprehensive Personnel Cost

· OIST is conducting internationally outstanding education and research, and in the midst of fierce international competition to secure talented personnel, it is necessary to secure excellent human resources, and therefore, it is necessary to set appropriate compensation.

· 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). In accordance with the Cabinet decision of November 17, 2017, the amount was further reduced to 83.7/100 in January 2018 and thereafter.

· The increase in compenhasive personnel cost in FY2023 is due to an increase in the number of employees and an increase in bbenefit package.

IV Others

None

令和6年度（FY2024）　　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
管理職研修 Management Development	目標設定 Objective Setting	対面 In person	4	29
	人事評価と効果的なコミュニケーション Performance Review and Effective Communication	対面 In person	4	49
職員セッション Staff Informative Session	人事評価 Performance ReviewConflict Management	対面, Zoom In person/Zoom	2	150
Total			**10**	**228**

For-T (Forty-Hour Learning Target) FY2024	対象者数（休職中、年度途中の退職者を除く） # of subjects (excl. employees on leave and resigned during the year)	平均学習時間 Ave. hours of study	学習時間達成率 Archived Rate	目標達成者数 # of employees archived target
	450	10.21	14%	63

LinkedIn Learning	登録者数 # of registered users	ログインユーザー # of logged-in users	ログイン率 Login rate	平均視聴時間(分) Average viewing time (min.)
エンゲージメント Engagement	681	254	37.29%	180

※FY2023より、新入職員オリエンテーションは全てオンライン化
"All new employee orientations in FY2023 have been conducted online."

添付資料2.4-3 研修の受講職員数
令和6年度 セミナー・会議・コース　FY2024編集済

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
Overview of KAKENHI	研究者・アドミ	82	亀井（英語）	2024/7/19
KAKENHI Clinic1 Day1	研究者	34（研究者：18名、メンター：16名）	Prof.清光 智美(英語)　Prof.岡野栄之(英語)	2024/8/1
KAKENHI Clinic1 Day2	研究者	40（研究者：27名、メンター：13名）	Prof.清光 智美(英語)　Prof.岡野栄之(英語)	2024/8/2
KAKENHI Clinic2 Day1	研究者	29（研究者：20名、メンター：9名）	ワークショップのみ	2024/8/29
KAKENHI Clinic2 Day2	研究者	24（研究者：16名、メンター：8名）	ワークショップのみ	2024/8/30
科研費説明会	アドミ、研究者	9（職員：3名、研究者：6名）	大塚 彩乃（英語）	2024/8/26
科研費説明会	アドミ、研究者	12（職員：8名,研究者：4名）	大塚 彩乃（日本語）	2024/8/26

科研費支援セッション

内容	対象	参加者	担当	開催日
科研費交付申請	研究者	15	大塚、池原、藤松、亀井、渡名喜	2024/4/4
科研費交付申請	研究者	10	大塚、池原、藤松、亀井、渡名喜	2024/4/5
実績報告/成果報告	研究者	7	池原、藤松、亀井	2024/5/15
実績報告/成果報告	研究者	3	池原、亀井	2024/5/16
科研費応募	研究者	6	亀井、藤松、井上、Yee、池原、小橋川、菅間	2024/9/2
科研費応募	研究者	20	亀井、藤松、井上、Yee、池原、小橋川、菅間	2024/9/3
科研費支払請求	研究者	15	天願、井上、菅間	2025/2/18

FY2024 Seminar/Meeting/Course

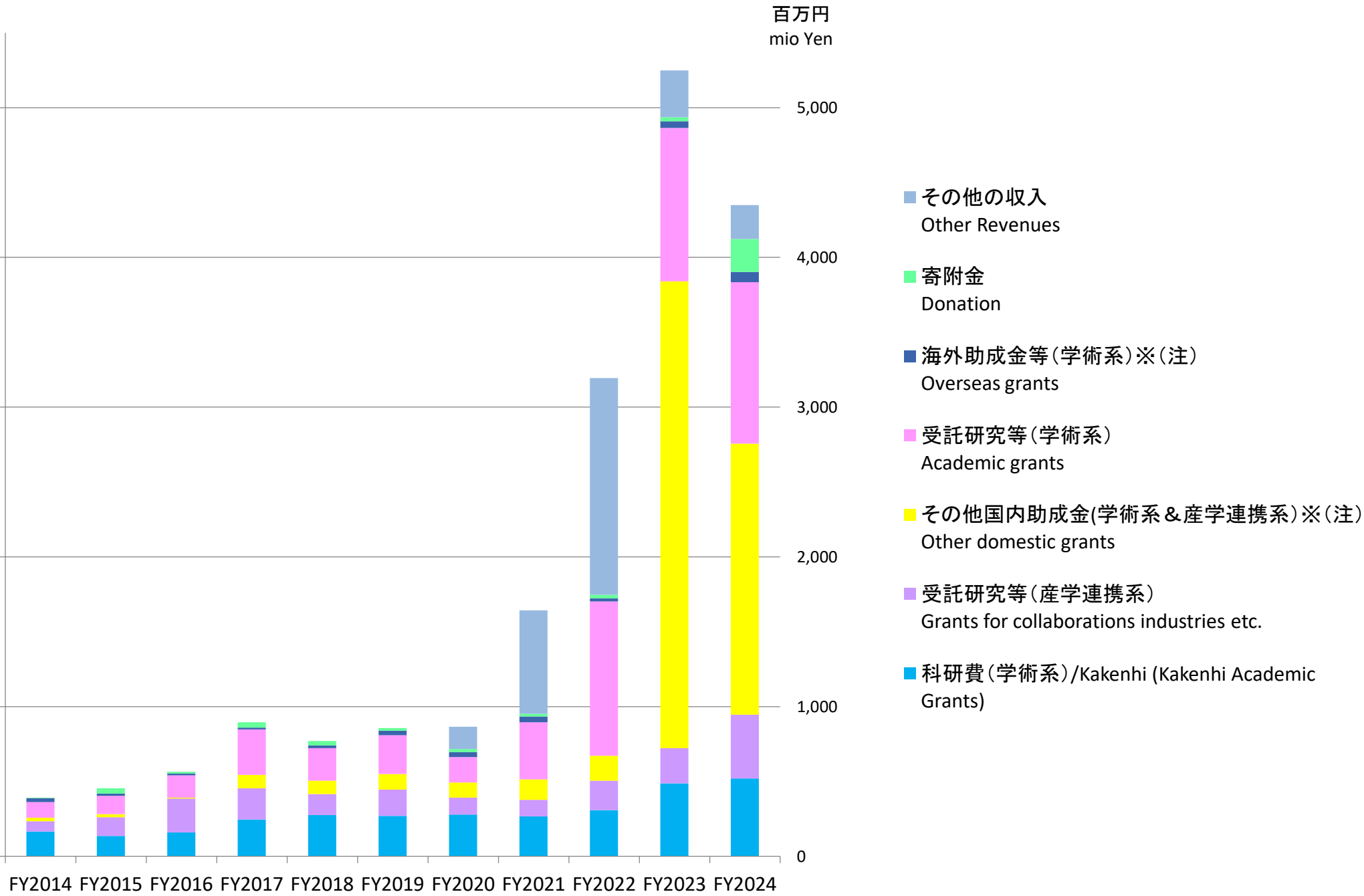| Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, venders etc.)	# of participants	Speaker (language)	Date
KAKENHI Explanatory Session	researchers,Admin staff	82	KAMEI (English)	2024/7/19
KAKENHI Clinic1 Day1	研究者	34 (Researcher: 18, Mentor: 16名)	Prof.Tomomi Kiyomitsu (English)　Prof.Hideyuki Okano (English)	2024/8/1
KAKENHI Clinic1 Day2	研究者	40 (Researcher: 27, Mentor: 13)	Prof.Tomomi Kiyomitsu (English)　Prof.Hideyuki Okano (English)	2024/8/2
KAKENHI Clinic2 Day1	研究者	29 (Researcher: 20, Mentor: 9)	n/a (workshop only)	2024/8/29
KAKENHI Clinic2 Day2	研究者	24 (Researcher: 16, Mentor: 8)	n/a (workshop only)	2024/8/30
KAKENHI Explanatory Session	Admin staff, researchers	9 (Admin: 3, Researcher: 6)	Ayano Ohtsuka (English)	2024/8/26
KAKENHI Explanatory Session	Admin staff, researchers	12 (Admin: 8, Researcher: 4)	Ayano Ohtsuka (Japanese)	2024/8/26

KAKENHI Support Session

Content	Participants	# of participants	Person in Charge	Date
Payment Request	Researchers	15	Ohtsuka,Ikehara,Fujimatsu,Kamei,Tonaki	2024/4/4
Payment Request	Researchers	10	Ohtsuka,Ikehara,Fujimatsu,Kamei,Tonaki	2024/4/5
Annual Report/Final Report	Researchers	7	Ikehara,Fujimatsu,Kamei	2024/5/15
Annual Report/Final Report	Researchers	3	Ikehara,Fujimatsu,Kamei	2024/5/16
FY25 Application	Researchers	6	Kamei, Fujimatsu, Inoue, Yee, Ikehara, Kobashigawa, Sugama	2024/9/2
FY24 Application	Researchers	20	Kamei, Fujimatsu, Inoue, Yee, Ikehara, Kobashigawa, Sugama	2024/9/2
Payment Request	Researchers	15	Tengan, Inoue, Sugama	2025/2/18

Acquisition of External Funding (as of March 31, 2025)/外部資金獲得状況

分類 Category	FY2014		FY2015		FY2016		FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		FY2024	
	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#	Amount	#
科研費（学術系）/Kakenhi (Kakenhi Academic Grants)	165,266,341	54	137,160,016	47	158,517,697	56	245,254,159	86	276,201,309	109	270,013,444	122	279,366,196	126	266,250,000	127	308,720,377	136	487,142,951	165	518,790,000	164
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	113,827,496	14	110,444,030	17	197,708,273	23	234,896,880	41	425,686,349	56
その他国内助成金(学術系＆産学連携系）※（注） Other domestic grants	22,635,500	11	20,989,419	6	7,116,234	10	87,587,000	37	87,523,000	48	105,620,345	55	100,231,726	40	137,844,000	54	165,102,058	79	3,118,488,100	67	1,810,582,000	59
受託研究等（学術系） Academic grants	104,967,000	5	120,758,500	7	149,131,000	6	302,781,001	10	217,504,200	10	258,767,900	13	169,562,500	21	379,884,880	27	1,031,706,842	26	1,024,100,792	30	1,078,901,602	34
海外助成金等（学術系）※（注） Overseas grants	27,166,059	3	16,015,264	3	11,916,945	1	13,335,884	2	18,395,330	4	30,798,406	4	33,552,811	6	39,242,711	11	18,926,962	7	43,750,345	10	68,878,956	18
寄附金 Donation	1,075,960	7	36,417,498	13	10,644,779	13	34,747,672	27	28,227,199	24	15,975,729	39	18,407,587	54	18,048,052	102	24,433,551	62	28,217,555	47	220,592,485	190
その他の収入 Other Revenues													149,222,149	8	691,980,599	6	1,448,700,027	16	311,205,760	29	226,691,775	39
	391,105,550		455,678,481		564,478,055		894,219,507		768,552,294		855,132,494		864,170,465		1,643,694,272		3,195,298,090		5,247,802,383		4,350,123,167	

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

百万円
mio Yen

■ その他の収入
Other Revenues

■ 寄附金
Donation

■ 海外助成金等（学術系）※（注）
Overseas grants

■ 受託研究等（学術系）
Academic grants

■ その他国内助成金(学術系＆産学連携系）※（注）
Other domestic grants

■ 受託研究等（産学連携系）
Grants for collaborations industries etc.

■ 科研費（学術系）/Kakenhi (Kakenhi Academic Grants)

Attachment 4. 1-1 Patent Status

Fiscal Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Filed Patents	0	2	1	6	5	0	7	1	19	15	53	68	94	75	69	44	40	32	40	37	47
Issued Patents	0	0	0	1	0	1	4	2	2	2	1	6	25	27	40	35	35	34	26	8	12

* FY2023 is estimated numbers

** The figures include other categories of intellectual property than patents (e.g. trademark)
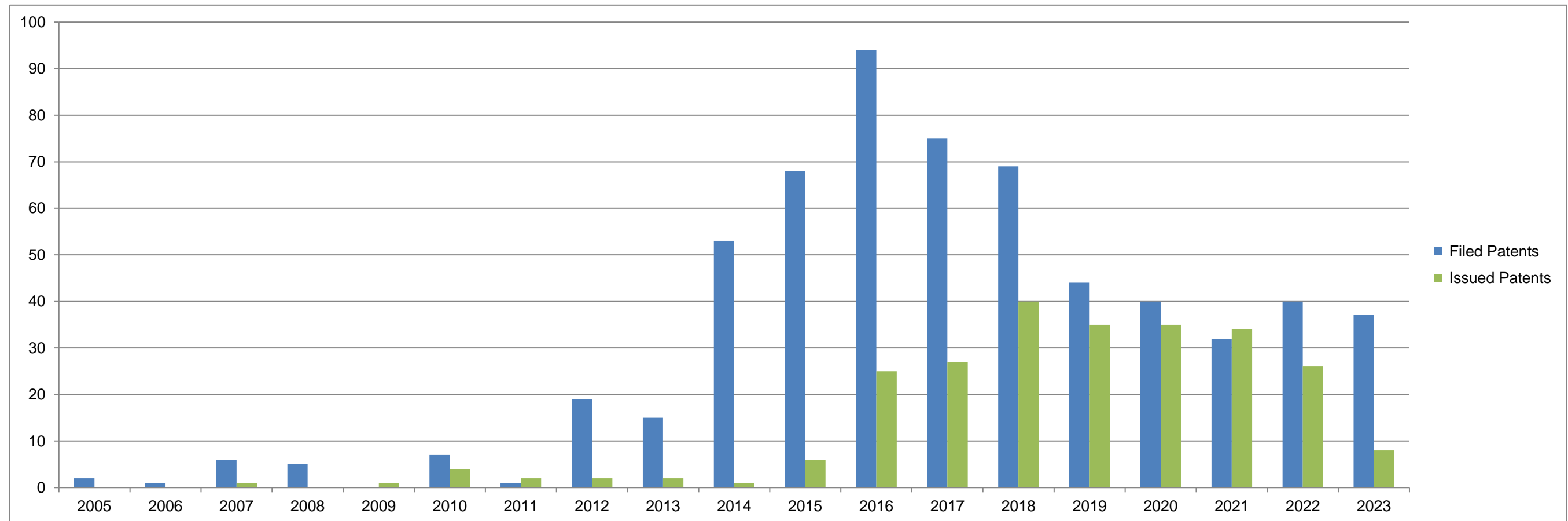
Attachment 4. 1-2 FY2024 POC Projects

POC PROJECTS

No	Project Title	New/ Continuing	Principal Investigator	Type (Seed Phase, Phase I/II, TPF)
1	Cost-effective and low maintenance scale-up advanced wastewater treatment and nutrient recovery for swine farms	Continuing	Igor Goryanin	Phase II
2	Okinawa Yarn Project	Continuing	Hitomi Shinzato	TPF
3	Opioid potentiators for enhancing analgesia and suppressing tolerance development of morphine and other opioids	Continuing	Peng Zhou	TPF
4	A hybrid 3D-nanofabrication technology for the development of 3D-scaffolds, hydrogels, and implants for research and medical applications	Continuing	Yutaka Yoshida	Phase II
5	Tunable optical elements for imaging	Continuing	Jason Twamley	Phase I
6	Design of E.coli strains able to efficiently degrade polyfluorinated compounds	Continuing	Paola Laurino	Seed Phase
7	Development of effective therapeutic methodology using a series of siRNAs conjugated with nanoparticles	Continuing	Tadashi Yamamoto	Seed Phase
8	Microalgae as a functional ingredient to enhance nutritional and sensory properties of meat analogues	Continuing	Amy Shen	Seed Phase
9	Microwave masers and frequency combs for communications and sensing	Continuing	Jason Twamley	Seed Phase
10	Spin-based ultra-low noise amplifier for microwave quantum technologies	New	Yuimaru Kubo	Phase II
11	A new small peptide, PHDP5, as a potential treatment of Alzheimer's Disease	New	Kenji Doya	Phase I
12	Ion trap and optics developments for quantum networking	New	Hiroki Takahashi	Seed Phase
13	Ultra-Definition proteomics-driven optimization of human stem cell programming into keratinocytes	New	Yukiko Goda	Seed Phase
14	Beyond Robust Control in UAV Stability/Efficiency	New	Mahesh Bandi	Seed Phase
15	EbiSeq: Innovative Environmental Nucleic Acid Tools Improve Shrimp Farming	New	Timothy Ravasi	Seed Phase
16	Development of peptide inhibitors to target neuroblastoma	New	Franz Meitinger	Seed Phase
17	iH2O2: Iron-catalyzed H2O2 production	New	Satoshi Takebayashi	Seed Phase
18	Cyclic-1,3-dione derivatives conjugates with resins	New	Fujie Tanaka	Seed Phase
19	Unlocking microbial PFAS-degradation with evolutionary approaches	New	Paola Laurino	Seed Phase
20	Optimization of AAV Vector Production Using Riboswitch	New	Yohei Yokobayashi	Seed Phase

Attachment 4. 1-3 FY2024 Startups-Incubator Tenants

Startups and companies

No	Company Name	New/ Continuing	Type (OIST technology, Accelerator,	Location (Lab 3, Incubator, etc)
1	BioAlchemy	Continuing	OIST Technology	Incubator
2	Watasumi	Continuing	OIST Technology	Lab G
3	ACI Research	Continuing	OIST Technology	Incubator
4	Metable	Continuing	OIST Technology	Lab 5
5	Atierra	Continuing	OIST Technology	Incubator
6	SND Regenic Pvt	New	OIST Technology	Incubator
7	Kwahuu Ocean	New	OIST Technology	Incubator
8	REPS Japan (formerly Shoreditch-son)	Continuing	Startup Accelerator Program	Incubator
9	EF Polymer	Continuing	Startup Accelerator Program	Incubator
10	Sage Sentinel	Continuing	Startup Accelerator Program	Incubator
11	Genome Miner	Continuing	Startup Accelerator Program	Incubator
12	HerLifeLab (Menopause and Beyond)	Continuing	Startup Accelerator Program	Incubator
13	Osaka Heat Cool	Continuing	Startup Accelerator Program	Incubator
14	Sylcast	New	Startup Accelerator Program	Incubator
15	Vyorius	New	Startup Accelerator Program	Incubator
16	Savory	Continuing	Former OIST staff	Incubator
17	Cgreen(Miwa Mega)	Continuing	Former OIST staff	Incubator
18	Shima & Co.	Continuing	Former OIST staff	Incubator
19	Flat Minima	Continuing	OIST Faculty	Incubator
20	Greenleaf Global Technologies	New	OIST staff	Incubator
21	HanahanaWorks Okinawa	Continuing	External	Incubator
22	SPEC	Continuing	External	Incubator
23	Miratsuku	Continuing	External	Incubator
24	Ess-sense	Continuing	External	Incubator
25	Maneria	Continuing	External	Incubator
26	Hayato Information	Continuing	External	Incubator
27	Haitai(Kenko Leaf)	Continuing	External	Incubator
28	Cultivera	Continuing	External	Incubator
29	H.KLAB.	Continuing	External	Incubator
30	Ryukyu Asteeda	Continuing	External	Incubator
31	MTG Ventures	Continuing	External	Incubator

No	Company Name	New/ Continuing	Type (OIST technology, Accelerator,	Location (Lab 3, Incubator, etc)
32	Happy Earth	Continuing	External	Incubator
33	linioi	Continuing	External	Incubator
34	Relief Assist (Clybio)	Continuing	External	Incubator
35	Lequison	Continuing	External	Incubator
36	Recotech	Continuing	External	Incubator
37	Globalway	Continuing	External	Incubator
38	Ananthya	Continuing	External	Incubator
39	Morpheus	Continuing	External	Incubator
40	Aranea	Continuing	External	Incubator
41	Japan Premium Vegetable	Continuing	External	Incubator
42	HAKKI	Continuing	External	Incubator
43	ARTH	Continuing	External	Incubator
44	Lifetime Ventures	Continuing	External	Incubator
45	Shonan	Continuing	External	Incubator
46	ekei labs	Continuing	External	Incubator
47	Think Nature	Continuing	External	Incubator
48	TYEO. JAPAN	New	External	Incubator

Attachment 4. 1-4 FY2023 Industry-related Collaboration and Innovation Seminars and Events

Industry-related Grants, Collaborations, and Agreements

No	Title	New/ Continuing	External Collaborator	Field	OIST Research Unit/Section
1	MOU	Continuing	Shibuya Ward	Startup	OIST Innovation
2	MOU	Continuing	Confidential	Startup	OIST Innovation
3	MOU	Continuing	Confidential	Neuroscience	Tom Froese
4	MOU	Continuing	Confidential	Environment	Core Facilities
5	MOU	Continuing	Confidential	Startup	OIST Innovation
6	MOU	Continuing	Bank of Okinawa	Startup	OIST Innovation
7	MOU	Continuing	Ryubou	Startup	OIST Innovation
8	MOU	Continuing	Deep Core	Startup	OIST Innovation
9	MOU	Continuing	The Okinawa Development Finance Corporation（ODFC）	Startup	OIST Innovation
10	MOU	Continuing	Confidential	Startup	OIST Innovation
11	MOU	Continuing	AgVenture Lab	Startup	OIST Innovation
12	MOU	Continuing	Confidential	Environment	Core Facilities
13	MOU	Continuing	FC Ryukyu	Neuroscience	Tom Froese
14	MOU	Continuing	Okinawa Industrial Promotion Public Corporation	Startup	OIST Innovation
15	MOU	Continuing	Srust	Startup	OIST Innovation
16	MOU	Continuing	Confidential	Startup	OIST Innovation
17	Framework Agreement	Continuing	Development Bank of Japan	Startup	OIST Innovation
18	Framework Agreement	Continuing	Inspire	Startup	OIST Innovation
19	MOU	Continuing	NEDO (New Energy and Industrial Technology Development	Startup	OIST Innovation
20	MOU	Continuing	NTT	Multiple	OIST
21	MOU	Continuing	Toshiba	Multiple	OIST
22	MOU	Continuing	Okinawa Electric Power Company	Energy	OIST
23	Collaborative Research Agreement	Continuing	Confidential	Health	Yohei Yokobayashi
24	Collaborative Research Agreement	Continuing	Confidential	Health	Yohei Yokobayashi
25	Collaborative Research Agreement	Continuing	Confidential	Chemistry	Fujie Tanaka
26	Collaborative Research Agreement	Continuing	Confidential	Health	Charles Plessy
27	Collaborative Research Agreement	Continuing	Confidential	Energy	Core Facilities
28	Collaborative Research Agreement	Continuing	Confidential	Quantum	Kae Nemoto
29	Collaborative Research Agreement	Continuing	Confidential	Data Science	Makoto Yamada
30	Collaborative Research Agreement	Continuing	Confidential	Environment	Satoshi Mitarai
31	Collaborative Research Agreement	Continuing	Confidential	Health	Tadashi Yamamoto
32	Collaborative Research Agreement	Continuing	Confidential	Health	Kenji Doya
33	Collaborative Research Agreement	Continuing	Confidential	Health	Keiko Kono
34	Collaborative Research Agreement	Continuing	Confidential	Health	Yohei Yokobayashi
35	Collaborative Research Agreement	Continuing	Confidential	Health	Cathal Cassidy
36	Collaborative Research Agreement	Continuing	Corundum System Biology	Health	Hiroaki Kitano
37	Collaborative Research Agreement	Continuing	Confidential	Health	Eugene Kroll
38	Collaborative Research Agreement	Continuing	Confidential	Health	Tom Froese
39	Collaborative Research Agreement	Continuing	Confidential	Health	Hiroaki Kitano
40	Collaborative Research Agreement	Continuing	Confidential	Quantum	Kae Nemoto
41	Collaborative Research Agreement	Continuing	Confidential	AI	Hiroaki Kitano

42	Collaborative Research Agreement	New	Confidential	Quantum	Kae Nemoto
43	Collaborative Research Agreement	New	Confidential	Neuroscience	Tomoki Fukai
44	Collaborative Research Agreement	New	Confidential	Biotech	Paola Laurino
45	Collaborative Research Agreement	New	Confidential	Neuroscience	Kenji Doya
46	Collaborative Research Agreement	New	Confidential	Biotech	Amy Shen
47	MOU	New	Orion Beer	Energy	OIST Innovation
48	MOU	New	Ryuseki	Environment	Timothy Ravasi
49	Framework Agreement	New	Illumina	Environment	OIST Innovation
50	Sponsored Research Agreement	Continuing	Hyatt Regency Seragaki	Environment	Timothy Ravasi
51	Sponsored Research Agreement	New	Confidential	Environment	Timothy Ravasi
52	Sponsored Research Agreement	Continuing	Confidential	Food	Hidetoshi Saze
53	Collaborative Research Agreement	New	Confidential	Cryptography	Carlos Cid
54	Non Disclosure Agreement	Continuing	Confidential	Chemistry	Christine Luscombe
55	Non Disclosure Agreement	Continuing	Confidential	Quantum	Yuimaru Kubo
56	Non Disclosure Agreement	Continuing	Confidential	AI	Hiroaki Kitano
57	Non Disclosure Agreement	Continuing	Confidential	Material Science	OIST Innovation
58	Non Disclosure Agreement	New	Confidential	Biotech	Hiroaki Kitano
59	Non Disclosure Agreement	New	Confidential	Biotech	Yohei Yokobayashi
60	Non Disclosure Agreement	New	Confidential	Computing	Core Facilities
61	Non Disclosure Agreement	New	Confidential	Engineering	Hitomi Shinzato
62	Non Disclosure Agreement	New	Confidential	Material Science	Hitomi Shinzato
63	Non Disclosure Agreement	New	Confidential	Material Science	Hitomi Shinzato
64	Non Disclosure Agreement	New	Confidential	Material Science	Hitomi Shinzato
65	Non Disclosure Agreement	New	Confidential	Biotech	Tadashi Yamamoto
66	Non Disclosure Agreement	New	Confidential	Quantum	Yuimaru Kubo
67	Non Disclosure Agreement	New	Confidential	Energy	OIST Innovation
68	Non Disclosure Agreement	New	Confidential	Aquaculture	Jonathan Miller
69	Non Disclosure Agreement	New	Confidential	Data Science	Emile Touber
70	Non Disclosure Agreement	New	Confidential	Biotech	Keshav Dani
71	Non Disclosure Agreement	New	Confidential	Biotech	Bernd Kuhn
72	Non Disclosure Agreement	New	Confidential	Biotech	Paola Laurino
73	Non Disclosure Agreement	New	Confidential	Biotech	Akihiro Kusumi
74	Non Disclosure Agreement	New	Confidential	Environment	OIST Innovation
75	Non Disclosure Agreement	New	Confidential	Environment	Igor Goryanin
76	Material Transfer Agreement	New	Confidential	Biotech	Yukiko Goda
77	Material Transfer Agreement	New	Confidential	Biotech	Hidetoshi Saze
78	Licensing Agreement	Continuing	Confidential	Health	Yohei Yokobayashi
79	Licensing Agreement	Continuing	Confidential	Environment	Igor Goryanin
80	Licensing Agreement	Continuing	O-Force	Health	Tadashi Yamamoto
81	Licensing Agreement	Continuing	Confidential	Environment	Mitsuhiro Yanagida
82	Licensing Agreement	Continuing	Confidential	Health	Mitsuhiro Yanagida
83	Licensing Agreement	Continuing	Confidential	Biotech	Hidetoshi Saze
84	Licensing Agreement	New	Confidential	Environment	Emile Touber
85	Licensing Agreement	New	Confidential	Startup	Hiroshi Watanabe

86	Licensing Agreement	New	Confidential	Startup	Jonathan Miller
87	Licensing Agreement	New・Continuing	Confidential	Health	Yohei Yokobayashi
88	Licensing Agreement	New	Confidential	Analytical Instrument	Keshav Dani
89	Licensing Agreement	New	Confidential	Environment	Igor Goryanin
90	Option Agreement	Continuing	Confidential	Environment	Igor Goryanin
91	Option Agreement	New	Confidential	Startup	Marco Terenzio
92	Option Agreement	New	Confidential	Biotech	OIST
93	Okinawa Innovation Ecosystem Collaborative Research Promotion	Continuing	Okinawa Prefecture Environment Science Center	Environment	Noriyuki Satoh
94	Okinawa Innovation Ecosystem Collaborative Research Promotion	Continuing	Okinawa Prefecture Environment Science Center	Medical	Tadashi Yamamoto
95	Okinawa Innovation Ecosystem Collaborative Research Promotion	Continuing	Okinawa Prefecture Environment Science Center	Environment	Noriyuki Satoh
96	Project for the creation of university-based science and technology projects to solve SDG social problems	New	Okinawa Prefectural Government	Material Science	Hitomi Shinzato
97	Strategic Innovation Program	Continuing	JST	Energy	Hiroaki Kitano
98	University and ecosystem promotion-Support for the formation of startup ecosystems (PARKS)	Continuing	Okinawa Prefectural Government	Startup	OIST Innovation
99	Copyright Agreement	New	Confidential	Environment	COI-NEXT
100	Non Disclosure Agreement	New	Confidential	Energy	Hiroaki Kitano
101	Non Disclosure Agreement	New	Confidential	Quantum	Hiroki Takahashi
102	OPG Alien Species Countermeasure Project	Continuing	Confidential	Environment	Core Facilities
103	MOU	New	Partisia	Cryptography	Carlos Cid

Exhibitions Promoting OIST Research and Technologies

No	Title	Date	Location	Organizer	Program
1	SusHi Tech Tokyo	May-24	Tokyo	SusHi Tech Tokyo Committee	Booth, Business Meetings
2	InnoVEX 2024	Jun-24	Taiwan	Taipei Computer Association	Booth, Business Meetings
3	JST New Technology Presentation	Jun-24	Online	JST	Presentation
4	iNexS Seeds Matching Consortium	Aug-24	Fujisawa	Shonan iPark	Business Meetings
5	BioFit	Sep-24	Lille	Eurasante	Presentation, Business Meetings
6	Okinawa Company Promotional Seminar	Sep-24	Osaka	OPG	Booth, Business Meetings
7	BioJapan	Sep-24	Yokohama	BioJapan Organizing Committee, JTB	Booth, Business Meetings
8	iNexS Seeds Matching Consortium	Sep-24	Fujisawa	Shonan iPark	Business Meetings
9	Startup GoGo	Oct-24	Fukuoka	GxPartners	Startup Pitch
10	SWITCH	Oct-24	Singapore	Enterprise Singapore	Booth, Business Meetings
11	BioEurope	Nov-24	Stockholm	EDB Group	Business Meetings
12	Startup Japan Expo 2024	Nov-24	Tokyo	SanSan	Booth, Business Meetings
13	Quantum Computing Expo	Nov-24	Chiba	RX Japan	Business Meetings
14	Chemical Material Japan	Nov-24	Tokyo	Chemical Daily	Business Meetings
15	Onna Village Industrial Fair	Jan-25	Okinawa	Onna Village	Booth
16	Nanotech	Jan-25	Tokyo	Nanotech Executive Committee	Booth, Business Meetings
17	AUTM Annual Meeting	Mar-25	Washington	AUTM	Business Meetings
18	SAA Deep Tech Sectional Meeting	Mar-25	Online	GIAC	Presentations
19	Update Earth	Mar-25	Tokyo	Deloitte	Booth
20	iNexS Seeds Matching Consortium	Mar-25	Fujisawa	Shonan iPark	Business Meetings

Seminars, Courses, and Events related to Innovation organized by OIST Innovation

No	Title	Date	Number of Participants
1	Seminar: GreenTech Insights by Rik van Gorp	Apr-24	35
2	Event:OIST Lifetime Startup Elevate	Apr-24	200
3	Event: Impact Forum	May-24	20
4	Seminar: Innovations along microscale	May-24	30
5	Event:ASEAN TechCrossroads Mixer	May-24	100
6	Suntory Networking Event: Sip and Connect	May-24	70
7	Seminar: Fostering Academic-Industry Colla	May-24	30
8	Seminar:Suntory Visiting Researchers Presentation	Jun-24	30
9	Seminar:Harnessing the Power of Networking	Jun-24	30
10	INO Event in Tokyo	Jun-24	100
11	Event: Ideathon by GIAC and OIST	Jul-24	20
12	Seminar:Expanding Your Startup in Southeast Asia	Jul-24	60
13	Seminar:How to write your business plan	Aug-24	45
14	OIST Promotion Committee	Aug-24	110
15	Workshop: OIST x Ryudai	Aug-24	12
16	Event: Demo Day GIAC x OIST	Aug-24	40
17	Okinawa University-Startup Showcase	Sep-24	170
18	OPG Certified Mentoring Session	Sep-24	11
19	Seminar:Intro to IP	Sep-24	15
20	Workshop: OIST x Ryudai	Sep-24	20
21	Seminar:Lean Startup 2024 - Intro	Sep-24	15
22	Workshop：Lean Startup 2024 - Workshop	Sep-24	30
23	Event: James Higa Silicon Valley Entrepreneurs	Sep-24	60
24	Ryudai>OIST Startup Summer Internship Report	Oct-24	20
25	LINK-J Member's Meetup	Oct-24	40
26	Seminar:OIST Innovation Celebrates RAM	Oct-24	40
27	Event:Biprogy Meets OIST Startups	Oct-24	30
28	Event:OIST Suntory Steering Committee	Nov-24	20
29	INO Event in OIST	Nov-24	70
30	Suntory Networking Event: Sip and Connect	Nov-24	100
31	Seminar: OIST Research and Startup Presentation	Nov-24	58
32	Seminar:Lessons on Succeeding with Early-Stage Venture	Dec-24	25
33	Chemistry and Optics of Semiconductor Manufacturing	Dec-24	80
34	Seminar:Incubate Fund	Jan-25	20
35	Panasonic Visit	Jan-25	20
36	Seminar: Sysmex Seminar	Feb-25	40
37	Sumitomo Chemical Visit	Feb-25	20
38	IP Seminar	Feb-25	25
39	Event:VMS In-Person Mentors Meeting	Mar-25	20
40	Seminar:OIST Innovation Society Seminar	Mar-25	25