

*<Translation>*

# Fiscal Year 2017 Business Report

From: April 1, 2017

To: March 31, 2018

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

#### (3) Number of faculty members and employees (as of March 31, 2018)

Faculty members: 61

Employees (exclude temporary staff): 757

#### (4) History

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

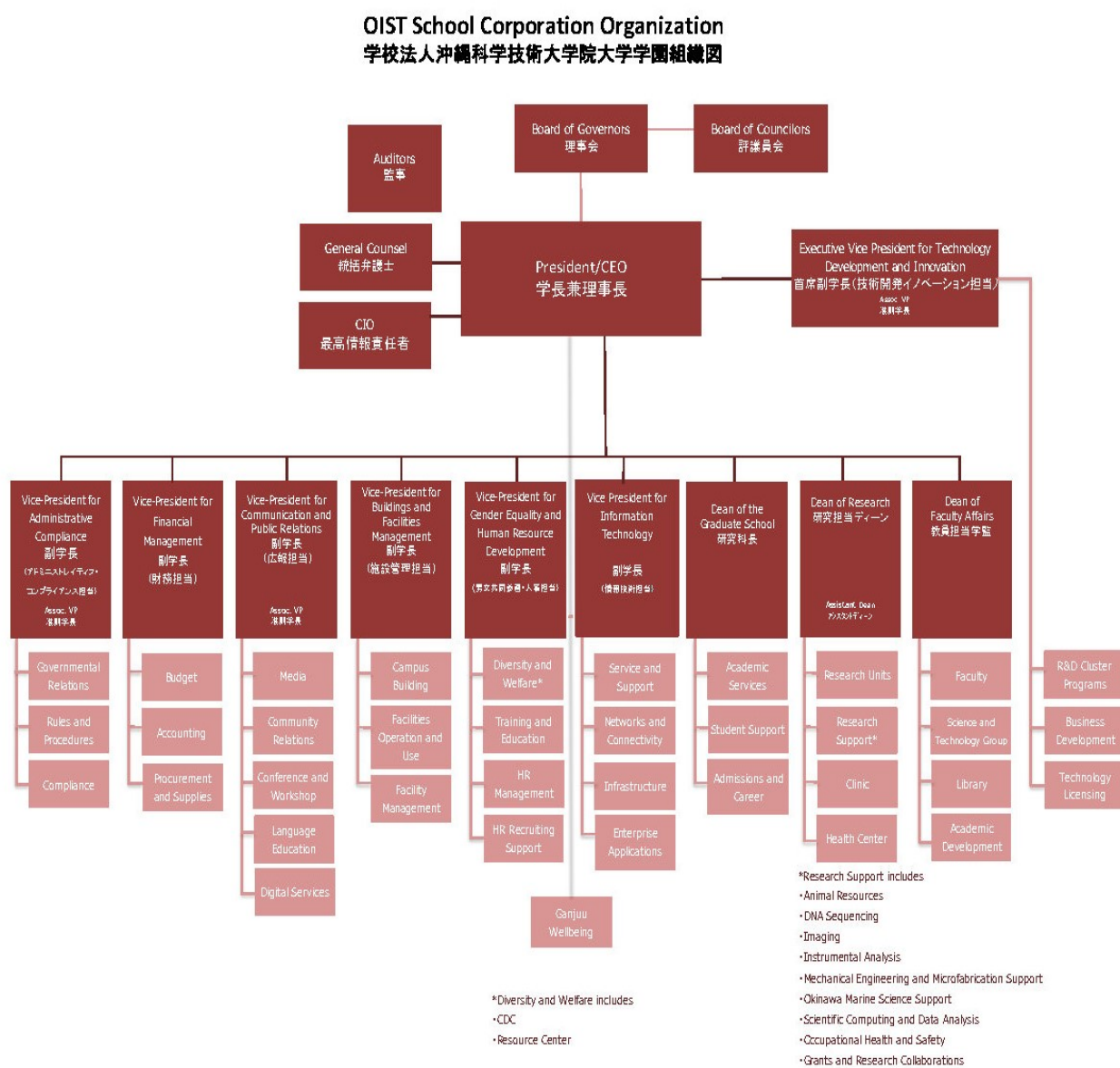
#### (5) Basis law for the establishment

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, 2018)



## 2 List of Officers, etc. (as of 31 March, 2018)

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.

### (1) Officers and Auditors

(2) Title	Name	Term	Background	
President/ CEO	Peter Gruss	From Jan. 1, 2017 To Dec. 31, 2030 (1 <sup>st</sup> Term)	1977 1980 1982 1983 1986 1990 1997 2002 2017 Jan.	Ph.D. in Molecular Biology, University of Heidelberg Expert Consultant/Visiting Scientist, NIH, Bethesda Associate Professor of Microbiology, University of Heidelberg Member, Directorate of the Center for Molecular Biology, University of Heidelberg Director, Max Planck Institute for Biophysical Chemistry, Department of Molecular Cell Biology Honorary Professor, University of Göttingen Managing Director, Max Planck Institute for Biophysical Chemistry President, Max Planck Society CEO, OIST SC President of OIST Graduate University
Executive Vice President for Technology Development and Innovation / Vice-CEO	Robert Baughman	From April 1, 2015 To Sep. 30, 2017 (Reappointed)	1975 1979 1985 1990	Ph.D. in Chemistry, Harvard University Assistant Professor of Neurobiology, Harvard Medical School Associate Professor of Neurobiology, Harvard Medical School Director, Program in Neurosciences, Harvard University

			1995	Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS
			1999	Associate Director for Technology Development, Office of the Director, NINDS
			2005	Special Research & Training Advisor to the President, OIST PC
			2007	Vice President and Executive Director, OIST PC
			2011	Provost and Vice-CEO, OIST SC
			2014	Executive VP for Sustainable Development of Okinawa, OIST SC
			2015	Executive VP for Sustainable Development of Okinawa/Acting Provost and Vice-CEO, OIST
			2016 Aug.	Executive VP for Technology Development and Innovation/ Vice-CEO, OIST
Auditor	Shinichi Okamoto	From November 1, 2017 to Oct. 31, 2020	1989	Staff of the Cabinet Councilor's Office on Internal Affairs, Cabinet Secretariat
			1990	Staff of the Personal Division, the Minister's Secretariat, Prime Minister's Office
			1991	Legislative Staff of the General Affairs Bureau for General Affairs Division, Okinawa Development Agency, Prime Minister's Office
			1992	Chief of the Personnel Bureau for Planning and Coordination Division, Management and Coordination Agency, Prime Minister's Office
			1993	Chief of the Director General's Secretariat, General Affairs Division, Management and Coordination Agency, Prime Minister's Office
			1994	Overseas Research Personnel at the National Personnel Authority
			1994	Overseas Research Personnel at

			1995	the National Personnel Authority Deputy Director, International Coordination, International Division, Science and Technology Promotion Bureau, Science and Technology Agency
			1996	Deputy Director, General Affairs Division, the Statistics Bureau, Management and Coordination Agency, Prime Minister's Office
			1998	Deputy Director, Office for the Central Government Reform Headquarters, Cabinet Secretariat
			2000	Deputy Director, Cabinet Internal Affairs Office on Okinawa Issues, Cabinet Secretariat
			2001	Deputy Director, Staff for the Director General for Okinawa Affairs, Cabinet Office
			2002	Deputy Director, General Affairs Division, Cabinet Office
			2002	Chief Deputy Director, Secretariat of the International Peace Cooperation Headquarters, Cabinet Office
			2004	Counselor, General Affairs Division, Cabinet Office
			2004	Director, Office for the Promotion of Special Zones for Structural Reform and the Promotion of Regional Revitalization, Cabinet Secretariat
			2006	Director, Unit of the Civil Service Reform, Office for the Headquarters for Administrative Reform
			2008	Counsellor, Records and Archives Management Unit, Cabinet Secretariat
			2008	Counsellor, Records and Archives Management Division, Cabinet Office
			2011	Director, Records and Archives

			2012	Management Division, Cabinet Office
			2012	Professor of Administrative Law, Faculty of Law for Fukuoka University
			2014	Director, Center for Personnel Interchanges between the Government and Private Entities, Cabinet Office
			2015	Cabinet Counsellor, Office of Policy Planning and Coordination on Territory and Sovereignty, Cabinet Secretariat
			2017	Counselor, Minister's Office, Okinawa Development and Promotion Bureau, Cabinet Office,
			2017	Auditor for Okinawa Institute of Science and Technology Graduate University
			2014	Director for Okinawa Affairs, Cabinet Office
			2015	Director of Audit Office, Japan Sewage Works Agency
			2016 Jun.	Auditor, OIST SC
Auditor	Yoshiyuki Uehara	From November 1, 2017 To Oct. 31, 2020	1973	Joined Okinawa Prefectural Government Staff, Department of Civil Engineering and Construction, Road Construction Division
			1976	Staff, Department of Civil Engineering and Construction, Civil Engineering General Affairs Division, Okinawa Prefecture
			1980	Staff, Department of Planning, General Affairs Division, Okinawa Prefecture
			1983	Supervisor, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture
			1989	Supervisor, Department of Commerce, Industry and Labor,

				Industrial Site Promotion Division, Okinawa Prefecture
			1992	Associate Director, Department of General Affairs, Finance Division, Okinawa Prefecture
			1995	Assistant Director, Department of General Affairs, Regional Bureau Administration Division, Okinawa Prefecture
			1996	Deputy Councilor, Department of Planning, International City Formation Initiative Office, Okinawa Prefecture
			2000	Councilor, Department of Planning, International City Formation Initiative Office, Okinawa Prefecture
			2002	Director, Department of Planning, Reconstruction and Development Office, Okinawa Prefecture
			2004	Director, Science and Technology Promotion Division, Okinawa Prefecture
			2005	Vice Chairman, Okinawa Foundation
			2009	Chairman, Moon Beach Hotels and Resorts
			2010	Chairman, Okinawa Convention & Visitors Bureau (~2015)
			2013	Vice Governor of Okinawa
			2016	Secretary of the Prefecture, Executive Office of the Governor, Okinawa Prefecture
			2017	Director General, Department of Planning, Okinawa Prefecture

## (2) Members of Governors

Name	Term	Background	
Cherry Murray	From May. 24, 2017 To	1973	Bachelor of Science (Physics), Massachusetts Institute of Technology
		1978	Ph.D. (Physics), Massachusetts Institute of Technology

	May. 23, 2020**	2001	Physical Sciences and Wireless Research Senior Vice President, Bell Laboratories, Lucent Technologies (until December, 2004)
		2004	Deputy Director for Science and Technology at Lawrence Livermore National Laboratory in Livermore, Calif. (until October, 2007)
		2007	Principal Associate Director for Science and Technology at Lawrence Livermore National Laboratory in Livermore, Calif. (until June, 2009)
		2009	Dean, School of Engineering and Applied Sciences (SEAS) (until December, 2014) and John A. and Elizabeth S. Armstrong Professor of Engineering and Applied Science, Harvard University
		2015	John A. and Elisabeth S. Armstrong Professor of Engineering and Applied Sciences and Professor of Physics, Harvard (until July 2015)
		2015	Benjamin Peirce Professor of Technology and Public Policy and Professor of Physics, John A. Paulson School of Engineering and Applied Science, Harvard (-present)
		2015	Director, Office of Science, U. S. Department of Energy (on leave for government service from Harvard University, until January, 2017)
Akito Arima	From Nov. 1, 2011 To Oct. 31, 2020*	1958	Ph.D. (Science), The University of Tokyo
		1971	Professor, The State University of New York at Stony Brook
		1975	Professor, Faculty of Science, The University of Tokyo
		1989	President, The University of Tokyo
		1993	President, RIKEN
		1998	Member of the House of Councilors Minister of Education, Science, Sports and Culture
		1999	Director-General of the Science and Technology Agency
		2000	Chairman, Japan Science Foundation
		2005	Member, Board of Governors, OIST PC
		2006	Chancellor, Musashi Education Institution, Nezu Education Foundation
		2009	President, HFSP Co-Chair, Establishing Member of OIST SC
		2010	President, Shizuoka University of Art and Culture

		2011 Nov.	Vice-Chair, Board of Governors, OIST SC Member, Board of Councilors, OIST SC
Yoko Aniya	From Nov. 1, 2014 To Oct. 31, 2020*	1980 1981 1983 1986 1990 1994 1996 2001 2002 2003 2007 2011 2013 2014 Nov.	Ph.D. (Medical Science), Kagoshima University Councilor, Japanese Society of Pharmacology Postdoctoral Fellow, University of Rochester Medical Center, U.S.A. Associate Professor, Faculty of Medicine, University of the Ryukyus Professor, Faculty of Medicine (School of Health Sciences, Pharmacology & Toxicology), University of the Ryukyus Councilor, Japanese Society for the Study of Xenobiotics Councilor, Japanese Society of Toxicology Head, Integrated Innovation Center for Community, University of the Ryukyus Councilor, University of the Ryukyus Dean, School of Health Sciences, University of the Ryukyus Professor, Graduate School of Medicine, University of the Ryukyus Professor, School of Health Sciences, Faculty of Medicine, University of the Ryukyus Professor Emeritus, University of the Ryukyus Board member, Okinawa Science and Technology Promotion Center Member, Board of Governors, OIST SC Member, Board of Councilor, OIST SC
Robert Baughman (Executive VP for Technology Development and Innovation/ Vice-CEO)		1975 1979 1985 1990 1995 1999 2005 2007	Ph.D. in Chemistry, Harvard University Assistant Professor of Neurobiology, Harvard Medical School Associate Professor of Neurobiology, Harvard Medical School Director, Program in Neurosciences, Harvard University Director, Division of Fundamental Neuroscience and Developmental Disorders, NINDS Associate Director for Technology Development, Office of the Director, NINDS Special Research & Training Advisor to the President, OIST PC Vice President and Executive Director, OIST PC

		2011	Provost and Vice-CEO, OIST SC
		2014	Executive VP for Sustainable Development of Okinawa, OIST SC
		2015	Executive VP for Sustainable Development of Okinawa/Acting Provost and Vice-CEO, OIST
		2016 Aug.	Executive VP for Technology Development and Innovation/ Vice-CEO, OIST
Curtis Callan	From Nov. 1, 2014 To Oct. 31, 2020*	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
Rita Colwell	From Nov. 1, 2011 To Oct. 31, 20120*	1961	Ph.D. (Oceanography), University of Washington
		1991	President of the University of Maryland Biotechnology Institute
		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

		2006	Distinguished Professor, Johns Hopkins University Bloomberg School of Public Health Senior Advisor and Chairman Emeritus, Canon, U.S. Life Sciences Member, International Advisory Committee, Japan Science and Technology Agency 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
Peter Gruss		1977	Ph.D. in Molecular Biology, University of Heidelberg
		1980	Expert Consultant/Visiting Scientist, NIH, Bethesda
		1982	Associate Professor of Microbiology, University of Heidelberg
		1983	Member, Directorate of the Center for Molecular Biology, University of Heidelberg
		1986	Director, Max Planck Institute for Biophysical Chemistry, Department of Molecular Cell Biology
		1990	Honorary Professor, University of Göttingen
		1997	Managing Director, Max Planck Institute for Biophysical Chemistry
		2002	President, Max Planck Society
		2017	CEO, OIST SC
		Jan.	President of OIST Graduate University
Jerome Friedman	From Nov. 1, 2011 To Oct. 31, 2020*	1956	PhD (Physics), University of Chicago
		1967	Professor, MIT
		1977	Member, Board of the University Research Association, U.S.A. Vice President, Board of the University Research Association, U.S.A.
		1983	Head, MIT Department of Physics
		1990	Nobel Prize in Physics
		1997	Member of KEK Council, Japan
		1999	President, American Physical Society
		2001	Chair, Council of Scientific Society Presidents, U.S.A.

		2005 2009 2011 Nov.	Member, Board of Governors, OIST PC Establishing Member of OIST SC Member, Board of Governors, OIST SC
Senapathy Gopalakrishnan	From Nov. 1, 2017 To Oct. 31, 2020	1977 2007 2011  2016 2016 2014	Master's degree (Physics), Indian Institute of Technology, Madras Executive Officer and Managing Directory, Infosys Vice Chairman, Infosys  Fellow, Indian National Academy of Engineers Honorary Fellow, Institute of Electronics and Telecommunication Engineers (IETE) of India Chairman, Axilor Ventures
Serge Haroche	From Oct. 1, 2015 To Sep. 30, 2018	1971 1975 1981 1984 1991 1994 2001  2012  2015 Oct.	PhD (Physics), Paris VI University Professor, Paris VI University Visiting professor, Harvard Part time professor, Yale University Member, Institut Universitaire de France Chairman of the ENS Department of Physics Professor, Collège de France (in the chair of quantum physics) President of the Collège de France Nobel Prize in Physics Member, Board of Governors, OIST SC
Kazuhito Hashimoto	From Sep. 1, 2016 To Aug. 31, 2019	1985 1980  1984  1989  1991  1997  2004  2015  2016	Ph.D. (Chemistry), University of Tokyo Technical Associate, Institute for Molecular Science, Okazaki Research Associate, Institute of Molecular Science, Okazaki Lecturer, Department of Applied Chemistry, University of Tokyo Associate Professor, Department of Applied Science, University of Tokyo Professor, Research Center for Advanced Science and Technology, University of Tokyo Professor, Department of Applied Chemistry, University of Tokyo Professor, Special Assistant to the President, University of Tokyo President, National Institute for Materials Science

		2016	Member, Board of Governors, OIST SC
Motoko Kotani	From Nov. 1, 2014 To Oct. 31, 2020*	1990	PhD (Science), Tokyo Metropolitan University
		1993	Visiting Researcher, Max-Planck Society for the Advancement of Science
		1997	Associate Professor, Department of Mathematics. Faculty of Science, Toho University
		1999	Associate Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2001	Visiting Professor, Institute of Advanced Scientific Studies (IHES)
		2004	Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2008	Distinguished Professor, Mathematics Institute, Graduate School of Science, Tohoku University
		2011	Deputy Director, Professor, WPI-AIMR, Tohoku University
		2012	Director, WPI-AIMR, Tohoku University
		2014	Executive Member, Council for Science and Technology Policy Cabinet Office, JAPAN
		2014	Member, Board of Governors, OIST SC
		Nov.	
VijayRaghavan Krishnaswamy	From Nov. 1, 2011 To Oct. 31, 20120*	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
Kiyoshi Kurokawa	From Nov. 1, 2011 To Oct. 31, 2020*	1967 1979 1989 1993 1996 1998 1999 2001 2003 2005 2006  2009  2011 Nov. 2014	Doctor of Medical Science, University of Tokyo Professor of Medicine, Department of Medicine, UCLA School of Medicine Professor and Chairman, First Department of Medicine, University of Tokyo Faculty of Medicine Science Advisor, Ministry of Education , Science and Culture Professor of Medicine and Dean of the Institute of Medical Science, Tokai University Director of the Institute of Medical Science, Tokai University Order of Purple from the Government of Japan for Excellence in Academic Achievements Member of Study Committee, new graduate university in Okinawa, CAO President of the Science Council of Japan Member, Board of Governors, OIST PC Special advisor to the Cabinet (Science, Technology, and Innovation) Professor, National Graduate Institute for Policy Studies Establishing Member of OIST SC Academic Fellow, National Graduate Institute for Policy Studies Member, Board of Governors, OIST SC  Visiting Professor, National Graduate Institute for Policy Studies
Yuan T. Lee	From Oct. 1, 2015 To Sep. 30, 2018**	1965 1973 1974  1986 1991	Ph.D. Department of Chemistry, University of California, Berkeley Professor of Chemistry, The James Franck Institute and Department of Chemistry, University of Chicago Professor of Chemistry, Department of Chemistry, University of California, Berkeley Principal Investigator, Chemical Sciences Division, Lawrence Berkeley National Laboratory (until August, 1997) Nobel Prize in Chemistry Member, President's Advisory Board, Hong Kong University of Science and Technology, Hong Kong

		1993 1994 2006 2007 2009 2011 2015 Oct.	University Professor, University of California, California Chairman, Visiting Committee, Department of Chemistry, Harvard University, USA President, Academia Sinica, Taiwan Member, Advisory Committee of Development Plan for World Class Universities and Research Centers of Excellence, Ministry of Education, Taipei, Taiwan Member, Board of Governors, OIST PC Establishing Member of OIST SC Member, Board of Governors, OIST SC (-2013) Member, Board of Governors, OIST SC
Koji Omi	From Oct. 1, 2013 To Sep. 30, 2016*	1956 1956 1970 1976  1979 1981  1983  1995  1997  2001  2006  2013 Oct.	Hitotsubashi University, Faculty of Commerce Joined Ministry of International Trade and Industry Consul General of Japan in New York City Director of General Affairs Department, Osaka Regional Bureau of International Trade and Industry, Ministry of International Trade and Industry Director of Administrative Division, Science and Technology Agency Director-General of Guidance Department, Small & Medium Enterprise Agency, Ministry of International Trade and Industry Elected to a Member of House of Representative (Elected 8 times since then) Chairman of Committee on Finance, ■House of Representatives Minister of State for Economic Planning Minister of State for Okinawa and Northern Territory Affairs, and Science and Technology Policies Chairman of Non-Profit Organization Science and Technology Society Forum Minister of Finance Member, Board of Governors, OIST SC
Albrecht Wagner	From Oct. 1, 2015 To	1971 1984 1991	PhD (Physics), University of Heidelberg Professor, University of Heidelberg Professor, University of Hamburg Director of Research, DESY

	Sep. 30, 2018	1999	Chairman, DESY Board of Directors
		2005	Chairman, TESLA Technology Collaboration Board
		2006	Chairman, International Committee for Future Accelerators (ICFA)
		2007	Vice President of the Helmholtz Foundation
		2008	Chairman, Council of Hamburg University
		2010	Member, Board of the Joachim Herz Foundation
		2011	Member, Board of Councilors, OIST SC
		2015	Acting CEO & Acting President, OIST SC
		Oct.	

\*Reappointed, Second Term \*\*Reappointed

### (3) Members of Councilors

Name	Term	Position
* Yoko Aniya	From Nov. 1 2014 To Oct. 31 2020*	Professor Emeritus, University of the Ryukyus
Gordon Arbuthnott	From Oct. 1 2016 To Sep 30 2019	Dean of Faculty Affairs, OIST
* Akito Arima	From Nov. 1, 2011 To Oct. 31, 2020*	Chairman, Japan Science Foundation Chancellor, Musashi Education Institution, Nezu Education Foundation President, Shizuoka University of Art and Culture
Monte Cassim	From Nov. 1, 2011 To Oct. 31, 2020*	Special Aide to the Chancellor, The Ritsumeikan Trust
Mary Collins	From Feb. 18, 2016 To Feb. 17, 2019	Dean of Research, OIST
Machi Dilworth	From May 18, 2015 To May 17, 2018	Vice-President for Gender Equality and Human Resource Development, OIST
Yoshiharu Doi	From Nov. 1, 2011 To Oct. 31, 2017*	CEO, Japan Synchrotron Radiation Research Institute
Kenji Doya	From Oct. 1 2016 To Sep 30 2019	Chair of the Faculty Assembly/Council, OIST
Ralph Eichler	From Nov. 1, 2014 To Oct. 31, 2020*	Former President, EHT Zurich
Ali Ganjehlou	From Oct. 2, 2015 To Oct. 1, 2018	Vice-President for Buildings and Facility Management, OIST
Frederick Gilman	From Nov. 1, 2011	Dean of the Mellon Collage of Science, Carnegie

	To Oct. 31, 2020*	Mellon University
Ryo Hirasawa	From Nov. 1, 2011 To Oct. 31, 2020*	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, 2020*	Chairperson, Department of Chemistry, Stanford university
Irene Hirano Inouye	From Feb. 1, 2018 To Jan. 31, 2021	President, U.S.-Japan Council
Tisato Kajiyama	From Nov. 1, 2011 To Oct. 31, 2020*	Board Chairman and President, Fukuoka Women's University Former President, Kyushu University
Yoshihisa Kawakami	From Jan. 4, 2018 To Jan. 3, 2021	Chair, Okinawa Development Finance Corporation
Nasser Kazeminy	From Nov. 1, 2017 To Oct. 31, 2020	Chairman of the National Ethnic Coalition of Organizations (NECO)
Masaki Masudo	From Jan. 1, 2018 To Dec. 31, 2020	Member, Okinawa Promotion Council, Cabinet Office, Government of Japan Senior Advisor, Barclays Securities Japan Limited
Ryo Matsumoto	From Nov. 1, 2011 To Oct. 31, 2020*	Professor Emeritus, University of Tokyo Professor, Organization for the Strategic Coordination of Research and Intellectual Properties, Meiji University
Emi Matsushima	From Nov. 1, 2014 To Oct. 31, 2020	General Counsel, OIST
Reiko Ann Miura-Ko	From Nov. 1, 2011 To Oct. 31, 2020*	Co-founding partner, Floodgate
Yoshimi Nagahama	From Feb. 19, 2015 To Oct. 31, 2020	Mayor, Onna Village
Ken Peach	From Nov. 1, 2011 To Oct. 31, 2020*	Professor Emeritus, the Particle Therapy Cancer Research Institute, Oxford
Katsuhiko Shirai	From Nov. 1, 2011 To Oct. 31, 2020*	President, The Open University of Japan Former President, Waseda University Former Chairman of Okinawa Development Council
David Swinbanks	From Nov. 1, 2011	Managing Director, Nature Publishing Group

	To Oct. 31, 2020*	Regional Markets & Science & Medical Communications Asia-Pacific   India   Middle East   Ibero-America   Russia Managing Director, Macmillan Science & Education Australia & New Zealand
Keiji Takanashi	From May 18, 2015 To May 17, 2018	Vice-President for Financial Management, OIST
Fuji Takayasu	From Nov. 1, 2011 To Oct. 31, 2020*	Former Assistant PR Officer of the US Consulate in Okinawa
Nobuaki Tanaka	From Nov. 1, 2014 To Oct. 31, 2020*	Former Undersecretary General at the UN Headquarters CEO, GaiaContact
Isho Urasaki	From Feb. 19, 2015 To Oct. 31, 2020*	Vice Governor, Okinawa Prefectural Government
*Albrecht Wagner	From Nov. 1, 2011 To Oct. 31, 2020*	Chairman Emeritus, Board of Directors, DESY
Eriko Wauke	From May 18, 2015 To Oct. 31, 2020*	Principal, Okinawa AMICUS International
Jeffery Wickens	From Nov. 1, 2011 To Oct. 31, 2020*	Dean of the Graduate School, OIST
Hideo Yamasaki	From Nov. 1, 2014 To Oct. 31, 2020*	Dean of Faculty of Science, University of the Ryukyus
Philip Yeo	From Nov. 1, 2011 To Oct. 31, 2020*	Chairman, SPRING Singapore
Jürgen Zöllner	From May 24, 2017 To May 23, 2020	Executive Board, Stiftung Charité

[Name] \*3 persons are also governors.

[Term] \*Reappointed, Second Term

\*\*Reappointed

## II. Status of business implementation

See the attachment “FY2017 Performance Report.”

*<Translation>*

# Fiscal Year 2017 Performance Report

From: April 1, 2017  
To: March 31, 2018

Okinawa Institute of Science and Technology School Corporation

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
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As of March 31, 2018

Chapter 1 Education & Research				
<b>1.1 Ph.D. Program Goal (1)</b>	Using feedback from 2016, refine and improve measures to ensure that student recruitment, admissions, and enrolment proceed smoothly.			<b>A</b>
<b>1.1 Ph.D. Program Action (1)</b>	<p>(Courses)</p> <p>1101 Continue to develop the curricula including courses taught by newly recruited faculty, and submit an application of new faculty teaching to MEXT as needed. Establish OIST course approval system for new courses.</p> <p>1102 Continue to provide the customized Ph.D. program, including pre-thesis research training and laboratory rotations and assignment of an Academic Mentor for each student.</p> <p>1103 Continue to provide the programs for Professional Development for students including training that focuses on group activities and presentation skills, research conduct, career development, teaching experience and a program of student-invited visiting speakers.</p> <p>1104 Continue to provide the examination for progression to thesis research based on oral examination by prominent external examiner.</p> <p>1105 Conduct the final thesis examination, confer degrees on completing students, finalize degree certificate, and arrange graduation clothing and ceremony.</p>		<p>(Courses)</p> <p>1101 The Graduate School saw some reorganization of courses with several faculty departures, and appointment of new faculty continued. MEXT approval of new faculty is no longer required as we have passed the 5-yr after care period. The Curriculum and Examinations Committee now considers new courses for approval every month as part of its regular business.</p> <p>1102 September 2017 saw the enrolment of the next intake of students, with 37 new students from across the world. All were assigned mentors from within the OIST faculty, and have started laboratory rotations and courses.</p> <p>1103 Professional Development classes continued to develop the professional scientific skills of the students. The three main components of the course are (1) weekly seminars covering basic principles of research conduct and ethics, scientific communication, and aspects of science in society, (2) a cross-disciplinary group project, and (3) practical experience to develop presentation and teaching skills.</p> <p>1104 Thesis proposal exams continue on a regular basis, with examination of the proposal in an oral exam by one external and one internal faculty examiner.</p> <p>1105 Thesis examination by public presentation and oral defense before two external examiners now established. OIST graduated 14 PhD students in FY2017. The first OIST Graduation Ceremony was a very successful event, exceeding expectations. The auditorium was filled with a number of important guests and members of the OIST community. The logistics and administration of the event ran very smoothly. The atmosphere and the flow of the ceremony, the first-ever Academic Procession and the live musical accompaniment, and the integration of the speakers and the graduates were widely proclaimed to be outstanding.</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	1106 Continue to provide the Gap period training in language and research experience for incoming students, especially those who graduate from Japanese universities in March.		<p>The Academic Dress design was a successful combination of western university tradition and local culture, and brought the local community into close contact with the university. Overall, the Ceremony was much better than anticipated, and set the standard for future events very high.</p> <p>1106 Continued to offer ‘Gap Program’ to students before they started their PhD program, to develop English and laboratory skills. Two students studied at University College Cork and Tyndall National Institute in Cork, Ireland, and four at OIST with lab placement.</p>	
<b>1.1 Ph.D. Program Action (1)</b>	<p>(Educational Environment)</p> <p>1107 Continue to enhance collaborative relationships with other universities by developing exchange agreements concerning interns, course credits, TA opportunities, and other exchange opportunities.</p> <p>1108 Continue to maintain and enhance student record systems for monitoring of student progress, grades and completions.</p> <p>1109 Continue to enhance teaching support systems to manage laboratory classes, teaching materials, lecture and tutorial rooms, AV support, computer labs, and liaison between teaching faculty and academic services section.</p> <p>1110 Increase opportunities for OIST PhD students to learn essential research skills by organizing short courses in identified topics (such as mathematics, computer programming) and special topic courses by visiting researchers.</p>		<p>(Educational Environment)</p> <p>1107 OIST continued development of relationships with other universities by hosting visiting research students and special research students at OIST, and sending several OIST PhD students to other universities (KAIST, Tufts, Cambridge, Aarhus, TUDresden) for periods of research training and collaboration.</p> <p>1108 Continued refinements to student records system have enhanced the utility of the database for student administration.</p> <p>1109 An intelligent timetabling software was developed to better create timetables for students enrolled in classes each term. Improved faculty briefings, especially for mentors and new faculty teaching obligations and expectations were carried out.</p> <p>1110 The very successful Skill Pills short course series was continued, with an even greater variety of subjects and more frequent classes.</p>	
<b>1.1 Ph.D. Program Action (1)</b>	<p>(Student Support)</p> <p>1111 Continue to refine and improve the orientation programs for the incoming students providing information on the educational program, available laboratories for thesis research, and life in Japan.</p> <p>1112 Enhance international student understanding of Japanese culture by organizing cultural visits and provide</p>	<p>* Increase of students receiving external scholarships, etc.</p> <p>* Career destination of the students after graduation</p>	<p>(Student Support)</p> <p>1111 Refined and improved orientation programs and materials for the incoming students to provide clearer information to start their life as a PhD student and life in Okinawa.</p> <p>1112 Continued to provide opportunities to learn Japanese and Okinawan culture. Conducted educational excursions to</p>	

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<p>opportunities for interaction with students in other Japanese universities.</p> <p>1113 Continue to provide an environment for the students entering our Ph.D. program in which they will be able to concentrate in their research activities under the living standard comparable to that of the students of the best universities in the world that we are competing with. Commission a survey of comparative levels of support internationally at benchmark universities as a basis for future adjustment to financial support.</p> <p>1114 Continue to track the occurrence, response and outcome of incidents involving students.</p> <p>1115 Continue to collect and provide information of external scholarship opportunities to the students.</p> <p>1116 Continue to support career development of students by professional development activities including arranging of TA opportunities at OIST (short courses and OIST undergraduate workshops), appointment of senior research assistants, promotion of networking with leaders of universities and research institutions in Japan and around the world, active provision of the information concerning post-doctoral and other job opportunities, including a program of visiting speakers and individual career advice. Provide guidance and financial support for company visits to assist job hunting in Japan.</p> <p>1117 The Resource Center has been reorganized with a new website and an expanded set of functions which will further enhance its direct support to the students and their family members as part of the University's welcome, integration into the University and support for welfare and fulfillment in Okinawa.</p>		<p>provide opportunities for getting better understanding of Okinawan culture. Also, organized an exchange party and cultural seminar with other universities in Okinawa.</p> <p>1113 Continued to prepare and manage paperwork such as year-end tax adjustment, income tax return, visa renewal application, registration of birth, etc., on behalf of students in a timely manner. Also, supported preparing scholarship application as necessary. Started the project to study comparative levels of support internationally but with substantial delay due to lack of manpower, as two of the section staff members went on maternity/child care leave.</p> <p>1114 Continued to work closely with OIST Helpline, Health Center and Ganjuu wellbeing center for better response to the incidents and kept record in the new HEART-HCM.</p> <p>1115 Continued to provide information on available scholarship/fellowship opportunities for the students. Conducted preparatory seminars and supported application filling as needed. 5 students have been awarded JSPS Fellowship (DC1 &amp; DC2).</p> <p>1116 Continued to support students' career development by providing opportunities for them to meet industry leaders (e.g. Panasonic), introducing job opportunities, and inviting speakers to discuss the job-search process. Also organized alumni talks to discuss their job-search process and advice. Also made the domestic career-development funding available to students who are interested in attending professional and career development workshops in Japan. Because of the disruptions from a major staff transition, the career-development program was not able to provide sufficient opportunities for students to network with leaders of universities and research institutions.</p> <p>1117 The Resource Center is a part of the Diversity and Welfare section and they handle approximately 600 inquiries per month with 56% from researchers, 18% from students, 10% from family, 7% from administrators, 4% from faculty and 5% from others. They have continuously improved their website to provide a broad range of daily life support</p>	

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	<p>1118 Bilingual support for the physical well-being of the students and their families will continue through the clinic, which has a fulltime doctor, three nurses and an administrator. Ganjuu Wellbeing Service, with two internationally-trained psychologists and a Japanese-trained counsellor, will continue its activities to support psychological wellbeing and mental health. This will include proactive seminars on topics of direct relevance to a healthy student experience. The clinic and Ganjuu staff will continue to work together to coordinate programs that support the students and their families.</p>		<p>services to the OIST community.</p> <p>1118-a The Ganjuu Wellbeing Service continues to provide safe, effective, evidence based psychological therapy and consultation to the OIST community in both English &amp; Japanese. Where appropriate, they continue to support the OIST community to access services both internally and externally. They provided a range of workshops, engagement activities, community events, walks and open house. The Ganjuu Library and biofeedback continues to be well utilized.</p> <p>In conjunction with the OIST mediators, the Ganjuu Wellbeing Service ran a Respectful Workplace workshop for new students. They supported the Health Center in the roll out of the Stress Check in 2017, running an information session in both English and Japanese. They also provided advice and consultation to people who scored high on the stress check and who sought advice. They continue to support the student welfare initiatives. They have regular meetings with DGS, DFA, Health Center and other welfare services to consider wellbeing-related issues and policies. With the 3<sup>rd</sup> year anniversary of the Ganjuu Wellbeing Service, they carried out an online survey within the OIST community. The survey had 198 responses, and had representation from all parts of the OIST community including responses from both Japanese and non-Japanese staff and students. The survey provided further evidence that the service is making a valuable contribution to the wellbeing of the OIST community with people reporting high satisfaction scores with the service.</p> <p>1118-b The health center has been restructured to focus on statutory occupational health duties. We have recruited an experienced manager who will run the health center and we are continuing the recruitment of a new occupational health doctor to resume the support suspended due to the departure of a fulltime doctor.</p>	
<b>1.1</b> <b>Ph.D.</b> <b>Program</b> <b>Goal (2)</b>	<p>OIST Graduate University will continue to conduct world-class research in cross-disciplinary fields of science. OIST Graduate University is committed to the pursuit of new knowledge through basic science. We are committed to the training of an international community of students. OIST Graduate University will encourage, motivate and support its</p>			

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	talented faculty, students and scientists by promoting a collaborative cross-disciplinary research environment, providing excellent facilities, equipment and research support, and by conducting regular and rigorous peer review. OIST Graduate University aspires to be responsive and relevant to the needs of society. We believe that the most significant contributions will result from the discoveries made through basic science. Following “Basic Policies for Economic and Fiscal Management and Reform” by the Cabinet, we will continue applying our science and technology to the needs of society and industry in Okinawa.			
<b>1.1 Ph.D. Program Actions (2)</b>	<p>1119 Review previous student recruitment and admission activities. Reflect the results of the analysis in the updated procedures and implement them effectively in a planned manner. Also, effectively convey the appeal of OIST’s unique educational program both in and out of Japan.</p> <p>1120 Continue to carry out student recruitment activities globally to attract the highest caliber graduate student candidates for the next intake of students arriving in September 2017 as follows:</p> <ul style="list-style-type: none"> <li>- The number recruited: About 40 students</li> <li>- Major recruitment activities:</li> </ul> <p>➤ 1121 Continue to develop the graduate school website as a recruiting tool. In addition, print a concise and well-edited student recruitment brochure.</p> <p>➤ 1122 Continue holding OIST Café in major Japanese cities by providing OIST recruiting information and English training.</p>	<p>* Number of A excellent applicants for the Ph.D. program (Japanese and non-Japanese)</p> <p>* Number of admitted students (Japanese and non-Japanese)</p> <p>* Caliber of incoming students (list of institutes from which the students received degrees, etc.)</p> <p>* Increase of students receiving external scholarships, etc.</p> <p>* Career destination of the students after graduation</p>	<p>1119 Reviewed this year's recruitment and admission activities. We have effectively conveyed the appeal of OIST’s unique education program in and outside of Japan through the postgraduate and graduate school fairs in the US and UK. Started collecting data in FY17 and will continue the data analysis in FY18.</p> <p><b>Attachment 1. 1-1 Students Information</b></p> <p>1120 In October 2017, two recruiting members travelled to UC Davis, Stanford, UC Berkeley, UC San Diego, UC Santa Cruz, UC Irvine to attend their graduate student fairs and to conduct info session on OIST. Another recruiter travelled to UCLA and USC to hold OIST graduate program info session. Also two staff members within OIST travelled to UK and attended three postgraduate school fairs.</p> <p>➤ 1121 We have designed and printed concise and well-edited student recruitment brochure in FY17. Development of the graduate school website continues into FY2018.</p> <p>➤ 1122 Held two OIST cafes: one in Kobe and one in Sapporo. We had small group of students attend, and the engagement was high.</p> <p>In addition to holding OIST Café, we decided to take advantage of the opportunity to organize a special research internship information session at Hokkaido University the day before the OIST Café in Sapporo for 13-15 students who are interested in the special research</p>	

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	<p>➤1123 Hold the Science Challenge Workshop for undergraduate Japanese students, and the International Collaborative Workshop for undergraduate Japanese and other students to provide experience of cutting edge research and OIST graduate school educational experience.</p> <p>➤1124 Print specially targeted brochures to recruit applicants from disciplines that have fewer students at OIST such as Chemistry and Marine Sciences.</p> <p>*Particular attention and effort will continuously be made to advertise OIST's unique educational opportunities to Japanese undergraduates. Increase participation by Japanese students through a range of targeted approaches, via holding briefing sessions in some universities and events such as graduate school experience workshop in FY2016.</p>		<p>internship program.</p> <p>1123 30 Japanese and international students participated in Science Challenge 2018, and they all had an incredible time at OIST. CEDA (new name for International Collaborative Workshop) was moved to the summer of 2018.</p> <p>1124 We did not create specifically targeted brochures for different disciplines, we developed an additional series of recruiting workshop called Skill Pills Plus. The first of these brought 7 Japanese students who were interested in Nano technology to OIST in a successful event. We believe this series of events outweighs the impact of recruiting brochures, which we will continue to work on in FY2018.</p>	
<b>1.2 Scientific Research Goal</b>	<p>OIST Graduate University will continue to conduct world-class research in cross-disciplinary fields of science. OIST Graduate University is committed to the pursuit of new knowledge through basic science. We are committed to the training of an international community of students. OIST Graduate University will encourage, motivate and support its talented faculty, students and scientists by promoting a collaborative cross-disciplinary research environment, providing excellent facilities and equipment, and by conducting regular and rigorous peer review. OIST Graduate University aspires to be responsive and relevant to the needs of society. We believe that the most significant contributions will result from the discoveries made through basic science. Following "Basic Policies for Economic and Fiscal Management and Reform" by the Cabinet, we will continue applying our science and technology to the needs of society and industry in Okinawa.</p>			<b>A</b>
<b>1.2 Scientific Research Action</b>	<p>(Promotion of cross-disciplinary research)</p> <p>1201 Success in cross-disciplinary research depends on the strength of the Research Unit, led by our faculty members. To this end, we will continue to recruit the best people to our Faculty. We will actively develop the Research Support Division that supports the common instruments and services for the researchers and students at OIST. Completion of OIST Marine Science Station in Seragaki, together with the</p>		<p>(Promotion of cross-disciplinary research)</p> <p>1201 We continued to make efforts to develop the units' profiles and encourage interdisciplinary initiatives. In October 2017, the Perspective Council (comprised of six internationally renowned scientists) met in OIST to discuss and advise us on how to grow the Faculty. They noted that we are short of occasions where the faculty can interact with each other informally and talk about science. A newly</p>	

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	<p>dedicated research space for marine science in Lab 3, has created a basic foundation for international collaboration on marine science research. Together with the recruiting of new faculty members, a Director for the Okinawa marine Science Centre, and support staff, OIST will continue its endeavor to establish a center of excellence in marine science. In July 2017, OIST will discuss about the development plan with the International Advisory Board for Okinawa Marine Science Center. This will enhance our mission to support the development of Okinawa.</p> <p>1202 The architecture of our buildings, the rotation of each new class of graduate students through disciplines outside of their areas of interest and social activities all contribute to promoting joint projects across disciplines.</p>		<p>formed “Faculty Lunch” is partly rectifying the problem. In the Research Support Division, we have recruited four new section leaders and conducted a research equipment purchasing round, with priorities established by Research Section user groups. We have purchased common equipment, including state-of-the-art DNA sequencer and SEM. To optimize equipment usage, we introduced an equipment recycling scheme.</p> <p>The Marine Science International Advisory Board visited OIST in July. They discussed about possibility of expansion of research support capability at the OIST Marine Science Station and commended our establishment of a robust Okinawa Marine Science Support Section (OMSSS) with three new members and reiterated their support for future Faculty recruitment. Faculty recruiting will be continued in FY18. In November, OMSSS hosted the first external users of the OIST Marine Science Station.</p> <p>1202 Interdisciplinary research environment was continuously provided to encourage research collaborations beyond the borders of research fields.</p> <p>The Number of the OIST joint publications for FY2017 was 24. Out this, joint publications between different faculty members was 9.</p>	
<b>1.2 Scientific Research Action</b>	<p>(Research Support)</p> <p>1203 In Research Support Division (RSD), new Instrumental Analysis and Grant Support Section Leaders will be embedded and trained and recruitment of two further new section leaders (Imaging, Marine Support) will be completed. Each RSD Section will continue recruitment of excellent professional staff and enhance staff training. At least 2 further RSD sections will go through external peer review to further enhance its service level and technique. Each RSD section will organize users’ group meetings for core technologies and research support service to facilitate and plan the better use of common resources.</p> <p>1204 Animal Resources Section will strengthen and develop research support services by recruitment of new staff and staff career development. Succession planning for the leader will commence.</p>		<p>(Research Support)</p> <p>1203 Instrumental Analysis, Grant Support and Marine Science Support Section Leaders have been hired. The new Imaging Manager will start in May 2018. Eight RSD assistant managers are attending OIST management training. We have conducted international peer reviews of DNA Sequencing Section and OMSSS, including user surveys. Users groups have participated in planning of services and common equipment purchase.</p> <p>1204 Animal Resources Section has recruited one veterinarian and is still recruiting a staff for animal care and husbandry (Genetically modified animals’ breeding colony management) for providing healthy animals supply.</p>	

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<p>1205 DNA sequencing section will continue to support research activities by (1) providing library preparation and sequencing supports using high throughput sequencers, (2) modifying the existing experimental protocols and developing new protocols for library preparation, and (3) expanding the SQC website to include more information on the support lists and request processes.</p> <p>1206 Engineering Section will provide state-of-the-art technical services to researchers and students as new Engineering Building will be commissioned. Safety education on equipment use will be enhanced.</p> <p>1207 The Scientific Computing &amp; Data Analysis Section (SCDA) will continue to promote the effective use of High Performance Computing (HPC) in the research environment, and the integration of computing and data analysis research projects with the university centralized IT infrastructure. The SCDA will also continue to provide education and training in the best use of the clusters and scientific tools. Peer review: Discuss per-review report with SCC (scientific computing committee) and HPC users, and propose action plan to address the review. Data archiving: Provide and implement solution for the archiving of (1) research data associated with published papers and (2) data from closing unit or section.</p> <p>1208 Improved safety-training strategy. A new safety training strategy (combination of classroom/online and hands-on training) plus a robust system to ensure compliance with safety training will be established. To enforce safety in fieldwork including marine research, a fieldwork safety committee will be established and a diving safety officer will be recruited.</p>		<p>1205 DNA Sequencing Section successfully developed the single-cell transcriptome analysis protocols and has launched research support services with these protocols. The Section renovated the Section's web site, in order to provide information of the current status of service requests and the waiting list of service requests. The section went through an international peer review and was given positive feedback to its service.</p> <p>1206 In the New Engineering Building, Mechanical Engineering and Microfabrication Support Section has installed the three new CNC machines and started advanced research support. In addition, we decided on safety personnel for each machine and established machine use safety rules.</p> <p>1207 Scientific Computing &amp; Data Analysis Section (SCDA) has discussed peer-review report with the SCC and the HPC users. SCDA has drawn plan for personal, research support services and scientific computing resources (computing, storage) expansion, recruited a new HPC engineer member and working towards second member recruitment closure. SCDA has brought forward the schedule and deployed a dedicated GPU system for highly parallel and deep learning (AI) computing.</p> <p>1208 Hands-on training on chemical safety, biosafety, laser safety and radiation safety has started, in addition to classroom/online training. New mandatory safety training "Basics of Health and Safety" has started to be provided. Learning management system was improved so for each employee/student and supervisor to check their training records in real-time. Efforts over Industrial Safety and Health Act were surveyed to confirm whether required licenses and special education were taken. Computerized system to update and see records of legally required license and education was developed. On-site inspection on personal protective equipment was implemented. Workplace review by the Safety and Health Committee has been strengthened. Field Work Safety Committee has been established inviting</p>	

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<p>1209 Web presence, external use of facilities. Establish a working group and prepare for migration of the Research Equipment Database to a true enterprise system, including software structure and management organization. Continue to improve the websites of the RSD and its sections to provide information for internal and external users, including partnerships with other academic organizations and OIST R&amp;D Cluster.</p> <p>1210 Guidelines for data storage have been established and will now be communicated to all researchers and students to enable them to store and disclose research reagents and data. All OIST researchers and students will be required to take research ethics education in order to promote responsible conduct of research.</p>		<p>external specialists and enforced the review and surveillance system on overall field work. Marine field work safety measures are further enhanced as hiring temp Diving Safety Officer, introducing on-site skill check on diving/snorkeling, double review of diving plan, inspection of diving equipment and diving records. November has been set as Safety Enhancement Month, and a memorial lecture, update session on health and safety, special safety seminar, safety slogan competition, leadership training on health and safety, exhibition of safety and HIYARI-HATTO posters and unannounced onsite inspection on personal protective equipment were organized.</p> <p>1209 Specifications of the next generation Research Equipment Database have been discussed in the working group. Research Equipment Gallery have been published to show major common equipment at OIST. Systematic improvement of the Research Support Division/Sections websites are ongoing.</p> <p>1210 Briefing session on the Guidelines on Archival and Disclosure of Research Data, Laboratory Notebooks, Research Specimens and Chemicals was held to encourage researchers and students to store and disclose research references based on the guidelines, and to raise awareness of importance of responsible conduct of research. An article on research ethics has been incorporated into the new mandatory safety training “Basics of Health and Safety” so for every new staff and students to surely learn importance of research ethics when they join OIST. Necessary registration procedures were completed to enable all OIST members to take external online education on responsible conduct of research. Online learning management system has been improved so as for each staff/student and their supervisor to be able to check their education records anytime. When the person who has not taken the education was found, the person in charge of research ethics encouraged the person to take the education personally or through their supervisor. Thus, thorough participation in the education was achieved but there is some room for improvement of efficiency.</p>	

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<p>1211 With new Leader of Grants Section encourage and support faculty, researchers and students to apply for external research funding.</p> <p>1212 Organizational structure of the Office of the Dean of Research will be amended to allow provide support for urgent projects such as new large collaborative grants, external use of facilities, transparent allocation of funding, implementation of safety improvements.</p>		<p>1211 By the initiative of the new leader of Grants and Research Collaborations Section (GRC), open calls of new research funds were delivered to the OIST faculties through the web site and group emails. In addition, GRC organized several events through which possible applicants learn and prepare for the funds of interest. GRC visited major funding agencies in Japan and attended the information seminars of several grants to collect any information on the grants prior to the open calls, and to learn the guidelines of the grants deeply. Through these actions, the section prepares for the better support. Inside OIST, GRC placed a special emphasis on collaborations with Faculty Affairs Office to provide better support for faculties, researchers and students.</p> <p>1212 We have set up a “task and finish” project team to tackle problems and develop new areas. This has led to new rules on Unit Start-up budget. Work on external use of Facilities continues and one test case of external use of OMSSS has been approved. We have undertaken an RSD administrator survey to understand staff priorities for training and career development.</p> <p>We have worked on safety improvements. An Emergency Response Coordinator started working in February 2018 working with OHS and BFM to improve emergency response and develop Business Continuity Plan. The Shohei Suzuki Research Safety Fund has been established to enhance fieldwork safety training.</p> <p>In December 2017, we hosted a conference with IST Austria and Weizmann Institute, Israel to compare research support facilities and all leadership and administration.</p> <p>Hiring of a new section leader of Imaging Section (IMG), which was under a dual role appointment, was decided. IMG has hired an expert of physics and material science as an Electron Microscopy Specialist, and improved support for ETEM. IMG has hired two more Light Microscopy Specialists to reinforce the support.</p> <p>IMG has been accepted as a member of BINDS program of AMED to be responsible for providing support on molecular structural analysis using cryo-EM. Taking advantage of this grant, a new EM and two personnel are being hired to improve the support.</p> <p>As a member of ABiS based on Kakenhi, contributed to</p>	

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			<p>collaboration with other imaging core facilities of domestic and international communities.</p> <p>With new section leader, Instrumental Analysis Section (IAS) has held regular training courses, technical seminars and users' meetings to support the researchers to enhance analytical instruments support. In addition, online service request has been started to speed up users request and for the statistical analysis of user requests.</p> <p>6 research units started their research in the OIST Marine Science Station in Seragaki fishing port. Okinawa Marine Science Support Section (OMSSS) invited local residents from Seragaki and Tancha district for our open day. In October, OMSSS hosted 2nd Okinawa Marine Science Workshop in the main campus.</p>	
<b>1.2 Scientific Research Action</b>	<p>(Publication and communication)</p> <p>1213 Continue to promote publication of research results in best quality international journals and participation in national and international conferences by encouraging researchers through publicity of research results and rigorous research evaluation.</p> <p>1214 Continue to provide accessible information about OIST research and its results to the scientific community and to the general public in Japan and overseas through OIST Web articles, press releases, press conferences, OIST newsletter, brochures, and the OIST social media.</p> <ul style="list-style-type: none"> <li>- All OIST website contents were moved to a responsive design and usability for users on mobile devices was greatly enhanced. Continue regular training for group site users and optimize the OIST Website and maintain the high percentage bilingual content.</li> <li>- FY2016 saw a series of remarkable outcome of a proactive media strategy that incorporated not only press visits and press briefing sessions in Okinawa and on the mainland, but also various proposal to print, broadcast, and Web media. Continue employing the strategy to further enhance</li> </ul>	<p>* Number of researchers (faculty, postdocs, technicians, and students)</p> <p>* Number of research publications (by impact factor)</p> <p>* Number of joint publications between different faculty members</p> <p>* Number of press announcements and/or conferences about research results</p> <p>* Number of research honors</p> <p>* Number of awarded research grants (number and amount)</p> <p>* The number of use of</p>	<p>(Publication and communication)</p> <p>1213 Our University continues to produce many interesting papers (~250 in 2017) many are in high impact journals but many are high impact papers in terms of citations. The research reviews are in general positive and appreciative of the publications of our staff. The recent Nature index noted another increase in our rating in Japan even without the adjustment for the small size of the institute.</p> <p><b>Attachment 1. 2-1 FY2017 OIST Publications and Presentations</b></p> <p>1214</p> <ul style="list-style-type: none"> <li>- OIST disseminated information about OIST research and its results in FY2017 to the scientific community and to the general public in Japan and overseas by publishing 53 Web articles and issuing 19 press releases, holding 8 press conferences and press briefing sessions in Tokyo and Okinawa, and organizing a six-part science talk series in Naha featuring OIST scientists from Okinawa, and two major press tours to OIST. These press tours were strategically planned in terms of their timing and content, generating press coverage and helping to build good relationships with OIST scientists and executives including President Gruss and senior science editorial writers from mainland Japan and bureau chiefs of Naha-based media outlets. The overall OIST press coverage significantly increased through proactive media outreach</li> </ul>	

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<p>press coverage.</p> <ul style="list-style-type: none"> <li>- Continue disseminating OIST's research results to local, national and international media via electronic clearinghouses such as Alpha Galileo and Eureka! Alert and through Japan's press clubs.</li> <li>- OIST led a group of Japanese universities and research institutions to overseas science events through JACST efforts. Continue strengthening OIST's presence in the academia as well as the media in Japan and overseas by creating and maintaining a global network of press officers with other universities and journalists.</li> <li>- OIST helped other universities in Japan in their efforts to improve science communication by jointly organizing symposia and seminars. Continue this activity, and streamline the working skills of science writers by regularly providing help, advice, and professional courses in collaboration with other universities.</li> </ul>	<p>our research facilities by external organizations, etc.</p>	<p>activities and inviting journalists to OIST. The target audience were overseas media including Tokyo-based correspondents, national and local dailies, magazines, and broadcasters, as well as Tokyo-based TV production companies.</p> <ul style="list-style-type: none"> <li>- FY2017 saw the most serious crisis communication in its history at OIST. Under the direction of the OIST president, VPCPR and the Media Section worked with relevant divisions within the university to address relentless local media scrutiny in a swift and sincere manner. As a result, OIST coverage on the issue was limited to local and only temporary. In expectations of additional media inquiries, the Media Section leader worked with the relevant divisions within OIST to prepare post-incident OIST responses in writing, which were then posted on the OIST Website. When a local newspaper later did ask OIST about them, OIST was able to refer the public information to the reporter immediately.</li> <li>- In FY2017, the public OIST websites underwent many internal and infrastructure changes. Digital Services moved the main public websites <a href="http://www.oist.jp">www.oist.jp</a> and <a href="http://groups.oist.jp">groups.oist.jp</a> to cloud hosting to improve overall reliability and increase access speed from outside Japan. Lastly, to help university content creators to update the websites frequently with high-quality content, Digital Services improved the editing experience and support with weekly editor support sessions and improved online manuals.</li> <li>- The dissemination of OIST's research results through news distributions sites AlphaGalileo, EurekaAlert!, and Japan's press corps and individual pitching of stories to journalists resulted in a number of print, TV, radio, and Web reports, including those by national dailies and broadcasters, and domestic and overseas news agencies.</li> <li>- OIST's reputation among major media outlets at home and abroad as well as press offices at Japanese universities and research institutions continued to enhance due to the timely research outcome disseminations and contributions by the Media Section Leader and the Media Relations Specialist to Japan Association of Communication for Science and Technology (JACST), which is a network of press officers at Japanese universities and research institutions.</li> <li>- The Media Section embarked on two major publication projects for the university by creating the Innovation Brochure at the request of the President's Office, and the new VIP brochure in English and Japanese, which was a year-long</li> </ul>	

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	1215 Increase the number of meetings with other institutes by improving the technical support.		<p>work. The Media Section also continued to publish the monthly electronic newsletter and brochures, and posted all of the research outcomes and major visits, education, and on-campus social activities on OIST's social media.</p> <p>1215 Handled video conferencing support request from users for 117 meetings as well as email support for additional questions and answers. Video conferencing usage has increased 2% from last year, and utilization of CMR has increased by impressive 66%. Questionnaire to the WebEX users indicated that improvements are needed for the choice of the technology. To address this issue, Video Conferencing Working Group has been formed and Zoom and Skype for Business have been recommended as alternative solutions. After integration efforts of those solutions into the existing system, remote members for BOC and BOG meetings have successfully and smoothly participated to their meetings in February without technical issues.</p> <p>Writing technical specifications for the AV equipment for Lab 4 continues with a close collaboration with BFM and IT division.</p>	
<b>1.3 Faculty Affairs Goal</b>	The University will continue to recruit international and Japanese scientists, with a mixture of senior scientists with an established record of excellence in research and junior scientists with excellent scholarship and creativity in research, to strengthen leadership in interdisciplinary research and its global presence.			<b>A</b>
<b>1.3 Faculty Affairs Actions</b>	<p>(Faculty Recruitment)</p> <p>1301 Using the recent Development Plan created by the Faculty, The University will continue to recruit new faculty consistent with the annual projections summarized in the Framework Document II, towards the goal of reaching 100 Faculty Units by 2023. Specifically in FY2017, OIST will seek to appoint outstanding faculty members in Chemistry, Life Sciences, Physics and Marine Science to increase the number of Faculty Units to 65. Publicize OIST and solicit faculty recruiting to the conference participants by inviting and hosting prestigious international conferences to OIST.</p>		<p>(Faculty Recruitment)</p> <p>1301 The number of faculty in OIST at present is 60. Because of the delay in building 4 several of our recent hires opted to stay where they are at present and to come when the new building is available. They will be part of the planning group for the detailed planning of individual laboratories in the building. Meanwhile we are gathering the applicants recruited in the 2017 search and hope to have another 6 in line by May. We will continue to search for world leaders in Marine Science and to expand our present groups in both Marine science and ecology. The Perspective Council recommended more hires in Mathematics and also the expansion of our present groups.</p>	
<b>1.3 Faculty</b>	<p>(Faculty/Research Evaluation)</p> <p>1302 A new approach to Tenure Evaluation will be</p>	* Number of research units evaluated	<p>(Faculty/Research Evaluation)</p> <p>1302 The rules for tenure review by two systems are now in</p>	



FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>Faculty Affairs Actions</b>	1306 Continue to publish the summary of research productivity expeditiously to fulfill the accountability to the public in using public expenses for the research projects. In FY2017 OIST will institute an Institutional Repository on Jairo Cloud that will also allow open access to the publications from our Faculty (subject to IP protection policies).		1306 In the FY2017, we became the first Japanese university who developed Open Access policy. At the same time, we established the Institutional Repository (OIST IR) in this fiscal year. OIST is the first university in Japan who required the authors to submit depository license document. We believe that Institutional Repository will not be expanded if the mechanism for collecting contents is not in place even though the IR system is built. With our mechanism, researchers understand and recognize the obligation to deposit their research outcome by signing the deposit license, which is expected to facilitate collecting contents. For the next fiscal year, we will establish the system to collect research productivity data and improve data transfer and registration procedures by increasing our Library staff and improving relevant procedures in order to expand the contents.	
<b>1.3 Faculty Affairs Actions</b>	(Senior Appointment & Post retirees) 1307 New policies with respect to hiring senior faculty and extending faculty's contract beyond retirement will be considered with a view to continuing to expand the University in new directions and towards our goal of maintaining innovative and productive faculty on campus.		1307 With the agreement of the Board of Governors we have instituted a policy for the creation of Emeritus Professors. Exceptions are allowed at the president's discretion but full-time faculty members over 70 will be joining this group as their present contracts reach their end date.	
<b>1.3 Faculty Affairs Actions</b>	(Faculty Development) 1308 We will implement a 'Guidance Committee' for each of the new hires at Assistant Professor level to help with development of the research Units as the beginning of a plan for faculty development as a regular part of OIST's growth.		1308 We are still a small Faculty and so this is developing slowly. New Professors will choose a mentor and we will appoint an Appointments and Promotions Committee (Previously called "Guidance Committee) from among the tenured faculty who will become the group who both checks the consistency of the tenure decisions and also help prepare the Dean and the candidates for the challenge of tenure in the early years with a formal report in year three of an assistant professor's time in OIST.	
<b>1.3 Faculty Affairs Actions</b>	(Postdoctoral Career Development) 1309 Our first development officer for postgraduate career development initiated a wide-ranging program for 2016. Continuing the work, we will initiate an OIST wide development program to increase postdoctoral awareness of opportunities for development in their time here and for the future.		1309 Our new postdoctoral Development Specialist has had a busy year both getting to know her constituency and developing her own plans for the future of the development program. The Individual Development Program (IDP) is being rolled out in FY2018. The first to be initiated in to the program will be the new hires in this financial year	
<b>1.4 Global Networking Goal</b>	OIST Graduate University will continue to create strong networks with the international science community. It will do this, for example, by increasing collaborative agreements			<b>A</b>

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	with universities and institutions, and by hosting academic workshop. 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.			
<b>1.4 Global Networking Actions</b>	<p>1401 Develop Visiting Research Student category to foster collaboration with other universities involving students; Develop exchange agreements concerning reciprocal student visits- Continue to expand collaborative relationships with other universities and institutes domestically and internationally for improving quality of research support sections.</p> <p>1402 Continue to host international courses and workshops at the highest level in the world and provide students and young researchers with the opportunities of learning forefront science and interacting with outstanding peers. In addition, invite world-class international conferences to OIST venue to increase opportunities for the OIST researchers and students to establish networks with other researchers through academic and social events. Maintain flexible and efficient operation of each workshops by keep ensuring a reduction of cost for each workshop by reducing the travel support for the workshop participants, obtaining funding support from other institutes and more efficient travel and accommodation procedures.</p> <p>1403 Continue to host top undergraduate students in residential courses and laboratory placements as research interns in research units.</p> <p>1404 Continue to implement special research student programs, and through those programs, accept students from universities in Japan and around the world for practical trainings in research units.</p>	<p>* Number of collaboration agreements with universities and research institutions</p> <p>* Number of international courses and workshops</p> <p>* Number of participants of international courses and workshops</p> <p>* Number of students accepted from domestic and international universities</p>	<p>1401 During 2017, we held a collaborative symposium on genomics with University of the Ryukyus Medical School. We also visited University of Tokyo to discuss receiving a fixed number of research interns.</p> <p><b>Attachment 1. 4-1 Academic Exchange Agreements List</b></p> <p>1402 Held 9 OIST Workshops and 10 Mini-Symposia, all of which are recommended by the Conference and Workshop Committee through strict judgment process to meet the criteria of world-class programs. In total 769 people participated. In addition, four Jointly-funded workshops are held in collaboration with world-class research institutes, resulting in inviting additional 374 participants to OIST. A new category of travel support “travel bursaries” has been introduced at two OIST Workshops, which helped to reduce the travel support cost for the workshop participants and to reduce the workload of the section staff.</p> <p><b>Attachment 1. 4-2 FY2017 List of OIST Funded Workshops/Mini-Symposia</b></p> <p>1403 In FY2017, OIST hosted 74 research interns including 13 Japanese students, through a combination of Graduate School programs and Research Unit funded arrangements.</p> <p>1404 In FY2017, OIST hosted 9 Special Research Students from international universities.</p>	
<b>Chapter 2 Governance &amp; Administrative Transparency and Efficiency</b>				
<b>2.1 Basic structures for governance</b>	The Board of Governors (BOG), which consists mainly of non-executive members based on the OIST SC Act and the OIST Bylaws unlike the case of most Japanese traditional institutions, takes ultimate responsibility for operation of the OIST SC and OIST Graduate University. The Board of			<b>A</b>

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>and business operations Goal</b>	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. Auditors of the corporation will conduct rigorous audits to ensure appropriateness and efficiency of the operations of the corporation.			
<b>2.1 Basic structures for governance and business operations Actions (1)</b>	<p>(Basic Management)</p> <p>2101 Commences the sixth year since the School Corporation began. Regular BOG meetings will be held in May, September and February, and regular BOC meetings will be held in May and February 2018. In the BOG meeting in May, the performance and achievements of FY2016 will be reported and evaluated. The results of this assessment are made available to the CAO for public sharing. The three-year terms of a large number of current BOG members will conclude in November. Memberships must either be renewed or new members must be found to replace the retiring BOG members. OIST will start to consider selecting graduates of the University as member of BOC.</p> <p>2102 The BOG will continue utilizing its full administrative capability, including extensive use of the BOG Office and its Secretariat. BOG and BOC meetings will be augmented by two-three days of meetings that immediately precede the May and October meetings, to allow the BOG Steering Committee and the BOG and BOC sub-committees the opportunity to pre-discuss important issues. The BOG Steering Committee will continue its non-standard practice of meeting with the Faculty Council during the pre-meetings.</p> <p>2103 The CEO/President will continue to exercise leadership in all matters of daily operation of the OIST SC and the OIST Graduate University and ensure steady implementation of the Business Plan.</p>		<p>(Basic Management)</p> <p>2101 The BOG met in May, September and February at OIST, all 2 days plus pre-meetings. In September BOG meeting, Dr. Cherry Murray was elected to be the new Chair of the BOG, succeeding Dr. Torsten Wiesel who stepped down after the September BOG meeting. The BOC met for 2 days in May (with one day of overlap with the BOG) and by teleconference in February. Both the BOG and BOC reviewed the FY2016 Performance Report prior to and during the May meeting. The Report was approved by the BOG and made available to the CAO for public posting.</p> <p>2102 New BOG Chair Dr. Murray presented the new format of the BOG subcommittees to give opportunities for pre-discussions, which was approved by the BOG in February 2018 meeting. The BOG Steering Committee continued its non-standard practice of meeting with the Students, Faculty Council and the Cabinet Office during the pre-meetings.</p> <p>2103 The CEO/President both exercised strong and effective leadership in all matters of daily operation of the OIST SC and the OIST Graduate University. The Business plan was utilized strongly as the guide to management.</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	2104 Auditors will continue to conduct rigorous regular audits of all aspects of business operations, including budget execution, tendering and contracts, and the status of compliance, based on the Auditing Plan developed in advance while coordinating with internal audits and accounting audits, and conduct special audits in addition when deemed necessary. While keeping appropriate independence, Auditors will continue to maintain effective communications with the university management through the Vice Presidents in charge and will be provided sufficient information and staffing necessary for conducting their duties. Plan and result of Auditors' audit will be presented at BOG meetings, etc. for recommendations to reflect on business operations.		2104 Conducted the periodical audit in Jan – Apr 2018 on all aspects of business operations. Personal Information Protection Audit was conducted as well. Auditors' Audit Report for FY2017 will be submitted to BOG and BOC in May. Aside from the periodical audit activities, gathered information on the business operation through weekly meetings with VPAC and from the President, EVP, and other VPs when necessary to gain better understanding of the management condition.	
<b>2.1 Basic structures for governance and business operations Actions (1)</b>	<p>(Commence Expansion)</p> <p>2105 In July 2015 an external “Peer Review” was conducted to evaluate OIST’s progress and expansion plan. The focus of the evaluation was to assess whether OIST Graduate University is on track to become a world-class education and research university capable of generating sustainable development for Okinawa.</p> <p>The Peer Review Panel unambiguously confirmed that progress across all key measures of excellence has been outstanding. In these measures, OIST was judged to be on a par with the 25 universities ranked highest by World University Rankings 2014/2015.</p> <p>As a central recommendation the Panel endorsed the general plan of growth suggested in the Framework Document II, aiming at a goal of approximately 100 outstanding research groups, with a proper balance among different fields of research, and a graduate school of a few hundred students, one decade from now, by the mid 2020’s. Toward the end of this decade of development, further growth of OIST should be deliberated and planned. Recruitment of new faculty will continue, under the guidance of the Faculty Development Working Group. Laboratory 4 construction will continue.</p>		<p>(Commence Expansion)</p> <p>2105 Expansion of the University continued to be pursued. Perspective Council Meeting was held to plan the future direction of OIST in terms of both scientific scope and faculty. Key activities included the launch of a broadly-based faculty search and the construction of Laboratory 4.</p>	
<b>2.1 Basic structures for governance and business operations</b>	OIST Graduate University will continue to build and maintain the administrative organizations by which a world-class international graduate university will be effectively administered. While being autonomous, OIST Graduate University will keep close contact with the Cabinet Office (CAO) to be accountable for its budget execution and			

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>Goal (2)</b> <b>2.1 Basic structures for governance and business operations</b> <b>Actions (2)</b>	<p>business operations to the Japanese Government.</p> <p>2106 Continue to hold regular meetings with the President/CEO, Vice CEO, and other executives to prepare major decisions, to share information and review the status of business operations. Continue to hold the bi-monthly information-sharing meeting between the Executive and the Faculty Assembly to improve the flow of information between senior management and the Faculty. Continue to hold meetings of the Salary Review Committee as needed.</p> <p>2107 Maintain close communication with CAO through the Vice President in charge of governmental relations. Specifically, continue the Quarterly Meeting to share information such as the status of implementation of the Business Plan. In addition, prepare business sketch and budget requests for FY2018 well in advance through close discussion with CAO.</p> <p>2108 Continue necessary preparation for university accreditation conducted in 2018 by a MEXT-certified independent accreditation organization.</p> <p>2109 Continue to provide a high level of IT service, in alignment with the missions of the University. Specifically, ensure that support processes critical to research and educational productivity are as automated and efficient as possible.</p> <p>2110 Continue to ensure that clear and concise documentation and education programs exist to allow users to capitalize on IT resources and services.</p> <p>2111 Continue to identify, evaluate, design, deploy and</p>		<p>2106 The Executives and the Chair of the Faculty Assembly continued the practice of a regular weekly meeting. The meetings were conducted under an agenda and recorded. Regular meetings were also conducted by the President with individual members of the executive. The Executive also constitute the membership of the Salary Review Committee that has the mission to establish and maintain equitable compensation and associated policies at the University.</p> <p>2107 Maintained close communication with CAO through the Quarterly Meetings in May, August, November and January and other meetings held for specific issues. Appropriately and timely shared necessary information such as progress in FY2017 Business Plan, FY2018 Business Sketch, budget request for FY2018, and preparation of FY2018 Business Plan, etc.</p> <p>2108 Selected a MEXT-certified organization to conduct university accreditation in FY2018. Prepared a detailed work schedule, translated fixed forms and other surveys into English, and confirmed education and research activities along with the evaluation standards and perspectives. Crafted a final draft of Self-Inspection and Evaluation Report both in Japanese and in English.</p> <p>2109 OIST IT continues to strive to provide a high level of IT service. In FY2017 IT introduced a new, externally accessible, self-service password reset system, making it easier for OIST users to change their password securely. In addition, the Network and Connectivity Section is working to ensure business continuity through the establishment of a geographically independent backup line to the Internet. The Service and Support Section began laser engraving the OIST logo on all OIST PCs and mobile phones to promote awareness and reduce the likelihood of theft or loss of assets.</p> <p>2110 In FY2017, both the IT website and knowledge base were updated. The updated website has a much simpler structure, making it easier for users to find the information they need.</p> <p>2111 The OIST Campus network was upgraded in FY2017 to</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>maintain infrastructure to support the business of the University, ensuring that infrastructure deployed can scale with the growth of OIST. In particular, work to create a more flexible and secure network environment, in response to growing demand for isolated research networks.</p> <p>2112 Continue the replacement of the HR and Finance systems of OIST Graduate University, with the HR portion of the system to commence operation April 1<sup>st</sup> 2017.</p> <p>2113 Replace the identity management system of the University, providing more accurate and readily consumable identity and organizational data, enabling increased automation, and enhancing security and access control.</p> <p>2114 Continue to develop, or assist in the specification of enterprise systems and services that support the research and administrative activities of the University.</p> <p>2115 Best position the University within relevant local and global IT initiatives to enhance and support the research and administrative activities of the University, and best promote Okinawa.</p> <p>2116 Further standardize the operating environment provided to the administration, simplifying operation while reducing operating costs and increasing security.</p>		<p>support 10G connectivity for high bandwidth research devices. This included the addition of capacity within the Campus network to cater for this additional connectivity, and to scale with the increasing number of connected devices. A new VPN technology was provisioned to provide faster access with enhanced security controls. Providing an equivalent connectivity experience for admin, faculty, students and researchers who require connectivity to OIST resources while external the OIST Campus network.</p> <p>2112 The HR management system was launched in March 2017 and operations began in April. IT continues to support the system, with some functions modified in the financial/accounting system to improve convenience.</p> <p>2113 The OIST Identity Management system was replaced with a commercial product and linked to the HEART system for direct synchronization of user and organizational information. The system also features least privileged access control, significantly enhancing security over the old system.</p> <p>2114 Automatic data interface system linkage between three online reagent stores and the financial /accounting system has been implemented starting from October 2017. In addition to this, a system for visitors traveling to the university to register their information in a self-service format was also developed. Operations are to begin for this system starting in April 2018.</p> <p>2115 OIST has joined the NISC security initiative, participating in the gathering and dissemination of information of security incidents among Japanese universities. OIST IT will coordinate to host interns as part of the Okinawan "IT Frogs" program, which brings technical college students into OIST for 1 or 2 month projects. OIST IT continues to meet and collaborate with Nara Institute of Science and Technology, and meet with NAIST, JAIST, Kanazawa and Toyama Universities in an information sharing workshop centred around information security.</p> <p>2116 The migration of almost all administrative machines to Windows 10 was accomplished in FY2017. This places the administration atop a standard platform that is centrally</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>2117 Increase information security through the development of more robust policy, an information security education program, multiple factor authentication and device based access control. Further, enhance existing monitoring capabilities, allowing for the detection of malicious software or activity which may reduce the integrity of OIST networks or systems.</p> <p>2118 Provide legal advice in connection with legal issues arising at the relevant divisions at OIST, and ensure legally appropriate operation of the OIST SC by providing overall legal support in drafting, negotiation and execution of the agreements handled by relevant divisions at OIST.</p>		<p>controlled, streamlining the deployment of software, security settings, and easing the troubleshooting of issues.</p> <p>2117 - OIST Information Security was reinforced through new security policies and guidelines in FY2017. A mandatory online training course in information security was developed, and a targeted phishing email drill conducted. These have served to raise awareness of information security threats and increase readiness to respond to them. A cyber security demonstration was part of the annual OIST Science Festival, and proved a very popular attraction.</p> <p>OIST IT has introduced Cloud-based security monitoring with Artificial Intelligence analysis, and anti-malware solutions based upon Cloud and Artificial Intelligence technology. This has improved the detection and response to threats, allowing OIST IT to provide a safer and more flexible environment for OIST researchers and staff.</p> <p>A fixed asset management system based on IoT technology has strengthened physical security controls. This system can trace the physical movement of fixed assets, dramatically increasing the efficiency of the annual fixed assets audit. The system has been presented to domestic and international universities, as well as the Ministry of Education, where it was well received.</p> <p>2118 - More than 100 Material Transfer Agreements and more than 200 contracts, including Collaborative Research Agreement (Industry / Academic), Patent Licensing Agreement, Sponsored Research Agreement, Non Disclosure Agreement and Collaborative Agreement with other Universities, have been drafted, negotiated, and concluded and, more than 150 legal consultation has been provided to the wide range of divisions at OIST, including human relations, faculty affairs and compliance matters, thereby legally appropriate operation of the OIST SC has been ensured.</p> <p>- Continued to provide educational program on Japanese laws and rules (especially on drug restrictions, drinking and driving, carrying weapons and knives, criminal procedure /deportation and OIST disciplinary action) to new employees at the time of hiring and existing employees annually,</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	2119 Defend OIST SC from claims in and out of court and avoid financial damage and reputational risk.		<p>thereby raised awareness of compliance.</p> <p>- In FY2017, the General Counsel Office at OIST has one General Counsel and two legal counsels to perform its increasing responsibilities more efficiently and carefully including dispute resolution and drafting and negotiation of contracts with third parties.</p> <p>2119 - In one of the tenure review related lawsuits, Naha District Court rendered a judgement to fully support OIST's argument, which was appealed and the Higher Court will render a judgement in FY2018.</p> <p>- OIST concluded an agreement with heirs of the victim of the Diving Accident in FY2016 by providing the appropriate amount of compensation in accordance with the University's internal rules, which prevents any further claims against the University.</p> <p>- Legal advice has been provided to appropriately deal with the repeated whistleblowing against the University's employees and executives registered by the ex-employees.</p>	
<b>2.2 Budget allocation and execution Goal</b>	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.			<b>A</b>
<b>2.2 Budget allocation and execution Actions</b>	<p>2201 By holding Resource Allocation Committee, formulate high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, Equipment budget, and Space. For the purpose of appropriate allocation of the university resources, the proposals will be reviewed by the Executive Committee and then approved by the President/CEO.</p> <p>2202 Continue to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit.</p> <p>2203 Continue to reinforce the budget allocation and reporting process by collaboration with the budget analyst assigned in each division. The status of budget execution will</p>		<p>2201 By holding Resource Allocation Committee, formulated high-level budget allocation and reallocations proposals of the university resources, such as Personnel budget, Operational budget, Equipment budget, and Space. For the purpose of appropriate allocation of the university resources, the proposals were reviewed by the Executive Committee and then approved by the President/CEO.</p> <p>2202 Continued to have budgetary units, which are the allocation/execution unit, consistent with the organizational structure of the university and allocate the necessary budget to implement the Business Plan to each budgetary unit.</p> <p>2203 The budget allocation and reporting process was reinforced by actions such as front-loading the schedule through the collaboration with the budget analyst assigned in</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>be reported monthly to the President/CEO at the monthly Budget Review Meeting in order to ensure appropriate and integrated budget management of all funds including the Subsidy for Facilities. In addition, report the budget execution status to CAO on monthly basis.</p> <p>2204 The system of Research Plans has been implemented. All faculty members have been asked to fill out the Research Plans that contain plans for the science, with appropriate summaries as well as requests for resources. Resource requests will cover human, operational expense and instruments and other capital needs. The Research Plan covers five years. Together with the peer reviews, as appropriate, decisions about budget allocations will be made.</p> <p>2205 Mid-year review in September and another review in January, at the beginning of the fourth quarter will be conducted. These are the time when all the research-related budgets are reviewed and adjusted when needed. This fine-tunes the expenditures to optimize spending. The reviews provide opportunities to check and to ensure capital purchases are in line for delivery and acceptance by the end of the Fiscal Year. Continue to properly manage competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research) in accordance with the rules provided to each grant under the Dean of Research while coordinating with the Budget and Accounting Sections.</p> <p>2206 Continue to implement the procedures to comply with laws and University policy and rules – the procedure in budget execution includes reviews by the Vice President in charge of compliance when individual budget expenditures exceed a predetermined threshold.</p> <p>2207 Conduct internal audit under the Vice President in charge of compliance, as well as develop human resources through sending our staff to training courses provided by government agencies, etc. on regular basis, to ensure proper contract, procurement and accounting procedures.</p>		<p>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, reported the budget execution status to CAO on monthly basis.</p> <p>2204 We have implemented rules of new start-up units budget allocation. Also, we have created new review sheet for external review of research units to conduct the review efficiently.</p> <p>2205 As for the proper management of competitive research funds including KAKENHI (Grants-in-Aid for Scientific Research), we have continuously promoted proper management to the researchers through posting Misconduct prevention plan. Conducted Mid-year review in August and September and year-end review in November and December. Appropriate budget reallocation was made by taking into account the delivery and acceptance of capital purchases by the end of the Fiscal Year.</p> <p>2206 As cases are broken into some patterns when individual budget expenditures exceed a predetermined threshold, the section leader in charge of compliance reviewed the appropriateness of the negotiated contracts which do not exceed 5M JPY and the VPAC/AVPAC reviewed the ones which exceed 5M JPY.</p> <p>2207 Conducted internal audit based on the internal auditing plan under the Vice President in charge of compliance. Continued to develop human resources through sending our staff to training courses provided by government agencies, etc. on regular basis, to ensure proper contract, procurement and accounting procedures.</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	<p>2208 A committee consisting of external experts will review of contracts concluded by the University in order to ensure proper implementation of tendering. At the same time, the University will seek comments from the committee concerning measures for improvement of procurement procedures. In addition, exert efforts in ensuring fair and transparent procurement through measures such as establishing a committee including external experts and having their review on specifications of large research tools/equipment for each purchase based on the University's policy and rules.</p> <p>2209 The RSD Section Leaders organize users' group meeting to discuss with users to consider proposals of common research resources including Research CAPEX.</p>		<p>2208 Held a committee consisting of external experts twice and the committee reviewed contracts concluded by the University to ensure proper implementation of the tendering. And improved contracting procedures based on their advice. The number of holding of Specification and Technical Review Committee concerning large scale research tools/equipment is 11.</p> <p>2209 In each RSD Section, users group meeting was organized to discuss with users to consider proposals of common research resources including Research CAPEX. The users groups also reviewed research unit dedicated and shared Research CAPEX.</p>	
<b>2.3 Efficiency of business operations</b> <b>Goal (1)</b>	OIST Graduate University will continue its efforts to improve efficiency in its business operations.			<b>A</b>
<b>2.3 Efficiency of business operations</b> <b>Actions (1)</b>	<p>2301 Support research activities, such as promoting common/shared use of research equipment and tools (See 1.2) and utilizing the methods of unit price contracts, bulk purchase for research materials and reagents, and multi-year contracts.</p> <p>2302 Reduce costs by introducing new competitive methods in addition to the existing competitive methods.</p> <p>2303 Reduce costs of research equipment maintenance by reviewing the methods of maintenance etc.,</p> <p>2304 Increase the number of the available items at the</p>	<p>* Reduction of costs by unit-price contracts and bulk purchase</p> <p>* Increase of use of the internal supply store</p> <p>* Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount)</p>	<p>2301 Promoted unit price contracts and bulk purchase for common/shared use of research equipment and tools. In addition, centralized maintenance contracts in a common research support section.</p> <p>The number of unit price contract: 35 items</p> <p>2302 Revised related rules for implementation of reverse auction and competitive bidding with negotiation from next fiscal year. Conducted one reverse auction on a trial basis.</p> <p>2303 Reduced cost of research equipment maintenance by compiling the maintenance contracts by makers, by reviewing the methods of maintenance, and by price negotiation. Streamlined the contract process for such item that only one vendor will be able to provide the maintenance, by utilizing negotiated contract under the approval of Procurement Committee.</p> <p>2304 Improved the internal supply store operation to support</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>Internal Supply Store for supporting research activities efficiently and effectively.</p> <p>2305 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 regularly from the perspectives of efficiency and simplicity. Continue streamlining the segregation and procedures related to procurement for the future expansion of the University.</p>		<p>research activities efficiently and effectively. The number of goods available at the store: 2439 (vs. FY2016, increased 761 items)</p> <p>Increase of use of the internal supply store Amount of sales: JPY69,049,957 (vs. FY2016, increased 30.8%) Number of customers: 5,880 person (vs. FY2016, increased 49.7%)</p> <p>Increase of use of the office supply store Amount of sales: JPY 14,300,210 (vs. FY2016, Increased -4.2%) Number of customers: 6,243 person (vs. FY2016, 5,616 person, increased 11.0%) The sales amount has decreased 4.2% as the result of promotion of cheaper goods with the same specifications.</p> <p>Use of online store for reagents Amount of sales: JPY 172,340,101 Number of customers: 3,916 person Started data interface for the online stores and HEART system.</p> <p>As the result of user satisfaction survey conducted in the end of the year, the degree of overall satisfaction was 4.0 out of 5.0 (The number of valid respondent was 66.).</p> <p>2305 To ensure proper and efficient implementation of tendering and contracts, we held the Contract Review Committee consisting of external experts, which reviews contracts concluded by the University. The 12th (August 1, 2017) and the 13th (Feb 6, 2018) meetings were held in FY2016. Reported to Committee the measures which is taken for cost reduction, and the measures for further improvement on procedure for tender and contracts. Held the internal Procurement Committee and reviewed 82 contracts. Also, established Specification Formulation Committees and Technical Examination Committee consisting of external experts to have their review on specifications of large research tools/equipment for each purchase exceeding 50m</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>2306 Continue studies on cost reduction through direct purchasing from abroad and the other measures, in order to decrease price differences between Japanese and international markets.</p> <p>2307 Collect reference data comparing prices of supplies and equipment etc. in Japan and abroad and use such data in direct negotiation with manufacturers/agents/vendors to improve cost efficiency of purchasing. In addition, mitigate price increases caused by exchange fluctuations.</p> <p>2308 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</p>		<p>yen, to ensure impartiality and competitiveness on the tender procedure. The number of the Committee: 11 Thorough information disclosure was ensured, such as by disclosing the reasons for the negotiated contracts when those expenditures exceeded a predetermined threshold (Building construction 2.5M, Goods 1.6M, Services 1.0M, Lease 0.8M). Streamlined the process for negotiated contract by reviewing the process for preparation of specification documents. Additionally, examined the rule for cases when University may conclude negotiated contracts. Reviewed PRP28 and procurement policy, rules and procedures regularly from the perspectives of compliance, efficiency and compatibility with the other rules and regulations.</p> <p>Exchanged information with the other research institutes (Kwansei Gakuin University, Advanced Industrial Science and Technology (AIST), Research Manager and Administrator Network Japan, Tokushima University, and Ryukyu University) to improve knowledge, skill, sense of compliance of the procurement staff, and enhancement of supply chain.</p> <p>2306, 2307 Collected reference data prices of supplies and equipment etc. in Japan and abroad and used such data in price negotiation with vendors. The number of the additional data: 633 The total of the reference data is 1,875 (Accumulated until FY2016: 1,242 and the additional 633 in FY2017).</p> <p>Ratio of purchase contracts concluded through tendering or other competitive processes (number of contracts and amount) Contract number: 130 (21.7%) [FY2016 154(22.4%)] Contract amount: JPY5,992 million (66.4%) [FY2016 JPY11,000 million (79.7%)]</p> <p>2308 Contributed to promote their administrative internationalization by receiving two trainee members from Tohoku and Osaka university. Enhanced administrative efficiency by absorbing their knowledge and experience on</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	by absorbing their knowledge and experience on university operation and management.		university operation and administration.	
<b>2.3 Efficiency of business operations</b> <b>Goal (2)</b>	OIST Graduate University will make the best use of its facilities and equipment.			
<b>2.3 Efficiency of business operations</b> <b>Actions (2)</b>	<p>2309 Continue efforts for optimization of use of academic and administration spaces, and research equipment through the regular survey of current spaces in the existing buildings, the close coordination with Research Support Division, and meeting and interviews with the research units to understand their needs.</p> <p>2310 Conduct survey of Seaside House Building and optimize the use of space in that facility.</p> <p>2311 Optimize efficiency of use of space in the new Marine Station facility.</p>		<p>2309 Conducted a survey of existing use of administration and research space and created updated data and drawings of space use for a more efficient allocation of space and for optimization of space use. More than 80 modification of research and administration space, mostly during non-working days, has been completed in FY2017 to make expansion or relocation of existing spaces possible and to accommodate incoming units and new staff. Plans for installation of a software to identify location of each desk and its occupant have been completed and installation of the software is planned for FY2018.</p> <p>2310 Completed a thorough due diligence with contractors and consultant to survey Structural Stability and Mechanical, Electrical and Plumbing Conditions of the building, and concluded that the building is structurally sound, conforming to the seismic resistance requirement, and that the building can be continued to be used by repairing or replacing some of the air conditioning unit. Proposed possible uses for the building through analysis of OIST's needs and potentials of the building, and eventually, in collaboration with the Students Assembly, completed a plan to convert the building to a common-use space for the OIST members, to be used for social and educational activities. Realization of the plan is planned for FY2018.</p> <p>2311 Full occupancy of Marine Station Building was made possible in FY2017 and a system has been created together with the Office of Dean of Research for continuous monitoring of space use. To accommodate a larger number of users, a plan has been devised to make the research space available to research units temporarily depending on the period of their experiment. A Committee of users has been formed to regularly monitor the use of space and make decisions on temporary allocation. Part of the workshop has been converted to the wet lab and experiments have made</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
			possible by finding a solution for treatment of contaminated research wastewater.	
<b>2.4 Personnel management Goal</b>	OIST Graduate University will continue to attract, hire and retain qualified employees, who are essential for the university to achieve its goals sustainably, by providing globally competitive compensation and benefits as well as training opportunities. At the same time, as a corporation operated largely with a subsidy from the Japanese Government, OIST Graduate University will continue to make further efforts to contain overall personnel costs, with strong efforts to keep the employees' salary at a reasonable level consistent with expectations of tax-payers, as well as ensuring accountability in such aspects, by implementing continuous 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 December 24, 2015)" and embodying actions following "On the Salary of Officers and Employees of Special Public Corporations, etc. (by Administrative Reform Promotion Taskforce Secretariats in Cabinet Secretariat on October 7, 2014)."			A
<b>2.4 Personnel management Action</b>	<p>(Recruitment) 2401 Continue to consider the recruiting and hiring of qualified persons for those key positions to administer an international university. In this regards, the optimum number of personnel, the personnel allocation across the organization will be discussed at the Personnel Budget Sub-Committee in order to ensure a highly transparent process. In addition, new EPR system will be used for personnel management.</p> <p>2402 Continue to recruit qualified staff necessary to support new or expanded functions as well as research support positions while recognizing and utilizing internal human resources.</p> <p>2403 At the same time, manage the headcount within ranges decided in budget and with the use of external funds to prevent the organization from expanding excessively the use</p>	<p>* Number of employees (by job categories, nationalities, and gender), by seniority</p> <p>*Ratio of staff in administrative divisions to the total headcounts</p> <p>*Ratio of labor costs to the total operational budget</p>	<p>(Recruitment) 2401 Discussed and prioritized new opening positions at PEREX Budget Sub-Committee, and allocated the new positions to each divisions with the committee approval. Appointed COO, DFA, and AVPGEHR.</p> <p><b>Attachment 2. 4-1 FY2017 Number of Employees</b></p> <p>Ratio of staff in administrative divisions to the total headcount; 32%</p> <p>Ratio of labor costs to the total operational budget: 38% (current estimate)</p> <p>2402 Advertised hiring positions and employed the world-wise biggest business social networking service, "LinkedIn" and promoted job fairs as one of our strategic approach on hiring.</p> <p>2403 The headcounts of faculty were managed within the budget. Created the non-fixed term employment guideline. The revision of the employee contact has been smoothly</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	<p>of subsidy funds. Take account of the trend among universities and similar institutions in Japan and abroad in order to achieve an efficient and streamlined administrative sector.</p> <p>Smoothly implement the revision of the employee contract, converting fixed-term employees to a new category of non-fixed term employment, in accordance with the revised employment contract laws.</p> <p>2404 Continue to enforce the equal opportunity policy to promote diversity at the workplace and to improve the gender balance among all job levels and categories.</p> <p>2405 Continue to promote gender equality in all aspects of university management, especially to identify professional development opportunities for female researchers and to support career advancement opportunities for female administrative staff. Start collecting data in order to develop evidence-based strategies to accomplish the goal of the Taskforce. Continue working with Okinawa Prefecture and universities in Okinawa on projects designed to inspire middle/high schoolgirls to study science and consider science-based careers.</p> <p>2406 Promote hiring people with disabilities by removing barriers for providing equal working opportunities. Prepare rules on the revision of Act on Employment Promotion etc. of Persons with Disabilities scheduled for 2018.</p> <p>2407 Continue to grow the employee service-related function, both for new and current employees as well as students, such as child-care services, family support, food services, health/medical services and living needs support on basis of feedback from users and changing needs as the campus population grows. Continue to network with schools to increase the opportunities for children's education, especially for middle and high school.</p>		<p>implementing in converting fixed-term employees to a new category of non-fixed term employment.</p> <p>2404 The Equality and Diversity policies and practices are reviewed at every new employee orientation session. We have also materials during faculty interview visits. In addition, a Diversity Officer participates on the faculty search committee to eliminate barriers and bias in hiring.</p> <p>2405 Several training opportunities were offered for female researchers and administrative staff. The trainings were attended by 161 women. Also, trainings were provided to the female faculty during a faculty retreat. Data is being organized to analyze the number of female applicants for faculty and managerial positions to develop evidence-based strategies for increasing the percentage of females in these areas. This was another successful year of collaborating with the University of the Ryukyus to hold the Science Project for Ryukyu Girls event. Over 30 high school girls participated in the 1.5day event to promote science and encourage the girls to pursue higher education in a science.</p> <p>2406 Maintained at 2.99% hiring rate with employment of people with disabilities.</p> <p>2407 Held a survey on "Educational Opportunities for OIST children" to determine the needs of the OIST community. The President has met with administrators of local schools to determine potential solutions for the community's educational needs. Additionally, a task force of OIST executives has been created in order to devise a long term strategy for schooling to meet the needs of the OIST community.</p>	
<b>2.4 Personnel management</b>	<p>(Compensation)</p> <p>2408 Referring to competitiveness factors such as salary</p>	* Salary Level of employees (average	<p>(Compensation)</p> <p>2408 Raised 0.2% on all salary levels as correlating to the</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>Action</b>	<p>levels of national government employees and those of academic institutions in and outside of Japan, especially competitive salary levels of the faculty, 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 October 14, 2016).”</p> <p>2409 The Registration Desk, which is now managed by the Director of the Resource Center, will continue to support visiting researchers and invited guests.</p>	salary by job category)	<p>national government level based on “On the Salary of Officers and Employees of Special Public Corporations, etc. (by Administrative Management Bureau, Ministry of Internal Affairs and Communications on October 14, 2016).”</p> <p><b>Attachment 2. 4-2 FY2017 Salary Level of Employee</b></p> <p>2409 The Registration Desk function is still being successfully managed under the Resource Center. Applications for visiting researchers are accepted and processed smoothly. The Resource Center also processes ID cards for guests upon request from Research Unit Administrators (RUA).</p>	
<b>2.4 Personnel management Action</b>	<p>(Career development, training and evaluation)</p> <p>2410 Continue to develop a career development plan for administrative staff, including provisions for training opportunities, securing replacements, and succession planning.</p> <p>2411 Develop new guidelines for training and learning, continue to build on-campus training programs and provide skills-based training necessary for each job class. As appropriate, surveys and interviews will be used to determine training needs.</p> <p>2412 Continue to promote preventive measures against sexual harassment, power harassment and other harassment. Proceed with measures to prevent harassment of employees who take childcare and nursing care leave as well. Other stress related matters will also be addressed by implementing “stress check”. HR Training will support OIST’s focus on wellness and other work-related issues with external and internal offerings.</p>	* Number of employees taking training programs	<p>(Career development, training and evaluation)</p> <p>2410 Provided professional career trainings for managers and administrative staff. Collaborated to establish skill competencies for executives, administrative managers, and staff. Established and delivered Management Forum to support competency development of Managers. Provided the training session of administration skill development to support administrative efficiency.</p> <p>2411 Established guidelines and summary reporting for Mandatory Training Modules to report and better ensure university compliance. Collaborated to establish skill competencies for administrative managers and staff. Interviewed with managers and staff for professional skill development. Construct included Management Forum content and skill development.</p> <p><b>Attachment 2. 4-3 FY2017 Number of Employees Taking Training Programs</b></p> <p>2412 Established the harassment reporting line within OIST to prevent any harassments. Informed the harassments laws and definitions regarding childcare and nursing leave on the HR website. Interviewed with Divisions that is holding high stress levels among their employees and initiated solving the issues to increase the employment welfare satisfaction.</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	<p>2413 In line with OIST's PRP directive, continue to provide a monthly orientation to new incoming staff. Orientation will consist of general orientation about the university, its procedures and Japanese laws along with practical orientation on OIST administrative systems/rules for administrative staff.</p> <p>2414 In FY2017 OIST will maintain the number of language courses given to staff and family members. There is a very strong demand for language training and the ability to communicate in English and Japanese is a foundation of the success of the University.</p> <p>2415 Continue to manage the annual performance evaluation system with job grade and salary ranges. Enhance annual performance evaluation system as well as ensure fairness and transparency appropriate to the nature of each job category through quarterly review, self-assessment and reviewers' evaluations. Also, reflect the evaluation results in employee salaries, while continuing to ensure quality in evaluation and a reliable process with advice- from the Salary Review Committee. In addition, implement training on a regular basis to provide newly promoted managers as well as newly hired employees, with necessary updates to the process.</p>		<p>2413 Continued New Employee Orientation. Created online modules to provide new employees to be informed about the university policy (PRP), rules, and the Japanese laws.</p> <p>2414 The number of enrollments increased, and a total of 543 participants including employees and family members were enrolled in English courses and 535 participants were enrolled in Japanese courses. OIST offered 30 different English courses and 42 different Japanese courses. English team provided seminars and lessons in conjunction with Community Relations section, Graduate School, and Academic Service section. Japanese team provided a lesson for Unit workshop. "Home visit program" was held for the first time with support from Onna village and Community Relations section. 17 OIST staff and 12 Onna local families participated in the program.</p> <p>2415 Provided the seminar to managers and definitions of terms to prevent any differences in the evaluating degrees among divisions and ensured fairness in the annual performance evaluation. Encouraged the annual quarter meeting between a supervisor and employees for a regular basis communication.</p>	
<b>2.5 Compliance Goal:</b>	OIST Graduate University will ensure compliance in all aspects of the university operations.			<b>A</b>
<b>2.5 Compliance Actions</b>	<p>2501 The Vice President for Administrative Compliance will continue to review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures from a view point of compliance.</p> <p>2502 Continue to establish and revise policies, rules and procedures appropriately at the right time in response to revision of relevant laws and regulations or changing</p>		<p>2501 Continued to review the budget execution status and contracts exceeding a predetermined threshold as well as new and revised policies, rules and procedures from a view point of compliance.</p> <p>2502 Established and revised policies, rules and procedures appropriately at the right time in response to revision of relevant laws and regulations or changing situation. Besides,</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>situation, and hold the PRP review committee periodically to maintain consistency in policies, rules and procedures as a whole. Provide legal advice to each policy owner division in drafting and revising the policies, rules and procedures.</p> <p>2503 Continue to ensure appropriate creation, management and retention of documents concerning decision-making and its processes in the operation, based on the Act concerning the Management of Public Documents (Act No. 66 of 2009) and University Policy and rules that are developed accordingly.</p> <p>2504 Handle personal information properly based on the Act on the Protection of Personal Information held by 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.</p> <p>2505 Through audits by Auditors and internal audits carried out under the Vice President for Administrative Compliance, provide rigorous review of the status of compliance including the implementation of the policies and rules, and reflect the result as necessary.</p> <p>2506 To facilitate evaluation of situations that may give rise to conflicts of interest, formal written disclosure of external activities and commitments is required of all University officers and employees each year, based on the PRP Section 22.3.1 in “Avoiding Conflicts of Interest &amp; Commitment”.</p> <p>2507 Continue to ensure that our research activities are compliant with pertinent regulations and laws.</p>		<p>held the PRP Review Committee in February to maintain consistency in policies, rules and procedures as a whole.</p> <p>2503 Ensured 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 and University policy and rules that are developed accordingly.</p> <p>2504 Gave advice to relevant divisions, handled personal information properly based on the Act on the Protection of Personal Information held by Incorporated Administrative Agencies etc. (Act No. 59 of 2003), the Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure (Act No. 27 of 2013) and the University policy and rules that are developed accordingly.</p> <p>2505 Conducted internal audits based on the internal audit plan under the Vice President in charge of compliance to ensure proper contract, procurement and accounting procedures. When individual budget expenditures exceed a predetermined threshold, the section leader in charge of compliance reviewed the appropriateness of the negotiated contracts which are less than 5M JPY and the VPAC/AVPAC reviewed the ones which exceed 5M JPY. As concerning compulsory training in compliance, we provide the e-learning programs for all faculty and employees (mandatory training for newly hired).</p> <p>2506 To facilitate evaluation of situations that may give rise to conflicts of interest, VPAC required all university officers and employees to disclose their external activities and commitments on a formal basis based on the PRP Section 22.3.1 in “Avoiding Conflicts of Interest &amp; Commitment”, and implemented its management and operation.</p> <p>2507 General legal matters on health and safety were discussed, reported and confirmed at the Safety and Health Committee. All research protocols were reviewed from</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
	<p>2508 To prevent misconduct of research funds, various measures will be taken, including initiatives for ensuring through familiarization of all faculty members and researchers with rules of use of research funds, and increasing the awareness of thereof from the time they decided to join OIST.</p> <p>2509 All OIST researchers and students will be required to take research ethics education in order to promote responsible conduct of research. (See1.2)</p> <p>2510 Necessary manuals or procedures will be established so that all researchers and students perform appropriate and effective operations over storage and disclosure of research data in compliance with relevant administrative guidelines. (See1.2)</p> <p>2511 Following the diving incident occurred in November 2016, a review panel consisted of 6 external members was established. The findings and report will be made in April 2017 as a target. Based on the findings and report, enforcement of measurement for health and safety at OIST will be made.</p>	<p>standpoints of legal requirement, safety and/or research ethics by Biosafety Committee, Human Subjects Research Review Committee, Radiation Safety Committee, Laser Safety Advisory Committee or Field Work Safety Committee, and then approved prior to their commencement. Professional staff also provided consultation on and checked legal requirement of the experiment and research specimens/chemicals. The Database of Regulated Agents has been newly created to allow the researcher/student easily survey regulations and legal requirement of research specimens and chemicals. The database is now open to the public to contribute to whole academic society.</p> <p>2508 We've explained about our rules of use of research funds to new faculty members at the preliminary meeting before their start. Also, after their arrival, we've explained the rules in more details.</p> <p>2509 Both summary and full contents of responsible conduct of research have been available online. The relevant staff contacted the person who did not take the education personally or through their supervisor and persuaded to take the education.</p> <p>2510 Briefing session on the Guidelines on Archival and Disclosure of Research Data, Laboratory Notebooks, Research Specimens and Chemicals was held, and effective operations over storage and disclosure of research data in compliance with relevant administrative guidelines were explained. Actual data archiving has been started after establishment of environment for data storage. We have done various activities as above but there is some room for improvement of efficiency.</p> <p>2511 The report on the diving incident was submitted to the President in May 2017, and then the report has been publicized. Field Work Rules have been completely revised and Field Work Safety Committee comprising four external specialists and two internal members has been established based on the report and internal discussion. Overall safety management on field work has been strengthened through</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
			<p>strict review of field work plan, clarification of implementation requirements depending on the content of field work, introduction of prior evaluation on diving skill and safety, confirmation of health checkup and reinforced management of diving equipment. The staff position for field work was placed, and the staff was recruited. November has been set as Safety Enhancement Month, and a memorial lecture, update session on health and safety, special safety seminar, safety slogan competition, leadership training on health and safety, exhibition of safety and HIYARI-HATTO posters and unannounced onsite inspection on personal protective equipment were organized.</p> <p>In addition, to promote research safety awareness and training at OIST and enable students and junior researchers or technicians from OIST to undertake fieldwork while developing the necessary skills including research safety training, we've developed the Shohei Suzuki Research Safety Fund to start accepting donations.</p>	
<b>2.6 Information Disclosure and Public Relations</b> <b>Goal:</b>	<p>The fast growth of the Graduate University requires OIST to guarantee transparency of academic and administrative operations, and accountability to the general public. In order to obtain broad support for OIST both from Japan and overseas, and to enhance worldwide recognition of the Graduate University, we will communicate actively with various stakeholders and promote OIST.</p>			A
<b>2.6 Information Disclosure and Public Relations</b> <b>Actions:</b>	<p>2601 Continue to disclose the information appropriately on the OIST website etc. to comply with the School Education Act (Act No. 26 of 1947) and the Act on Access to Information held by IAI (Act No. 140 of 2001).</p> <p>2602 A new section, Digital Services, with 3 staff members, has been set up within the CPR division. Their role is to maintain OIST's internal and external web functions at the highest level.</p> <p>2603 Continue organizing press briefing sessions and press conferences in Okinawa and on the mainland, and generate</p>		<p>2601 Continued to disclose the information appropriately on the OIST web site etc. to comply with the School Education Act and the Act on Access to Information held by IAI.</p> <p>2602 Digital Services replaced the OIST internal communications website TIDA with a new cloud-hosted version, moved Groups to cloud hosting, and replaced Directory with a new cloud-hosted version that pulls information from IT's new identity management database. Digital Services also adapted all required systems to use ADFS, IT's new authentication system. Digital Services continued upgrades and maintenance of all web systems and established the foundation for a unified and consistent branding system for OIST websites.</p> <p>2603 The Media Section organized 8 press conferences and press briefing sessions in Tokyo and Okinawa, and two major</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	<p>press visits to OIST, in order to maintain consistently positive press coverage of the Graduate University. With the arrival of the new president, the Media Section would like to seek in FY2019 an OIST tour by science editorial writers from major news media outlets.</p> <p>2604 Continue improving the OIST Graduate School Website, publication database, and News Center to facilitate retrieval of information about the OIST Ph.D. program and publications by OIST researchers, and to encourage use of OIST photos, videos and other multimedia.</p> <p>2605 Increase effective use of social media such as Facebook, Twitter and YouTube to propagate excitement about the OIST Graduate University.</p> <p>2606 Continue to maintain and improve the library of OIST Policies, Rules and Procedures on the website</p>		<p>press tours to OIST in June 2017 and January 2018. Press tours were strategically planned in terms of their timing and content, generating press coverage and helping to build good relationships between OIST scientists and executives including President Gruss and senior science journalists and bureau chiefs of Naha-based media outlets.</p> <p>2604 Digital Services created a website and reservation system for first OIST Graduation and supported the graduate school with technical and consultation support for student recruiting. Care of the publications database was transferred to the Faculty Affairs in 2016 and is now part of the Institutional repository project. OIST photos have been moved to Flickr, and OIST videos are now archived and shared in original format on Vimeo.</p> <p>2605 The Media Section, the Community Relations Section, and the Graduate School continued to use social media for various outreach within and outside Japan. The Media Section increased OIST's social media platforms by adding Flickr for sharing photos and Vimeo for sharing videos, and launching a proactive Instagram page.</p> <p>2606 Maintained and improved the library of OIST Policies, Rules and Procedures on the website.</p>	
Chapter 3 Finance				
<b>3 Finance Goal:</b>	<p>OIST Graduate University will continue to broaden its financial basis strategically by proactively increasing the amount of research grants, donations, and other income sources with the aim of becoming more financially independent in the future.</p> <p>The University will also examine financial arrangement that would enable a new housing project on or off campus.</p>			A
<b>3 Finance Actions:</b>	<p>(Grants)</p> <p>3001 Based on the findings from the questionnaires made at the end of FY2016 Kakenhi support program, the following actions will be made.</p> <p>a) Make targeted communications for different groups such as new comers, junior researchers and senior researchers to provide more tailored support.</p> <p>b) Encourage researchers to join Japanese academic society and create network with researchers in other</p>	<p>* Increase of the number of application for external research grants</p> <p>* Increase of the number of awarded research grants (number and amount)</p>	<p>(Grants)</p> <p>3001</p> <p>a) Based on the information on the starting date of the new faculties, provided by Faculty Affairs Office, the Grants and Research Collaborations Section (GRC) visited faculties and provide information on KAKENHI and support services relevant to KAKENHI application.</p> <p>b) GRC recommended OIST researchers to attend a</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	<p>universities.</p> <p>c) Increase the number of external grant facilitators and enhance the coverage of research area.</p> <p>d) Bring forward the schedule of grant workshops from autumn to summer to encourage early preparation of application.</p> <p>e) Modify and implement further incentive programs for all researchers.</p> <p>3002 With the leadership of a Manager for Grant pre award, the Grants and Collaborative Research Section of the RSD will continue to collect information about grant opportunities in Japan and abroad and communicate these on a regular basis to members of our research community. In addition, the manager and the section will collect information about any precursory activities leading to announcements of new grants, such as from advisory boards of MEXT.</p> <p>3003 Encourage researchers to apply for private sector and industry-related grants and provide proactive application support such as translation, editing, and budgeting.</p>	<p>* Increase of the number of external funding to OIST (total amount and breakdown)</p>	<p>scientific meeting in Japan.</p> <p>c) According to the subjects of the OIST researchers who want to receive the grant facilitator's advice, two external grant facilitators were recruited for pharmacology and system neuroscience. In total, we have 11 grant facilitators, three of which are OIST researchers.</p> <p>d) To stimulate KAKENHI applicants, a seminar by an OIST faculty member who has a good funding record was held in April 28 ("Writing grants for fun and profit") and a workshop by a consultant was conducted in June 6 ("Decoding KAKENHI Screening Results"). Other opportunities for KAKENHI workshops, seminars, consultations were strategically given to possible applicants from summer.</p> <p>e) Actions relevant to the incentive program started much earlier than in FY2016. To make the program more useful, discussion on the design of the program will be continued among GRC, Dean of Research and other executives.</p> <p><b>Attachment 3. 1 FY2017 External Grants and Donations Table</b></p> <p>3002 Grants and Research Collaborations Section actively visited major funding agencies such as MEXT, METI, JST, JSPS and NSF for networking. Prior to open calls, attempts to collect the information was also carried out, for example, on a successor to "Program for Leading Graduate Schools" and "Collaborative Research in Computational Neuroscience" (NICT-NSF).</p> <p>3003 The Technology Development &amp; Innovation Center (TDIC) manages industry-related collaborations focused on technology development and funded by the government and the private-sector.</p> <p>In FY2017, TDIC:</p> <ul style="list-style-type: none"> <li>Promoted 35 funding opportunities to the OIST</li> </ul>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
			<p>research community</p> <ul style="list-style-type: none"> <li>Supported the submission of 18 grant proposals</li> <li>Concluded 7 new collaborative research agreements with industry partners</li> <li>Helped secure 4 new industry-related research grants supported by the Okinawa Prefectural Government</li> </ul> <p>By providing proactive encouragement and support to the OIST research community and strengthening relationships with government and private-sector funding agencies, external funding to support technology development research at OIST is more than ¥200M in FY2017, surpassing the target of ¥148M that was set in 2014 in the “Mid-Term Strategy for External Funding”.</p> <p>In FY2017, external funding for industry-related (business development) activities surpassed the forecast developed in 2014 in the “Mid-Term Strategy for External Funding”.</p> <p>In addition, the ratio of industry-related external funding was ~24% of total external funding. This ratio is high, even compared to more established research universities in the United States.</p>	
<b>3 Finance Actions:</b>	<p>(Donations)</p> <p>3004 OIST will establish a Development Office to manage gift and donation solicitation.</p> <p>3005 OIST will establish fundraisers in order to start the fundraising for OIST.</p>		<p>(Donations)</p> <p>3004, 3005 Senior Associate, with the support of AVP CPR, continued to develop basic infrastructure for fundraising operation. Both Japan and US based specialists were brought into the effort, began to work to set up the basic mechanism to encourage and receive donations both in and out of Japan.</p>	
<b>3 Finance Actions:</b>	<p>(Finance for a new housing project)</p> <p>3006 Task Force on Future Housing will examine PFI, PPP or other means to finance a new housing project.</p>	* A report on a new housing project (financial portion)	<p>3006 The Housing Task Force successfully completed the task of analyzing various methods of finance for On-Campus Housing and in September 2017 concluded that PFI is the appropriate method of finance. Based on the result of that study, OIST received confirmation from the Cabinet Office to proceed with planning of the first phase of on-campus housing in FY2018.</p>	
<b>Chapter 4 Contribution to Self-sustainable Development of Okinawa</b>				
<b>Contribution to Self-sustain-</b>	Japan’s “Basic Policy on Economic and Fiscal Management and Reform 2016” includes measures to promote the development of Okinawa into an “innovation powerhouse” and driving force in stimulating the Japanese economy and			<b>A</b>

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>able Development of Okinawa</b> <b>Goal:</b>	<p>advocates support for the formation of a global intellectual and intellectual cluster (R&amp;D cluster) centered on OIST. OIST established the Technology Development and Innovation Center to reflect the university's commitment to national policy and to its founding objective to contribute to the self-sustaining development of Okinawa, as stipulated in the OIST School Corporation Act of 2010.</p> <p>The Technology Development and Innovation Center (TDIC) fosters innovation at OIST and in Okinawa by promoting the transfer of discoveries made in the research laboratories to industry for societal and economic and benefit. TDIC proactively supports technology development research, inventions and patents, collaborations with industry, entrepreneurship, and partnerships with public and private organizations that promote innovation in Okinawa.</p> <p>In FY2017, TDIC will continue to implement the following broad measures:</p> <ul style="list-style-type: none"> <li>(a) Identify, patent, and promote research discoveries</li> <li>(b) Expand R&amp;D projects with industry collaborators and diversify funding sources through private-sector and government grants for industry-related research</li> <li>(c) Foster the creation of entrepreneurial spin-off companies</li> <li>(d) Drive inventions towards commercialization through the Proof of Concept Program</li> <li>(e) Support research in areas that offer breakthroughs in technology based on advances in basic research through the R&amp;D Cluster Research Program</li> <li>(f) Strengthen regional, national, and international partnerships with innovative public and private organizations with the aim of developing an R&amp;D cluster in Okinawa</li> <li>(g) Understand the components and indicators of successful innovation in science and technology and measure their socio-economic impact</li> </ul> <p>Self-sustaining development of Okinawa also depends on the dynamic, inclusive, and diverse engagement and participation of local citizens. To this end, OIST cares deeply about its social impact on Okinawa and engages with the local community through campus tours and educational events. The university also strives to develop its campus as a center for cultural and community activities.</p>			
<b>4 Contribution</b>	(Identify, Patent, and Promote Research Discoveries) 4101 Continue to foster invention disclosure procedures that	* OIST intellectual property (number of	(Identify, Patent, and Promote Research Discoveries) 4101 Procedures to disclose new inventions through the	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>to Self-sustainable Development of Okinawa Actions:</b>	<p>complement the basic research mission of OIST.</p> <p>4102 Expand international external expert advisors for efficient and strategic management of intellectual property and recommendations on patent filing. Enhance quality of the Invention Evaluation Committee with the expanded pool of external experts.</p> <p>4103 Develop standard operating procedures for the implementation and use, including by third parties, of IP management software to administer invention disclosures, patent costs and communications, deadlines, customer relationships, and license negotiations.</p> <p>4104 Continue to expand awareness of inventions and protection of intellectual property throughout the university by organizing training courses, seminars, and workshops.</p>	<p>invention disclosures, patents filed and awarded, etc.).</p>	<p>OIST Electronic Application System (EAS) were further improved to strengthen the analysis of technology transfer opportunities. This has facilitated the identification of potential commercialization paths. In addition, a technology licensing specialist was recruited to closely support intellectual property management in the chemical and material sciences.</p> <p>4102 6 new external patent experts (4 from the US and 2 from Japan) were integrated into the IP Specialist Network. The network now totals 32 members from 5 countries.</p> <p>In FY2017, the expanded specialist network and increasingly streamlined procedures for managing intellectual property have resulted in:</p> <ul style="list-style-type: none"> <li>• 13 new invention disclosures evaluated by the Invention Evaluation Committee, increased from 9 in FY2016</li> <li>• 65 patent application filings</li> <li>• 24 new patents awarded</li> </ul> <p><b>Attach 4. 1 Patent Status</b></p> <p>4103 Standard operating procedures have been documented not only for the implementation and use of the IP management software system but also for communication with inventors and external experts to administer effectively the expanding IP portfolio, currently consisting of over 300 cases (250+ pending patent filings and 68 awarded patents).</p> <p>4104 TDIC increased activities to strengthen awareness of inventions and intellectual property by targeting specific segments of the OIST community:</p> <ul style="list-style-type: none"> <li>• Graduate Students: Lecture on “Introduction to Intellectual Property” to graduate students in the PD1 course, conducted by a patent litigation expert based in Japan and the US</li> <li>• All Staff: TDIC staff provides an introduction to intellectual property policies and procedures to all new employees at orientation</li> <li>• Researchers: TDIC Staff provided in-depth education on IP and technology transfer to researchers</li> </ul>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
			<p>participating in the JST Technology Showcase Event in Feb 2018</p> <ul style="list-style-type: none"> <li>Research Units: TDIC staff visits research units periodically to discuss intellectual property and introduce services of TDIC</li> <li>Faculty, Researchers, Students: Technology Licensing Specialists conduct one-on-one meetings with faculty, students, and researchers at their request</li> </ul>	
<b>4 Contribution to Self-sustainable Development of Okinawa Actions</b>	<p>(Expand R&amp;D Projects with Industry Collaborators and Diversify Funding Sources)</p> <p>4105 Continue to promote research exchanges and collaborative research with industry by proactively identifying potential partners, building long-term relationships, and hosting company visits and exchanges.</p>          <p>4106 Continue existing industry-related research projects funded by the Okinawa Prefectural Government (OPG). Proactively pursue new projects that align with the Okinawa Science and Technology Roadmap to support research and diversify funding. In addition, contribute to academic meetings and symposia related to the projects to enhance knowledge and technology transfer.</p>	<p>* Number of official contacts with companies, with the view of future collaborations.</p> <p>* Number of collaborative projects with companies (collaboration agreements, joint research projects, commercialization of intellectual property, etc.).</p>	<p>(Expand R&amp;D Projects with Industry Collaborators and Diversify Funding Sources)</p> <p>4105 Exchanges and collaborations with industry are managed by the Technology Development and Innovation Center which proactively promotes academic-industry relationships and develops opportunities for technology transfer of OIST research discoveries.</p> <p>In FY2017, TDIC managed:</p> <ul style="list-style-type: none"> <li>26 collaborative research projects, (14 new and 12 renewed collaborations)</li> <li>Concluded the first research collaboration with an international company based in the UK</li> <li>8 new Non-Disclosure Agreements (NDAs) were concluded with companies and new projects based on the information exchange are currently being developed.</li> <li>50+ new connections with companies made through introductions to OIST research, discussions of opportunities for collaboration, or visits to OIST</li> </ul> <p>4106 In FY2017, TDIC worked closely with research units and the Okinawa Prefectural Government to pursue new industry-related projects aligned with the Okinawa Prefecture Science and Technology Promotion Roadmap. As a result of these efforts, OIST was awarded 4 new grants funded by the OPG:</p> <ul style="list-style-type: none"> <li>Microbial Fuel Cells for Soil Remediation</li> <li>Microbial Fuel Cells to Process Swine Waste</li> <li>Power exchange in the Integrated Environment of EV and DC Grid</li> <li>Cell Function Analysis and Signal Transmission Analysis of Okinawan biological resources</li> </ul> <p>Three existing grants were also renewed, for a total of 7</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>4107 Promote technologies and strengthen relationships with industry by participating in well-recognized industrial exhibitions, workshops, and conferences nationally and internationally, such as BIO International Convention, BioJapan, nanotech Japan, and others.</p> <p>4108 Expand the diversity of funding sources by encouraging researchers to apply for private-sector and industry-related grants. Provide proactive application support such as translation, editing, and budgeting. Explore new funding sources and maintain a database of opportunities.</p>		<p>grants supported by the OPG in FY2017.</p> <p>4107 Participated in 7 domestic and 2 international conventions and events to promote OIST technologies including:</p> <p>Domestic</p> <ul style="list-style-type: none"> <li>• BioJapan 2017</li> <li>• nano tech 2018</li> <li>• Okinawa Promotion Seminars in Osaka and Tokyo (with OPG)</li> <li>• IoT Exhibition</li> <li>• OPG Small Seminar</li> <li>• Medix Kansai</li> <li>• Internecon Japan</li> </ul> <p>International</p> <ul style="list-style-type: none"> <li>• AUTM Central Region Meeting</li> <li>• Bio Pharm America</li> </ul> <p>In addition, in Feb 2018, TDIC organized with JST a technology showcase to exclusively feature 4 patented OIST technologies to more than 80 companies that registered for the event. OIST inventors were present to discuss their technologies and conduct one-on-one meetings with companies. Follow-up is being conducted on promising matches between the OIST technologies and company needs.</p> <p>4108 TDIC promotes research projects focused on technology development and funded by diverse sources, from the government to the private-sector.</p> <p>In FY2017, TDIC Staff:</p> <ul style="list-style-type: none"> <li>• Promoted 35 private-sector funding opportunities to the OIST research community</li> <li>• Supported the submission of 18 grant proposals</li> <li>• Concluded 7 new collaborative research agreements with industry partners</li> <li>• Helped secure 4 new industry-related grants from the Okinawa Prefectural Government</li> <li>• Explored new funding sources by expanding marketing efforts to global companies, which resulted</li> </ul>	

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<p>4109 Continue to enhance business development activities by strengthening internal expertise in business and marketing of science and technology.</p> <p>4110 Work closely with the General Counsel's Office to develop standard terms and conditions and prepare template agreements for collaborations with industrial partners that promote efficient technology transfer. Build university expertise in negotiating and administering complex agreements with industry, including non-disclosure agreements, materials transfer agreements, collaborative/sponsored research agreements, licenses,</p>		<p>in the first research collaboration with an international company based in the UK</p> <ul style="list-style-type: none"> <li>Hosted visits and conducted meetings with 50+ companies to promote sponsored research</li> </ul> <p>By exploring new funding sources, external funding to support technology development research at OIST is more than ¥200M in FY2017, surpassing the target of ¥148M that was set in 2014 in the "Mid-Term Strategy for External Funding".</p> <p>In FY2017, external funding for industry-related (business development) activities surpassed the forecast developed in 2014 in the "Mid-Term Strategy for External Funding". In addition, the ratio of industry-related external funding was ~24% of total external funding. This ratio is high, even compared to more established research universities in the United States.</p> <p><b>Attach 4. 2 FY2017 Industry-related Collaboration and Innovation Seminars and Events</b></p> <p>4109 TDIC staff members continued to strengthen their individual expertise in technology transfer by participating in more than 30 professional development courses and seminars on topics including:</p> <ul style="list-style-type: none"> <li>Collaborative research agreements</li> <li>Startup development</li> <li>Contract negotiation</li> <li>Product valuation and deal structuring</li> <li>Conflict of interest in industry-academia collaborations</li> </ul> <p><b>Attach 4. 3 FY2017 TDIC Staff Professional Development Activities</b></p> <p>4110 TDIC worked with Office of the General Counsel to develop standard templates for contracts and agreements. Standard templates are now available for:</p> <ul style="list-style-type: none"> <li>Non-disclosure Agreement</li> <li>Collaborative Research Agreement with Industry</li> <li>Sponsored Research Agreement with Industry</li> </ul> <p>The standard agreements ensure that OIST interests are consistently represented and have helped to streamline</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	consulting agreements, and MOUs.		negotiations with companies.	
<b>4 Contribution to Self-sustainable Development of Okinawa Actions</b>	<p>(Foster the Creation of Entrepreneurial Spinoff Companies)</p> <p>4111 Develop a package of services to support OIST startups, including access to facilities and equipment, assistance with fundraising, and connections to commercialization experts. Develop and implement rules for eligibility, selection, benefits, and review of potential startups.</p> <p>4112 Continue the entrepreneurship education workshop, with a focus on supporting the commercialization of technologies in the Proof-of-Concept (POC) Program and other related technology development programs at OIST. Continue to invite students and researchers from other universities in Okinawa to promote entrepreneurship in the prefecture.</p>	<p>* Number of technology development research projects supported (Proof-of-Concept, R&amp;D Cluster Research, etc.)</p>	<p>(Foster the Creation of Entrepreneurial Spinoff Companies)</p> <p>4111 OIST has developed a wide range of services to support startups including:</p> <ul style="list-style-type: none"> <li>• Entrepreneurship workshops and seminars</li> <li>• A library of markets reports in a wide range of technology areas</li> <li>• Network of 50+ industry experts from around the world to serve as advisors and mentors</li> <li>• Increasing number of NDAs and MOUS with venture capital companies to provide startups with access to private capital</li> <li>• Streamlined access to OIST core facilities and equipment to startups and industry partners</li> <li>• Startup Accelerator Program was launched to recruit innovative global entrepreneurs to incubate their startups in Okinawa (<a href="https://groups.oist.jp/tdic/accelerator-program-0">https://groups.oist.jp/tdic/accelerator-program-0</a>)</li> <li>• Administrative support to apply for government grants to incubate startups, such as the JST START Program</li> </ul> <p>4112</p> <ul style="list-style-type: none"> <li>• The 5<sup>th</sup> Entrepreneurship Training Program was conducted to foster entrepreneurial activities by focusing on POC technologies. Instructors from the US National Science Foundation's I-Corps Node in Washington DC led a 3-week intensive course based on the Lean Startup method. Researchers representing 6 units participated.</li> <li>• Introduction to the Lean Startup: 21 participants from 12 units joined the 1-day intensive course.</li> <li>• Co-sponsor the Okinawa Venture Market with Okinawa J-Adviser attended by +100 people related to entrepreneurship from Japan and Taiwan</li> <li>• Hosted the Okinawa Startup Program at OIST (organized by Bank of the Ryukyus and Okinawa Times) to bring together startups, entrepreneurs and investors</li> <li>• Organized the "Okinawa Innovation and Entrepreneurship Summit 2018" with 20 speakers from Japan and abroad and attended by +120</li> </ul>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	<p>4113 Identify priority industrial sectors where OIST is developing expertise and intellectual property, and strengthen business knowledge of those sectors through analysis of patent portfolio and market research.</p> <p>4114 Continue to operate space in Lab 3 Level A as the “Technology Development Labs” (renamed from Technology Transfer Center), to nurture new technologies, proof-of-concept, and R&amp;D cluster research towards commercialization.</p> <p>4115 Develop plans, budget, schedule, and operating procedures for an incubator facility proximal to the campus to serve as a Launchpad for OIST startups and a collaboration space for OIST researchers and industry partners. Conduct due diligence on university-based startup incubators around the world to determine best practices.</p>		<p>participants</p> <p>4113 TDIC is pilot testing a patent analysis software platform that contains the largest IP dataset in the world in order to evaluate the patent landscape of the OIST IP portfolio and to help identify potential licensees and collaborators.</p> <p>4114 Space in the Technology Development Labs (Lab 3 Level A) continues to be at full capacity, with a growing list of eligible POC projects waiting for access.</p> <p>4115 A task force was established in April 2017 to conduct the preparatory work needed to establish a startup incubator facility, including feasibility studies, design, operational models, and financial management strategies. TDIC is working with divisions across OIST to implement recommendations made by the task force in their final report dated 17 July 2017. Initially, a 500m2 pre-fabricated facility will be constructed in the R&amp;D Zone with a target completion of ~Dec 2018. Initial layout of the open plan facility has been drafted and tender specifications are being developed to select a contractor. Guidelines and procedures are also being prepared to support the operations of the facility. The cross-division task force was established, conducted their deliberations, and outlined their recommendations over a period of 2 months. Efficient management of the work of the task force allowed OIST to negotiate successfully a budget for a pre-fab incubator facility in FY2018, thereby establishing the first facility at OIST dedicated to supporting startups. The final recommendations of the task force reflected significant background analysis and contributions by a broad range of expertise.</p>	
<b>4 Contribution to Self-sustain-</b>	<p>(Drive Inventions towards Commercialization through the Proof of Concept Program)</p> <p>4116 Ensure the advancement of ongoing projects in the Proof of Concept (POC) program by continuing to provide</p>		<p>(Drive Inventions towards Commercialization through the Proof of Concept Program)</p> <p>4116 The organization of the POC program was enhanced by classifying projects into 2 distinct</p>	

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<b>able Development of Okinawa Actions</b>	<p>funding, market reports and analysis, hands-on project management, educational courses and events, and access to industry experts. Expand the POC Program to include a Phase II for advanced scale-up of proven technologies.</p> <p>4117 Enhance OIST access to expertise in commercialization and technology transfer by expanding the network of industry experts/mentors for the POC Program and related technology development programs. Explore other mechanisms to engage external industry experts to accelerate technology development and commercialization projects.</p>		<p>pre-commercialization phases: a feasibility Phase I and an advanced scale-up Phase II. The classification scheme helps to tailor programmatic support based on an assessment of the maturity of the technology towards commercialization.</p> <p>In FY2017:</p> <ul style="list-style-type: none"> <li>8 new POC projects were awarded (6 in Phase I and 2 in Phase II), in the areas of health, environment, energy and functional foods. There are now 20 ongoing POC projects.</li> <li>Organized 3 training courses on effective project management, introduction to Microsoft Project software, and creating business plans.</li> </ul> <p>4117 TDIC continues to expand its POC Specialist Network of external technical and industry experts to enhance peer-review and mentorship of its technology development activities. In FY2017, 13 technical and industry experts from Japan and abroad have been added to the network, which now totals over 50.</p>	
<b>4 Contribution to Self-sustainable Development of Okinawa Actions</b>	<p>(Support Research in Areas that Offer Breakthroughs in Technology through the R&amp;D Cluster Research Program)</p> <p>4118 The R&amp;D Cluster Research Program will continue to seed the formation of interdisciplinary research teams around technology areas in which OIST is developing expertise and in which being located in Okinawa confers a distinct advantage. Originally established in 7 Research Units, the R&amp;D Cluster Research Program has evolved to focus on highly innovative research that is designed to develop new concepts, instrumentation, methods, technologies, or ways to produce or analyze data. R&amp;D Cluster Research funding will support current and future projects directed toward the development, application or translation of research. These tightly focused projects will also involve significant interactions with partners outside of OIST, from industry to government to local community groups.</p> <p>To ensure that the R&amp;D Cluster Research Program is well integrated with other related programs at OIST, it was moved along with the Proof-of-Concept Program, into the R&amp;D Cluster Research Programs Section, a newly created section of the Technology Development and Innovation Center.</p>		<p>(Support Research in Areas that Offer Breakthroughs in Technology through the R&amp;D Cluster Research Program)</p> <p>4118 FY2017 was the last year of the R&amp;D Cluster Research Program. Major outcomes of the program include:</p> <ul style="list-style-type: none"> <li>7 projects funded</li> <li>64 publications</li> <li>5 inventions</li> <li>1 startup company established</li> <li>¥74M external funding received</li> <li>22 news articles</li> <li>39 collaborations</li> </ul> <p>Several inventions are being further developed by the POC Program, indicating that R&amp;D Cluster Research was successful as a pipeline of new technologies. Several projects will also continue in collaboration with companies.</p> <p>Using experience gained from administering the R&amp;D Cluster Research Program, TDIC developed a new initiative, Innovative Technology Research (ITR), to</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	Mechanisms will continue to be developed to incorporate eligibility, selection, and evaluation procedures into the management and operations of programs in the new section.		support transformative research that is targeted towards an urgent societal need and that can lead to the development of new technologies. ITR was integrated as a key component of the POC program and complements the pre-commercialization Phases I and II by serving as a pipeline of new technologies into those phases. At the end of FY2017, an open call for ITR proposals was announced and new projects will be selected in FY2018.	
<b>4 Contribution to Self-sustainable Development of Okinawa Actions</b>	<p>(Strengthen Regional, National, and International Partnerships for R&amp;D Cluster Development)</p> <p>4119 Coordinate interactions with institutions in Okinawa and nationally that encourage technology transfer and R&amp;D cluster development, such as the Okinawa University Consortium, Science and Technology Promotion Center, Industry Promotion Center, Okinawa Development Finance Corporation, National Institute of Advanced Industrial Science and Technology (AIST), Japan Science and Technology Agency (JST), Regional Economy Vitalization Corporation of Japan (REVIC), related roundtables, and others.</p> <p>4120 Align plans for the OIST incubator facility with the broader strategy for R&amp;D cluster development, ensuring that the incubator is equipped and operated to foster collaboration and seed an innovation ecosystem centered around OIST. Host global experts in incubator operations to advise on strategy to accelerate entrepreneurial activity in the region.</p>	<p>* Number of symposiums, meetings, workshops organized or hosted by OIST around topics related to innovation, technology development and R&amp;D cluster development.</p> <p>* Number of participants in events, courses, symposia, meetings, workshops, and seminars on topics related to innovation, technology development, and R&amp;D cluster development.</p>	<p>(Strengthen Regional, National, and International Partnerships for R&amp;D Cluster Development)</p> <p>4119 TDIC coordinated a number of interactions with external organizations to promote R&amp;D cluster development:</p> <ul style="list-style-type: none"> <li>Continued to support and participate in the Okinawa University Consortium</li> <li>Continued to be a participating member of the Okinawa Prefecture Science and Technology Promotion Roadmap Committee</li> <li>Organized with JST a technology showcase to exclusively feature 4 patented OIST technologies to more than 80 companies registered for the event</li> <li>Concluded NDAs with 2 large Japanese venture capital companies to conduct exchanges on technology development and support for startups</li> <li>Hosted visits by one of the largest companies in Japan to discuss potential joint projects to develop entrepreneurs, collaborate with companies on technology development, and invest in startups. An MOU is in the process of being concluded.</li> </ul> <p>4120 The incubator facility is a key component of the broader vision for seeding an innovation ecosystem in Okinawa centered around OIST.</p> <ul style="list-style-type: none"> <li>A strategic plan for developing the innovation ecosystem centered around OIST has been drafted that includes POC, technology licensing, academic-industry collaboration, entrepreneurship education, startup accelerator program, incubator facility, and R&amp;D cluster promotion as an integrated set of activities OIST is pursuing to achieve this goal.</li> <li>The incubator facility is being designed and equipped as a mixed-use facility that can accommodate not only</li> </ul>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>4121 Work closely with the Cabinet Office, Okinawa Prefectural Government, and other key entities on specific actions to establish an R&amp;D cluster in Okinawa, including supporting promotion activities, participating in prefectural strategic planning committees, and connecting with the international community to share and implement best practices.</p> <p>4122 Organize international seminars, workshops, and symposia in order to consider the role of innovation in ensuring socio-economic prosperity, to tap into the global community of R&amp;D cluster experts, and to explore</p>		<p>OIST startups, but also external startups recruited by the accelerator program, and industry collaborators. This allows the facility to serve as a platform to draw in a diverse community of research, industry, and investors, thus creating a broad innovation ecosystem centered around OIST.</p> <ul style="list-style-type: none"> <li>Startup Accelerator Program was launched to recruit innovative global entrepreneurs to incubate their startups in Okinawa (<a href="https://groups.oist.jp/tdic/accelerator-program-0">https://groups.oist.jp/tdic/accelerator-program-0</a>)</li> </ul> <p>TDIC is putting in place the networks and partnerships with industry and venture capital in Japan and abroad to promote licenses and startups that will lead to new businesses and seed the innovation ecosystem centered around OIST. In FY2017, TDIC concluded 3 NDAs and MOUs with Japanese venture capital companies, worked with OPG on new programs to support startups, co-hosted a startup pitch event with the Bank of the Ryukyus, and organized an entrepreneurship event where 3 venture capital companies and 7 entrepreneurs presented their companies.</p> <p>4121 TDIC continues to conduct information exchanges with the CAO and OPG on activities to establish an R&amp;D cluster in Okinawa.</p> <ul style="list-style-type: none"> <li>Worked with the OPG to gain support for the incubator facility and the startup accelerator program, which aims to recruit innovative global entrepreneurs to incubate their startups in Okinawa.</li> <li>Worked with CAO to draft a strategic plan for developing an innovation ecosystem centered around OIST</li> <li>Worked with the OPG at the leadership and staff level to implement the Okinawa Prefecture Science and Technology Promotion Roadmap</li> <li>Participated as a member of the Keizai Doyukai Roundtable on Human Resources Development in Okinawa</li> </ul> <p>4122 In FY2017, OIST organized a number of innovation events, including:</p> <ul style="list-style-type: none"> <li>Jul 2017: Innovation Seminar Series at OIST – “Bridging Science and Business”, Toshiko Honkura,</li> </ul>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	technology areas of the future that can be seeded in Okinawa.		<p>CEO, Quantum Biosystems, Japan</p> <ul style="list-style-type: none"> <li>• Jan 2018: Innovation Seminar Series at OIST – “Entrepreneurship, Failure, and Resilience”, Yasuhiro Yamakawa, Ph.D., Babson College, USA</li> <li>• Jan 2018: OIST Forum in Tokyo “Think Globally, Act Locally-Science that Matters”</li> <li>• Feb 2018: Scientific Session at the American Association for the Advancement of Science Annual Meeting in Texas, USA on “Closing the Innovation Gap Between Research and Industry”</li> <li>• Mar 2018: Fireside Chat on Venture Capital and Startups with Omar Sultan of Sultan Ventures, USA</li> <li>• Mar 2018: “Okinawa Innovation and Entrepreneurship Summit” at OIST with 20 speakers from Japan and abroad and attended by +132 participants (<a href="https://groups.oist.jp/tdic/okinawa-innovation-and-entrepreneurship-summit-2018">https://groups.oist.jp/tdic/okinawa-innovation-and-entrepreneurship-summit-2018</a>)</li> </ul>	
<b>4 Contribution to Self-sustainable Development of Okinawa Actions</b>	<p>(Understand the components of successful innovation and measure their impact)</p> <p>4123 Establish the government, academic, and industrial partnerships necessary to advance an analysis of innovation indicators at OIST and in Okinawa. Leverage this analysis to inform OIST strategy for R&amp;D cluster development. Work to develop methods that produce and aggregate statistical data that can be used to develop indicators of technological innovation in Okinawa and analyze their socio-economic impact.</p>		<p>(Understand the components of successful innovation and measure their impact)</p> <p>4123</p> <ul style="list-style-type: none"> <li>• Worked with Japan Economic Research Institute to prepare “Report on Research Activity at OIST” for the 2017 Practical Survey on Developing an Innovation Ecosystem in Okinawa</li> <li>• Renewed MOU with Okinawa Development Finance Corporation to exchange information on international and prefectural economic data and trends</li> <li>• Submitted an application to host a U.S. Embassy Science Fellow to contribute to the development of indicators on the production and impact of technological innovation</li> </ul>	
<b>4 Contribution to Self-sustainable Development of Okinawa Actions</b>	<p>(Networking with local institutions and communities)</p> <p>4124 Continue exchange programs by holding science lectures with core medical institutions such as Chubu Hospital and Nanbu Medical Center and Medical Department of the University of the Ryukyus.</p> <p>4125 Support large number of visitors (including companies etc.) to the campus.</p>	<p>* Number of visits and visitors (including visitors on the Open Campus Day)</p> <p>* Number of local students who visited the campus</p>	<p>(Networking with local institutions and communities)</p> <p>4124 Helped medical staff in Okinawa to organize the Harvard Medical School Introduction to Clinical Research Training Program at OIST, which has been introduced by OPG.</p> <p>4125 Providing the tour information to the Prefectural Board of Education and schools and also posting the information on OIST website, we welcomed 29,617 visitors including 5,300</p>	

FY 2017 Plan	Metrics	Achievements in FY2017	Self-evaluation
<p>4126 Hold the 8th OIST Science Festival (Open Campus Day) at the OIST Campus. Promote the involvement by school students and local residents.</p> <p>4127 Continue to invite schoolchildren in Okinawa to the OIST campus to give them the opportunities to see and learn about cutting-edge research facilities, with the aim of increasing their interests in academic and professional careers in science and technology. Continue the campus visit program for all senior high schools in Okinawa in close collaboration with the Okinawa Board of Education and individual schools. Also, invite the elementary and junior high school students.</p> <p>4128 Continue and strengthen visits program for mainland Super Science High Schools, which provide advanced science and technology education programs, in collaboration with OPG and tourism organizations.</p> <p>4129 OIST will maintain as series of talks to all levels of schoolchildren given by faculty and other well-known scientific figures.</p> <p>4130 Organize the 8th Onna/OIST Children's School of Science in collaboration with Onna Village.</p> <p>4131 Organize a series of cultural events such as concerts and exhibitions in both the Auditorium and other facilities, to attract the local population to the University.</p> <p>4132 Assist local schools to enhance children's English ability and cross-cultural understanding by participating in meetings on English education hosted by local boards of education and facilitating OIST community's contribution to</p>	<p>* Number of lectures and talks for local students</p>	<p>to OIST Science Festival.</p> <p>4126 Held 8<sup>th</sup> OIST Science Festival, and 5,300 visitors enjoyed the 39 science programs. 350 OIST faculty, research staff, students, and administrative staff helped the event. 5 elementary and junior high school students joined the event as volunteer in public address.</p> <p>4127 Sending the tour information to each school through Prefectural Board of Education and each education office, we welcomed 1,473 students from 16 high schools, 730 students from 12 junior high schools, and 1,597 students from 25 elementary schools. (Total 3,800 students)</p> <p>4128 We joined the School Trip Fair in Tokyo and other areas organized by Okinawa Convention and Visitors Bureau, and 608 students 9 Super Science High Schools.</p> <p>4129 We welcomed the speakers from Hawaii National Astronomical Observatory of Japan, Hawaii and RIKEN to the Science Festival for the science talks.</p> <p>4130 Held the 8<sup>th</sup> Onna/OIST Children's School of Science, and welcomed 113 students. 29 OIST teaching staff, 50 OIST administrative staff, 6 from Onna Village Office, 14 school teachers in Onna helped the program. Also 10 university interns helped the classes.</p> <p>4131 2 Art exhibitions including the collaborative one with Okinawa Prefectural University of Arts, 4 music concerts, 1 Ryukyuan Traditional Performing Arts, 1 Drama.</p> <p>4132 The Joint OIST/Onna Elementary School international classes continue to be successful. There are now 9 children attending these classes. OIST provides teaching staff for this program.</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation																								
	English programs at local schools.		OIST hosted “English Story and Speech Contest” by Onna Board of Education, and 2 English instructors and 1 admin staff joined the contest as judge. Also with the assistance by Onna Village Office and Tancha Community, 17 OIST students/staff enjoyed Home Visit Program with 12 host families.																									
4 Contribution to Self-sustainable Development of Okinawa Actions	(Other matters concerning Okinawa development) 4133 Continue to employ talented people from Okinawa wherever possible.	* Number of employees from Okinawa (researchers and staff)  * Number of externally organized international conferences and workshops and number of the participants at the OIST venue.	(Other matters concerning Okinawa development) 4133 As compared with last year, the number of Okinawan employees has increased from 184 to 195. <table><tr><td></td><td>Admin. etc</td><td>Technicians</td><td>Researchers</td><td>Total</td><td>Ratio</td></tr><tr><td>Okinawa</td><td>122</td><td>16</td><td>57</td><td>195</td><td>23.84%</td></tr><tr><td>Others</td><td>140</td><td>60</td><td>423</td><td>623</td><td>76.16%</td></tr><tr><td>Total</td><td>262</td><td>76</td><td>480</td><td>818</td><td>100.0%</td></tr></table>		Admin. etc	Technicians	Researchers	Total	Ratio	Okinawa	122	16	57	195	23.84%	Others	140	60	423	623	76.16%	Total	262	76	480	818	100.0%	
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4134 As we participated such as Okinawa Sangyo Matsuri, Okinawa MICE Contents Trade Show and others, we will continue to have OIST representation at major cultural, industrial or academic events in Okinawa. OIST will continue to work with the U.S. Consulate and the OPG to organize the science event for the high school students’ research for enterprise, “SCORE,” which is becoming one of the major science education competitions on the island.		4134 We participated “IT Shinryo Festival”, “OKIDEN Exhibition of Science Work by Students”, “Nago Science Festival”, and did science demonstrations. Held 5 <sup>th</sup> SCORE, and 14 teams from 11 high schools competed in science projects with the application proposals for the society.																										
4135 Establish OIST FAN Club and provide the member citizens information of OIST, chance to join the events, and help OIST staff.		4135 We set up and proposed the outline of the Club and approved by the Executive Committee.																										
4136 Continue internship program with Univ. of the Ryukyus and other universities in Okinawa, and provide the chance to work at CPR, OIST and promote the exchange with OIST students.		4136 We had intern students, 2 for community relations work and 6 for interpretation from the University of the Ryukyus, Meio University, and Okinawa Christian University. Students experience the work at OIST and had interactions with staff, researchers, and students. They worked in Onna/OIST Children’s School of Science.																										
4137 Continue the science classes in remote islands of Okinawa with the help of OIST young researchers and students.		4137 We had a science talk and demonstrations in Miyako, Zamami, Ishigaki, and Hateruma Island with the help of OIST young researchers and students.																										
4138 Increase the number of externally organized		4138 Provided meeting facilities such as Conference Center																										

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	international conferences and workshops at the OIST venue in collaboration with OPG and the Okinawa Convention and Visitors Bureau.		to 20 external academic conferences/workshops and 58 other externally organized events. In total 8,209 people participated in these events. Some events are highly prestigious, such as the Harvard Medical School Introduction to Clinical Research Training Program (first in Japan), the 14th National University Consortium Research Exchange Forum, Coral Reef Large Bleaching Emergency Planning Conference, and group meetings of JSPS Grant-in-Aid for Scientific Research on Innovative Areas.	
<b>Chapter 5 University Campus and Community Development; Safety and Environment Protection</b>				
<b>5.1 Campus Development Goal</b>	OIST Graduate University will continue to develop the campus as planned.			<b>A</b>
<b>5.1 Campus Development Actions:</b>	<p>5101 Continue study and updating of 2014 Master Plan based on phased expansion of OIST.</p> <p>5102 Commence feasibility study and programming of future lab buildings.</p> <p>5103 Continue the construction of Lab 4.</p> <p>5104 Continue feasibility study and cost analysis of infrastructure and civil work for future on-campus housing</p>		<p>5101 FY2017 coincided with a completion of concept study for several future facilities, including On-Campus Housing, Lab 5, and Incubator Building. It is also included planning of new roads, earthwork, and infrastructure for future facilities. With completion of programming of Lab 5, the plans for phase II of OIST expansion for 100 PIs was completed in FY2017.</p> <p>5102 Programming of Lab 5, including studies for the new vivarium in Lab 5 started in the beginning of FY2017 with the help of Japanese and international consultants and was closely coordinated with the internal relevant members of OIST. The result, concluded in February 2018, made OIST able to have a clearer picture of the components of this important future facility.</p> <p>5103 Despite the unexpected challenges of shortage of contractors and construction cost increase in Japan and specifically in Okinawa, succeeded in securing contracts for Construction of the building and for Mechanical and Electrical work. Successfully proceeded with proposal of an innovative energy supply system (ESP) which not only helped OIST with several hundred million yen in initial cost, it helped about 20% in CO<sup>2</sup> reduction. All contracts planned for FY2017 were completed with no delay and construction proceeded with no delays or accidents.</p> <p>5104 Feasibility study was completed as planned and conceptual planning for infrastructure of future On-Campus</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
	<p>and R&amp;D Zone.</p> <p>5105 Continue planning and concept studies of future on-campus housing.</p> <p>5106 Investigate and finalize budgeting plans for future on-campus housing.</p> <p>5107 Continue planning, concept design, and cost studies for development of R&amp;D Zone including the research incubator facilities.</p> <p>5108 Operate and maintain the completed campus buildings, facilities.</p> <p>5109 Based on the Act for Promoting Proper Tendering and Contracting for Public Works (Act No. 127 of 2000), continue to promote disclose of pre- and post- tendering and contract information such as tendering schedule and result, etc. to ensure transparency.</p>		<p>Housing and R&amp;D Zone has been conducted. The budget estimate for both items was completed and submitted to the Cabinet Office. Instructions have been received for proceeding with design of infrastructure for housing. Approval for construction of a prefabricated Incubator Facility in R&amp;D Zone and its infrastructure has been approved by the Cabinet Office.</p> <p>5105 &amp; 5106 Concept studies for future On-Campus Housing were completed in FY2017 and based on that, feasibility studies for financing were conducted with the help of consultant. As a conclusion of the feasibility study, PFI method has been selected as solution for financing the housing project. Cabinet Office has approved the first phase of the project, and has given approval for it, including the budget of infrastructure in the annual budget.</p> <p>5107 Concept plans of the first phase of incubator building in R&amp;D Zone and a budget estimate for that was completed in FY2017. The budget for a 500 m<sup>2</sup> incubator building has been approved and the building will be designed and built in FY2018 to be followed by planning of a 1000 m<sup>2</sup> incubator building.</p> <p>5108 With the addition of Engineering Support Building and Marine Science Stations, total size of OIST facilities at three locations of Main Campus, Seaside, and Seragaki exceeded 100,000 m<sup>2</sup> and the number of users increased by about 10%. All such facilities have been operated and maintained without any major incident by the Buildings and Facilities Management Division together with an out-sourced team of professional maintenance team under contract by the Division.</p> <p>5109 The contract team of the Buildings and Facilities Division handled more than 2,000 large and small contracts and purchase orders in FY2017. Selected contracts have been randomly examined by internal and external auditors and contract review teams, and were all found to be based on proper rules and regulations of tendering and fair selection of vendors.</p>	
<b>5.2 University</b>	Continue to facilitate the development of the University community that includes staff, students, and their families,			

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>Community and Education/Childcare Services Goal</b>	<p>which is an important factor for the success of the University operation. OIST Graduate University will continue to enhance the education and childcare environment available to OIST employees through the Resource Center and the Child Development Center (CDC).</p> <p>The University will also discuss and plan new housing on/off campus for increasing number of staff, students, and their families.</p>			<b>A</b>
<b>5.2 University Community and Education/Childcare Services Actions</b>	<p>(Developing the University Community)</p> <p>5201 Continue to take measures to enhance wellbeing of the OIST community including staff and their families, such as by programs through the Resource Center and Ganjuu Wellbeing Service, by enhancing the internal communication site, and by providing increased information regarding the life in Okinawa, The University will continue its strong support for such initiatives and the events.</p> <p>5202 As the university grows the number of clubs and activities grow. Stronger oversight is need to ensure that there are no contraventions of university rules and regulations. In 2017 oversight of club activities will be transferred to the Resource Center.</p> <p>5203 The Registration Desk will continue to provide coming in-boarding services for visiting researchers and invited guests by registering and integrating them into the database. This function is now run by the Resource Center, which brings additional administrative and web-based strength.</p> <p>5204 The Task Force on Future Housing will discuss and plan new housing on/off campus.</p>		<p>(Developing the University Community)</p> <p>5201 The Resource Center continues to serve OIST staff and families by offering support for daily life needs and providing extensive information about life in Okinawa.</p> <p>5202 The social activities at the university continue to grow and several 4 new clubs have been created. Coordinated meetings with the Resource Center to set up OIST Clubs Steering Group. Another meeting with BFM has been held to discuss securing the club activity areas.</p> <p>5203 The Registration Desk function is still being successfully managed under the Resource Center. Applications for visiting researchers are accepted and processed smoothly. The Resource Center also processes ID cards for guests upon request from Research Unit Administrators (RUA). (2409 Reposted)</p> <p>5204 The Housing Task Force successfully completed the task of analyzing various methods of finance for On-Campus Housing and in September 2017 concluded that PFI is the appropriate method of finance. Based on the result of that study, OIST received confirmation from the Cabinet Office to proceed with planning of the first phase of on-campus housing in FY2018. (3006 Repeated)</p>	
<b>5.2 University Community and Education/Childcare</b>	<p>(Education and Childcare Services for OIST Family)</p> <p>5205 Continue to provide high quality and fully bilingual Preschool and Afterschool/Holiday program for OIST families with appropriate user fees through the CDC and Afterschool classroom. The CDC Governing Board will continue to meet quarterly with separate meetings of the</p>		<p>(Education and Childcare Services for OIST Family)</p> <p>5205 The Pre-school (Tedako), the After-school and the Holiday programs continued to provide a fully bilingual, age appropriate programs in FY 2017. There are 32 educators and 4 administrators who support the education and development of the children. The Child Development</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
Services Actions	<p>CDC Finance Committee, which will keep a strict eye on the budget of the school. Enrollment in these programs is anticipated to continue its steady growth. Complete the construction project that is expanding the size of the CDC and incorporating the Afterschool program into the same physical complex.</p>		<p>Center has strong oversight from the Board of Governors. The Board of Governors met 4 times in FY 2017 while a separate oversight committee, the CDC Budget Committee, met 2 times. Those contributes to the rigid control over the budget execution of CDC programs.</p>	
	<p>5206 Continue the efforts to improve the educational environment for children of employees and students by increasing the opportunities of taking classes in English, in collaboration with OPG, Onna-son and other surrounding communities.</p>		<p>5206 The Joint OIST/Onna Elementary School international classes continue to be successful. There are now 9 children attending these classes. OIST provides teaching staff for this program (4137 Reposted) To provide more choices for children of employees and students, promoted collaboration between OIST and Okinawa Prefectural Government and Onna Village, especially with the Educational Board of Onna Village, had frequent meeting to exchange information and reached consensus that OIST staff will join the Subcommittee on Educational Curriculum of Committee of Preparation of New Junior High School from FY 2018.</p>	
	<p>5207 It offers a very valid educational opportunity to OIST staff members' children such as the international program at the Onna Elementary School.</p>		<p>5207 The Joint OIST/Onna Elementary School international classes continue to be successful. There are now 9 children attending these classes. OIST provides teaching staff for this program. OIST hosted "English Story and Speech Contest" by Onna Board of Education, and 2 English instructors and 1 admin staff joined the contest as judge. Also With the assistance by Onna Village Office and Tancha Community, 17 OIST students/staff enjoyed Home Visit Program with 12 host families. (4132 Repeated)</p>	
	<p>5208 In FY2017 OIST will maintain the number of language courses given to staff and family members. There is a very strong demand for language training and the ability to communicate in English and Japanese is a foundation of the success of the University. (Repeated. See 2.4)</p>		<p>5208 The number of enrollments increased, and a total of 543 participants including employees and family members were enrolled in English courses and 535 participants were enrolled in Japanese courses. OIST offered 30 different English courses and 42 different Japanese courses. English team provided seminars and lessons in conjunction with Community Relations section, Graduate School, and Academic Service section. Japanese team provided a lesson for Unit workshop. "Home visit program" was held for the first time with support from Onna village and Community Relations section. 17 OIST staff and 12 Onna local families</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
<b>5.2</b> <b>University</b> <b>Community</b> <b>and</b> <b>Education/Childcare</b> <b>Services</b> <b>Actions</b>	<p>(Student Support)</p> <p>5209 Establish student support services and general welfare activities to promote a positive social and psychological environment for students. (See 1.1)</p> <p>5210 Continue efforts in improvement of opportunities for sport, recreation, and social activities for the students and other members of OIST community.</p>		<p>participated in the program. (Repeated. See 2.4)</p> <p>(Student Support)</p> <p>5209</p> <p>Student Support Services:</p> <ul style="list-style-type: none"> <li>-Continued to run Peer Mentor Program to provide living supports by students from other universities in Okinawa.</li> <li>▪ General Welfare activities:</li> <li>-Organized cultural excursions and exchange events for students to interact with other students in Okinawa.</li> </ul> <p>5210 Plans for use of Seaside House Building as a community center have been studied and use of the President House building in Main Campus for social activities began in FY2017. Possibility of financing a sport and recreation building through non-subsidy funds has been brought to the attention of OIST Executives and Board of Governors at different occasions.</p>	
<b>5.3</b> <b>Safety and</b> <b>Environment</b> <b>Protection</b> <b>Goal (1)</b>	<p>OIST Graduate University will take necessary measures to control risks, prevent disasters and protect the safety of employees, students and visitors.</p>			<b>A</b>
<b>5.3</b> <b>Safety and</b> <b>Environment</b> <b>Protection</b> <b>Actions (1)</b>	<p>5301 Continue risk management planning.</p> <p>5302 Continue safety training for employees and students.</p> <p>5303 Enhance the sustainability of the campus under natural disasters in collaboration with Onna-son, and offer the campus to local residents for evacuation under disasters.</p>		<p>5301 In cooperation with other divisions and sections, and the offices of deans, safety measures and preparedness for natural disasters have been enhanced and plans for improvement of emergency and business sustainability have been studied in more details. Continued collaboration with the community, including the Village Office of Onna-son and the Ward Office of Tancha for cooperation in the event of any disaster.</p> <p>5302 New safety training, Basics of Health and Safety, Cryogen Safety and High-pressure gas safety, started to be provided. In addition to classroom/online training, hands-on training of chemical safety, biosafety, laser safety and radiation safety has become available.</p> <p>5303 In cooperation with other divisions and sections, and the offices of deans, safety measures and preparedness for natural disasters have been enhanced and plans for improvement of emergency and business sustainability have been studied in more details. Continued collaboration with</p>	

FY 2017 Plan		Metrics	Achievements in FY2017	Self-evaluation
			the community, including the Village Office of Onna-son and the Ward Office of Tancha for cooperation in the event of any disaster. (5301 Repeated)	
<b>5.3 Safety and Environment Protection Goal (2)</b>	OIST Graduate University will conduct its business in an environmentally friendly manner.			
<b>5.3 Safety and Environment Protection Actions (2)</b>	<p>5304 Continue promoting use of recyclable products.</p> <p>5305 Continue to monitor and optimize operations to minimize volume of greenhouse gas emission and energy consumption.</p> <p>5306 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.</p> <p>5307 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.</p> <p>5308 Manage campus facilities and landscaping to preserve natural balance and protect indigenous species.</p>		<p>5304 Continued cooperation with other divisions and unit in promoting use of recyclable products.</p> <p>5305 Energy Saving Promotion Committee organized by the Buildings and Facilities Management Division continues its efforts in reducing consumption of energy by OIST despite continuous increase in the size of the facilities and increase of the number of users. Recommended plans for implementing ESP (Energy Supply Provider) system for Lab 4 and future facilities, which will generate heat source from gas in instead of oil, thus decreasing the level of CO<sup>2</sup>, which will have considerable benefits for OIST both economically and environmentally.</p> <p>5306 – 5307 Despite heavy rains and occurrence of typhoons in FY2017, was able to control flow of red soil to the sea through construction of water retention ponds and constant inspection of construction sites. Maintained and repaired naturally damaged terrains in the Main Campus and the Seaside Campus. Wastewater treatment plants of OIST produce the highest grade of treated water, which are inspected and tested constantly for prevention of any flaws.</p> <p>5308 OIST has been a forefront in protection of the environment by commissioning highly qualified environmental assessment consultants on annual basis, who regularly monitor and inspect the campus and recommend steps for prevention of any impact by new construction to the environment. Construction of new buildings and roads were carefully planned to have minimum impact on environment. As a result, all indigenous species continue to thrive in a healthy ecosystem.</p>	

平成29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	学生に関する情報
2	1. 2-1	平成29年度 OIST論文・発表数
3	1. 2-2	平成29年度 研究に関する受賞実績
4	1. 2-3	平成29年度 アウトリーチ活動実績
5	1. 2-4	平成29年度 OIST 研究施設の外部利用者
6	1. 4-1	学術交流協定一覧
7	1. 4-2	平成29年度 OIST主催によるワークショップ・ミニシンポジウム
8	2. 4-1	平成29年度 職位毎・国籍別職員数
9	2. 4-2	平成29年度 職員の給与水準
10	2. 4-3	平成29年度 研修の受講職員数
11	3. 1	外部資金・寄附金獲得状況
12	4. 1	特許状況
13	4. 2	平成29年度 受託研究等(産学連携)及びイベント
14	4. 3	平成29年度 TDIC技術移転に関するスタッフの能力開発

List of Attachment Documents to the FY2017 Performance Report

No.	File No.	Document Name
1	1. 1-1	Students Information
2	1. 2-1	FY2017 OIST Publications and Presentations
3	1. 2-2	FY2017 Research Honors
4	1. 2-3	FY2017 Outreach by Faculty and Researchers
5	1. 2-4	FY2017 The number of use of our research facilities by external organizations
6	1. 4-1	Academic Exchange Agreements List
7	1. 4-2	FY2017 List of OIST Funded Workshops/Mini-Symposia
8	2. 4-1	FY2017 Number of Employees
9	2. 4-2	FY2017 Salary Level of Employee
10	2. 4-3	FY2017 Number of Employees Taking Training Programs
11	3. 1	FY2017 External Grants and Donations Table
12	4. 1	Patent Status
13	4. 2	FY2017 Industry-related Collaboration and Innovation Seminars and Events
14	4. 3	FY2017 TDIC Staff Professional Development Activities

Attachment 1. 1-1 Students Information

	No. of Applicants	No. of candidates attended admissions workshop	No. of offers made to applicants	No. of Students Admitted	No. of Males	No. of Females	Distribution of ages	Nationality	Major/Scientific Field	BS	MS	University	No. of PhD conferred	Career paths after degree conferral
Class of 2012	208	80	49	34	24	10	23 (1)	Bangladesh (1)	Biology (12)	16	18	University College Cork (2)	14	Academic: 7
							24 (4)	China (5)	Biomedical (2)			IIT, Kharagpur (1)		Industry: 2
							25 (4)	Egypt (2)	Chemistry (1)			Yale University (1)		Others: 5
							26 (3)	Estonia (1)	Computer Science (2)			University of Warwick (1)		
							27 (5)	Germany (4)	Engineering (8)			National Dong Hwa University (1)		
							28 (4)	India (2)	Math (2)			Keio University (1)		
							29 (3)	Ireland (2)	Physics (7)			Xinjiang University (1)		
							30 (2)	Japan (5)				University of Osnabrück (2)		
							31 (2)	Lithuania (1)				Univer.of Aberdeen (1)		
							33 (3)	Malaysia (1)				American University in Cairo (1)		
							34 (1)	Nigeria (1)				An-Najah National University (1)		
							35 (1)	Pakistan (1)				University of Tartu (1)		
							41 (1)	Philippines (1)				University of St Andrews (1)		
								Taiwan (1)				National University of Singapore (1)		
							Average (28.3)	United Kingdom (1)				Jacobs University (1)		
								United States (3)				Rochester Inst. Tech (1)		
								Zambia (1)				Ghulam Ishaq Khan Institute of Engineering Science and Technology (1)		
								West Bank (1)				University of Electronic Science and Technology of China (1)		
												University of Science and Technology of China (1)		
												Anna University (1)		
												Kyoto University (1)		
												TU Dresden (1)		
												Meio University (1)		
												Nanjing University (1)		
												University of Tokyo (1)		
												Ryukyus University (1)		
												Xiamen University (1)		
												UC Santa Cruz (1)		
												Xishuangbanna Tropical Botanical Garden (1)		
												Alexandria University (1)		
												Institute of Advanced Media Arts and Sciences (1)		
												Waseda University (1)		
Class of 2013	No. of Applicants	No. of candidates attended admissions workshop	No. of offers made to applicants	No. of Students Admitted	No. of Males	No. of Females	Distribution of ages	Nationality	Major/Scientific Field	BS	MS	University	No. of PhD conferred	Career paths after degree conferral
	398	72	41	20	15	5	23 (3)	Japan (5)	Biology (10)	10	10	University of Cambridge (1)		
							24 (2)	Taiwan (3)	Engineering (3)			University of Glasgow (1)		
							25 (4)	China (2)	physics (4)			National Taiwan Universty (1)		
							26 (2)	New Zealand (2)	Math (1)			Lomonosov Moscow State University (1)		
							27 (4)	India (1)	Computer Science (2)			University of Otago (1)		
							28 (1)	Kazakhstan (1)				National Taiwan University (1)		
							31 (2)	Germany (1)				The University of Tokyo (1)		
							37 (1)	United States (1)				The George Washington University (1)		
							40 (1)	Bangladesh (1)				University of Auckland (1)		
								France (1)				California State University, Long Beach (1)		
							Average (27.2)	Belgium (1)				Nanjing University (1)		
								Cyprus (1)				University of Liège (1)		
												Cornell University (1)		
												University of Zurich (1)		
												Université Paris XI (1)		
												Jahangirnagar University (1)		
												Kitasato University Graduate School (1)		
												Technische Universität Dresden (1)		
												National TsingHua University (1)		
												University of Edinburgh (1)		

Class of 2014	No. of Applicants	No. of candidates attended admissions workshop	No. of offers made to applicants	No. of Students Admitted	No. of Males	No. of Females	Distribution of ages	Nationality	Major/Scientific Field	BS	MS	University	No. of PhD conferred	Career paths after degree conferral
	231	69	40	27	15	12	21 (1)	China (2)	Biology (12)	12	15	Ain Shams University (1)		
							22 (6)	Estonia (1)	Chemistry (2)			Auburn University (1)		
							23 (5)	Egypt (1)	Computer Science (1)			California Institute of Technology (1)		
							24 (3)	Germany (3)	Earth Science (1)			COCHIN UNNIVERSITY OF SCIENCE AND TECHNOLOGY (1)		
							25 (2)	India (4)	Engineering (1)			IISER Kolkata (2)		
							26 (2)	Israel (1)	Physics (10)			Kobe University (1)		
							27 (2)	Japan (6)				Nanjing University (2)		
							28 (2)	Mauritius (1)				Nara Institute of Science and Technology (1)		
							29 (2)	Taiwan (1)				National Yang-Ming University (1)		
							30 (1)	United Kingdom (1)				Ochanomizu University (1)		
							31 (1)	United States (6)				Osaka University (1)		
							Average (24.9)					Southern Illinois University Carbondale (1)		
												SRM University (1)		
												Stony Brook University (1)		
												Tokyo Metropolitan University (1)		
												University College London (1)		
												University of California Berkeley (1)		
												University of Cambridge (1)		
												University of Essex (1)		
												University of Madras (1)		
												University of Massachusetts Boston (1)		
												University of Osnabruck (2)		
												University of Wisconsin-Madison (1)		
												Weizmann institute of science (1)		
Class of 2015	No. of Applicants	No. of candidates attended admissions workshop	No. of offers made to applicants	No. of Students Admitted	No. of Males	No. of Females	Distribution of ages	Nationality	Major/Scientific Field	BS	MS	University	No. of PhD conferred	Career paths after degree conferral
	294	86	54	24	17	7	21 (2)	India (4)	Biology (7)	5	19	Ochanomizu Univ, Japan (1)		
							22 (1)	Japan (2)	Biomedical (3)			Uni. of Tehran, Iran (1)		
							23 (4)	Iran (2)	Chemistry (3)			Sholokhov Moscow State Univ. for Humanities, Russia (2)		
							24 (2)	Russia (2)	Computer Science (1)			Aarhus University, Denmark (1)		
							25 (1)	Taiwan (2)	Engineering (1)			National Yang-Ming Univ., Taiwan (1)		
							26 (6)	United States (2)	Physics (9)			University of Guelph, Canada (1)		
							27 (3)	Romania (1)				Rice University, US (1)		
							29 (1)	Germany (1)				Skidmore College, US (1)		
							31 (2)	Canada (1)				University Of Oxford , UK (1)		
							33 (1)	Malaysia (1)				Rheinische Friedrich-Wilhelms-University Bonn, Germany (1)		
							35 (1)	China (1)				Université de Montréal, Canada (1)		
								Denmark (1)				Jagiellonian University Medical College, Poland (1)		
							Average (26.0)	Egypt (1)				China Pharmaceutical University, China (1)		
								Philippines (1)				Maharaja Sayajirao University of Baroda, India (1)		
								Kazakhstan (1)				Faculty of Pharmacy, Ain-shams University, Egypt (1)		
								United Kingdom (1)				University of the Philippines - Diliman, Philippines (1)		
												Sussex University, UK (1)		
												National Taiwan University, Taiwan (1)		
												IISER-Kolkata, India (3)		
												Nazarbayev University, Kazakhstan (1)		
												University of Aberdeen, United Kingdom (1)		

	No. of Applicants	No. of candidates attended admissions workshop	No. of offers made to applicants	No. of Students Admitted	No. of Males	No. of Females	Distribution of ages	Nationality	Major/Scientific Field	BS	MS	University	No. of PhD conferred	Career paths after degree conferral
Class of 2016	420	88	56	35	18	17	22 (3)	Japan (6)	Biology (5)	10	25	Aarhus University, Denmark (1)		
							23 (6)	China (4)	Biomedical (2)			Aristotle University of Thessaloniki, Greece (1)		
							24 (6)	India (4)	Chemistry (2)			Dalhousie University, Canada (1)		
							25 (5)	Kazakhstan (2)	Computer Science (1)			Ecole Polytechnique Federale de Lausanne, Switzerland (1)		
							26 (4)	Philippines (2)	Engineering (1)			Erasmus Mundus MathMods, Italy (1)		
							27 (5)	Taiwan (2)	Environmental, Ecological, Marine (1)			Hokkaido University, Japan (1)		
							28 (2)	Canada (1)	Mathematical and Computational Sciences (2)			IISER Kolkata, India (2)		
							30 (1)	Denmark (1)	Molecular, Cell & Developmental Biology (8)			Juntendo University, Japan (1)		
							31 (1)	Egypt (1)	Neuroscience (3)			Karlsruhe Institute of Technology (KIT), Germany (1)		
							34 (2)	Georgia (1)	Physics (1)			KTH Royal Institute of Technology, Sweden (1)		
								Germany (1)	Physics, Material Sciences (9)			Kyushu University, Japan (1)		
							Average (25.6)	Greece (1)				Lakeland College, US (1)		
								Hong Kong (1)				McMaster University, Canada (1)		
								Ireland (1)				Nankai University, China (1)		
								Mexico (1)				National Autonomous University of Mexico, Mexico (1)		
								Pakistan (1)				National Taiwan University, Taiwan (1)		
								Peru (1)				National University of Ireland Galway, Ireland (1)		
								Romania (1)				National Yang Ming University, Taiwan (1)		
								Switzerland (1)				Nazarbayev University (2)		
								United Kingdom (1)				Osaka City University, Japan (1)		
								United States (1)				Sichuan university, China (1)		
												Soka University, Japan (1)		
												Tbilisi State Medical University, Georgia (1)		
												The American University in Cairo, Egypt (1)		
												The University of Hong Kong, Hong Kong (1)		
												Universidad Nacional Mayor de San Marcos, Peru (1)		
												University of Calcutta, India (1)		
												University of Essex, UK (1)		
												University of Salford, UK (1)		
												University of Science and Technology of China, China (1)		
												University of the Philippines, Philippines (1)		
												Waseda University, Japan (1)		
												Xishuangbanna Tropical Botanical Garden, CAS, China (1)		

	No. of Applicants	No. of candidates attended admissions workshop	No. of offers made to applicants	No. of Students Admitted	No. of Males	No. of Females	Distribution of ages	Nationality	Major/Scientific Field	BS	MS	University	No. of PhD conferred	Career paths after degree conferral
Class of 2017	388	83	48	37	24	13	22(8)	AUSTRALIA(1)	Chemistry(2)	14	23	Aristotle University of Thessaloniki		
							23(3)	CHINA(2)	Environmental, Ecological			Australian National University		
							24(6)	GERMANY(3)	Mathematical and Comput			California State University, Sacramento		
							25(7)	EGYPT(1)	Molecular, Cell & Develop			Chernivtsy National University		
							26(4)	UNITED KINGDOM(	Neuroscience(6)			China Medical University		
							28(3)	GREECE(1)	Palaeobiology(1)			HZ University of Applied Sciences		
							29(2)	INDIA(3)	Physics, Material Sciences			IISER-Kolkata		
							30(1)	IRAN(1)				Imperial College London		
							31(1)	ITALY(1)				Institute of Business Administration, Karachi		
							32(2)	JAPAN(5)				Keio University		
								KAZAKHSTAN(2)				Lomonosov Moscow State University		
							Average(25.3)	LATVIA(1)				Ludwig Maximilian University of Munich		
								MEXICO(1)				Monash University		
								PAKISTAN(1)				Moscow Institute of Physics and Technology		
								RUSSIAN FEDERATION(2)				Nagoya University		
								THAILAND(1)				National Taiwan University		
								TAIWAN(2)				Nazarbayev University		
								UKRAINE(1)				Northwest University		
								UNITED STATES(2)				Novosibirsk State University		
												Otto Von Guerike Univeritat Magdeburg		
												Plymouth University		
												Saarland University		
												San Francisco State University		
												Sharif University of Technology		
												The University of Tokyo		
												Trento University		
												Universite de Strasbourg		
												University of Bristol (2)		
												University of Groningen		
												University of North Carolina at Chapel Hill		
												University of Oxford		
												University of Texas at Dallas		
												University of Tokyo		
												University of Waterloo(2)		
												Wuhan University		

FY2017 Scientific Productivity Summarized by Unit

	Books	Book Chapters & Journal Articles	Presentations	Others	Unit Total
Arbuthnott	0	1	5	0	6
Bandi	0	6	4	0	10
Bourguignon	0	7	0	0	7
Busch	0	16	48	0	64
Chakraborty	0	3	47	0	50
Dani	0	6	24	1	31
De Schutter	0	7	13	0	20
Doya	0	7	42	1	50
Economo	0	18	20	0	38
Faculty Affairs	0	2	1	0	3
Feng (New)	0	0	1	0	1
Fried	0	7	32	0	39
Fukunaga (New)	0	0	0	0	0
Gioia	0	2	46	0	48
Goryanin	0	2	9	0	11
Hikami	0	4	36	0	40
Ishikawa	0	1	1	0	2
Khusnutdinova	0	1	8	0	9
Kitano	0	8	16	3	27
Kono (New)	0	0	0	0	0
Konstantinov	0	4	20	0	24
Kuhn	0	0	14	0	14
Kusumi	0	5	8	0	13
Laurino (New)	0	0	1	0	1
Luscombe	0	3	1	0	4
Maruyama	0	3	11	0	14
Masai	0	2	13	0	15
Mikheyev	0	10	7	0	17
Miller	0	1	4	0	5

	Books	Book Chapters & Journal Articles	Presentations	Others	Unit Total
Mitarai	0	5	10	0	15
Neiman	0	1	14	0	15
Nic Chormaic	0	20	79	2	101
Okada (New)	0	0	2	0	2
Pigolotti (New)	0	3	7	0	10
Qi	1	10	17	0	28
Research Support	0	6	7	0	13
Rokhsar	0	3	1	0	4
Satoh	0	23	45	0	68
Saze	0	2	9	0	11
Shannon	0	6	31	1	38
Shen	0	15	50	0	65
Shintake	0	5	8	0	13
Sinclair	0	0	0	0	0
Skoglund	1	5	14	1	21
Sowwan	0	7	7	0	14
Stephens	0	0	10	0	10
STG	0	6	13	0	19
Sugawara	0	4	15	0	19
Takahashi	0	4	6	0	10
Tanaka	0	4	9	0	13
Tani	0	9	14	0	23
Tripp	0	3	5	0	8
Tsvietkova	0	1	22	0	23
Uusisaari (New)	0	0	2	0	2
Van Vactor	0	1	4	0	5
Watanabe	0	3	4	0	7
Wickens	0	4	14	0	18
Wolf	0	4	13	0	17
Yamamoto	0	1	22	0	23

	Books	Book Chapters & Journal Articles	Presentations	Others	Unit Total
Yanagida	0	1	24	1	26
Yazaki-Sugiyama	0	0	11	0	11
Yokobayashi	0	8	9	0	17
Zhang	0	3	11	0	14
Totals	2	293	941	10	1246

OIST 論文発表数・講演回数

書籍の章及び

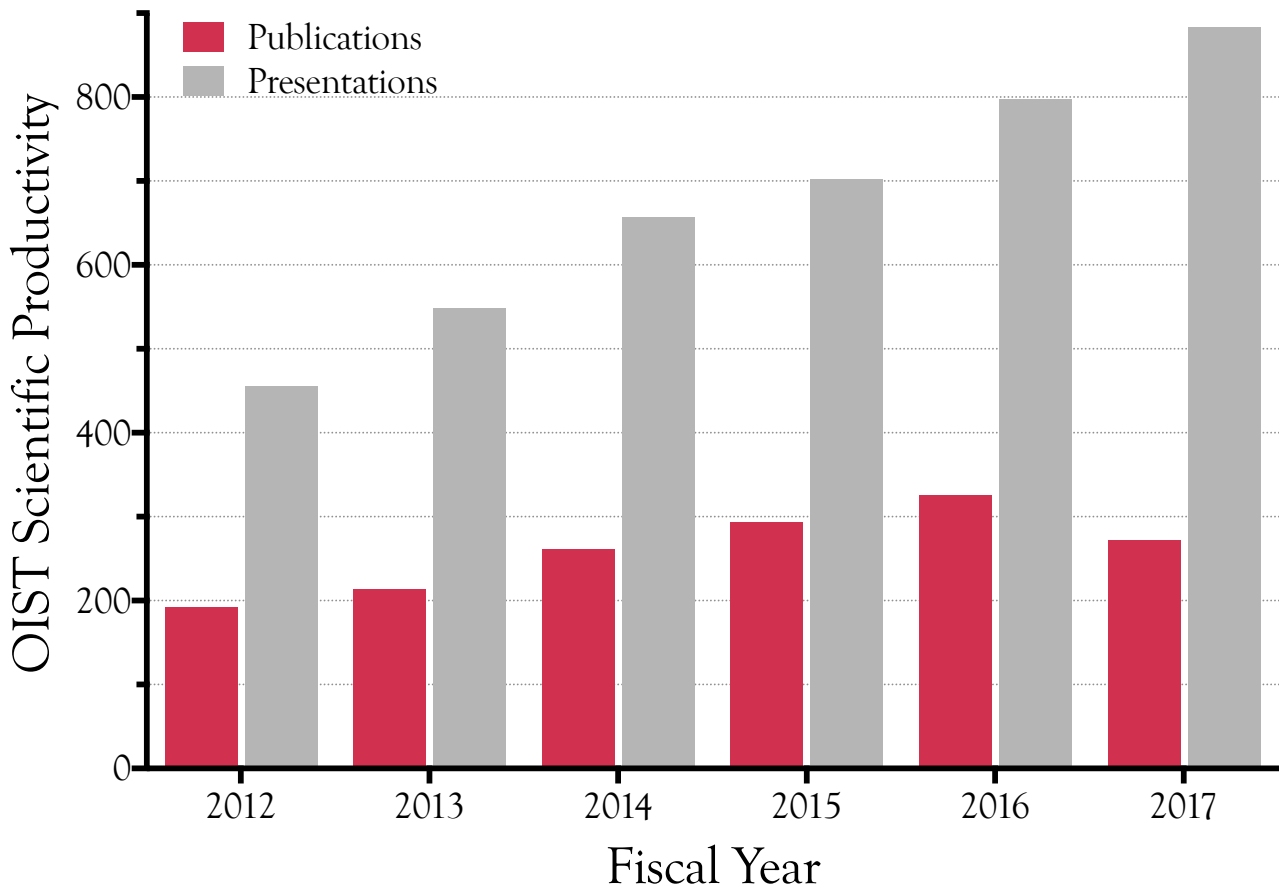
学術論文の執筆

OIST Scientific Productivity

書籍の執筆  
及び編集

カンファレンスでの

Fiscal Year	Books and Edited Books	Book Chapters and Journal Articles	講演回数 Conference Presentations	セミナー講演回数 Seminars	博士論文 Dissertations	講演回数 Presentations	論文発表数 Publications
FY2012	0	192	309	147	0	456	192
FY2013	2	211	430	119	0	549	213
FY2014	0	261	491	166	0	657	261
FY2015	2	292	535	167	1	702	294
FY2016	2	324	616	182	4	798	326
FY2017	2	270	692	191	7	883	272



# OIST論文数 - 著者別 (平成29年度)

## OIST FY2017 Publication List

- 1 Abdurakhimov, L. V., Borich, M. A., Bunkov, Y. M., Gazizulin, R. R., Konstantinov, D., Kurkin, M. I. & Tankeyev, A. P. Nonlinear NMR and magnon BEC in antiferromagnetic materials with coupled electron and nuclear spin precession. *Physical Review B* **97**, 1-11, <https://doi.org/10.1103/PhysRevB.97.024425> (2018).
- 2 Adaniya, H., Cheung, M., Cassidy, C., Yamashita, M. & Shintake, T. Development of a SEM-based low-energy in-line electron holography microscope for individual particle imaging. *Ultramicroscopy* **188**, 31-40, <http://dx.doi.org/10.1016/j.ultramic.2018.03.002> (2018).
- 3 Agavekar, G., Hita Garcia, F. & Economo, E. P. Taxonomic overview of the hyperdiverse ant genus *Tetramorium* Mayr (Hymenoptera, Formicidae) in India with descriptions and X-ray microtomography of two new species from the Andaman Islands. *PeerJ* **N/A**, N/A, <http://dx.doi.org/10.7717/peerj.3800> (2017).
- 4 Ahmadi, A. & Tani, J. How can a recurrent neurodynamic predictive coding model cope with fluctuation in temporal patterns? Robotic experiments on imitative interaction. *Neural Networks* **92**, 3-16, <http://dx.doi.org/10.1016/j.neunet.2017.02.015> (2017).
- 5 Aird, S. D., Arora, J., Barua, A., Qiu, L., Terada, K. & Mikheyev, A. S. Population genomic analysis of a pitviper reveals microevolutionary forces underlying venom chemistry. *Genome Biology and Evolution*, 1-10, <https://dx.doi.org/10.1093/gbe/evx199> (2017).
- 6 Aird, S. D., Silva, J., Nelson Jorge da, Qiu, L., Villar-Briones, A., Saddi, V. A., Pires de Campos Telles, M., Grau, M. L. & Mikheyev, A. S. Coralsnake venomomics: Analyses of venom gland transcriptomes and proteomes of six Brazilian taxa. *Toxins (Basel)* **9**, 187-250, <http://dx.doi.org/10.3390/toxins9060187> (2017).
- 7 Akaki, M., Yoshizawa, D., Okutani, A., Kida, T., Romhayni, J., Penc, K. & Hagiwara, M. Direct observation of spin-quadrupolar excitations in Sr<sub>2</sub>CoGe<sub>2</sub>O<sub>7</sub> by high-field electron spin resonance. *Physical Review B* **96**, 214406, [10.1103/PhysRevB.96.214406](https://doi.org/10.1103/PhysRevB.96.214406) (2017).
- 8 Akella, V. S., Singh, D. K., Mandre, S. & Bandi, M. M. Dynamics of a camphoric acid boat at the air-water interface. *Physics Letters A* **382**, 1176-1180, <https://doi.org/10.1016/j.physleta.2018.02.026> (2018).
- 9 Anbutsu, H., Moriyama, M., Nikoh, N., Hosokawa, T., Futahashi, R., Tanahashi, M., Meng, X.-Y., Kuriwada, T., Mori, N., Oshima, K., Hattori, M., Fujie, M., Satoh, N., Maeda, T., Shigenobu, S., Koga, R. & Fukatsu, T. Small genome symbiont underlies cuticle hardness in beetles. *PNAS* **114**, E8382-E8391, <https://doi.org/10.1073/pnas.1712857114> (2017).
- 10 Aoki, S., Liu, A. W., Akamine, Y., Zucca, A., Zucca, S. & Wickens, J. R. Cholinergic interneurons in the rat striatum modulate substitution of habits. *European Journal of Neuroscience*, 1-12, <http://dx.doi.org/10.1111/ejn.13820> (2018).
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- 12 Bajpai, A., Ishii, T., Miyauchi, K., Gupta, V., Nishio-Masaike, Y., Shimizu-Yoshida, Y., Kubo, M. & Kitano, H. Insights into gene expression profiles induced by Socs3 depletion in keratinocytes. *Scientific Reports* **7**, 1-11, <http://dx.doi.org/10.1038/s41598-017-16155-1> (2017).
  - 13 Bandi, M. M. Spectrum of Wind Power Fluctuations. *Physical Review Letters* **118**, 1-8, <http://dx.doi.org/10.1103/PhysRevLett.118.028301> (2017).
  - 14 Bandi, M. M., Akella, V. S., Singh, D. K., Singh, R. S. & Mandre, S. Hydrodynamic signatures of stationary Marangoni-driven surfactant transport. *Physical Review Letters* **119**, 1-5, <http://dx.doi.org/10.1103/PhysRevLett.119.264501> (2017).
  - 15 Barker, C. S., Meshcheryakova, I. V., Kostyukova, A. S., Freddolino, P. L. & Samatey, F. A. An intrinsically disordered linker controlling the formation and the stability of the bacterial flagellar hook. *BMC Biology* **15**, 1-14, <https://dx.doi.org/10.1186/s12915-017-0438-7> (2017).
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  - 18 Bhalla, N., Sathish, S., Galvin, C. J., Campbell, R. A., Sinha, A. & Shen, A. Q. Plasma-assisted large-scale nanoassembly of metal-insulator bioplasmonic mushrooms. *ACS Applied Materials and Interfaces* **10**, 219-226, <http://dx.doi.org/10.1021/acsami.7b15396> (2017).
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Attachment 1. 2-2 FY2017 Research Honors

No.	Research Unit 研究ユニット名	Description 受賞内容	URL	Date published/awarded 発表日/受賞日
1	Energy Materials and Surface Sciences Unit (Qi Unit) エネルギー材料と表面科学ユニット	Prof. Yabing Qi received a young scientist bronze award for his contributions to perovskite solar cell research. Prof. Qi also presented his research during the event, the 15th International Conference on Advanced Materials (IUMRS-ICAM 2017). ヤビン・チー教授は、第15回先進材料国際会議（IUMRS-ICAM 2017）にて研究発表をし、ペロブスカイト太陽電池の研究に貢献した若手科学者ブロンズ賞を受賞しました。	<a href="https://tida.oist.jp/tida-story/c9fc6878-f7cc-4983-b861-63ce848b62a3">https://tida.oist.jp/tida-story/c9fc6878-f7cc-4983-b861-63ce848b62a3</a>	August 30, 2017 平成29年8月30日
2	Energy Materials and Surface Sciences Unit (Qi Unit) エネルギー材料と表面科学ユニット	Dr. Luis Ono, the group leader of Prof. Qi's Unit at OIST, was awarded the Sustainable Energy & Fuels poster prize for his and the Unit's research work on perovskite solar cells. The 11th Aseanian Conference on Nano-Hybrid Solar Cells (NHSC11) took place in Himeji, Japan from 8-10 October 2017. OISTにてチー教授が率いるリサーチグループのグループリーダーである大野博士は、2017年10月第11回ナノハイブリッド太陽電池に関するアセアン会議（NHSC11）にて、ペロブスカイト太陽電池の研究で、Sustainable Energy&Fuelsポスター賞を受賞しました。	<a href="https://tida.oist.jp/tida-story/0635445c-b34d-4c27-8b27-254af4f85e96">https://tida.oist.jp/tida-story/0635445c-b34d-4c27-8b27-254af4f85e96</a>	October 10, 2017 平成29年10月10日
3	Human Developmental Neurobiology Unit (Tripp Unit) 発達神経生物学ユニット	Dr. Furukawa, a group leader of Human Developmental Neurobiology Unit, has received a Best Poster Prize at the 6th World Congress on ADHD held in Vancouver, Canada in April 2017. 発達神経生物学ユニットのグループリーダーである古川絵美博士は、2017年4月にカナダのバンクーバーで行なわれた第六回ADHDワールドコンgresにおいて、ベストポスター賞を受賞した。	World Federation Website: <a href="http://www.adhd-federation.org/adhd-world-federation/">http://www.adhd-federation.org/adhd-world-federation/</a>  Congress Program: <a href="http://www.cpo-media.net/ADHD/Final2017/HTML/files/asets/basic-html/page-1.html">http://www.cpo-media.net/ADHD/Final2017/HTML/files/asets/basic-html/page-1.html</a>	April 23, 2017 平成29年4月23日
4	Bioinspired Soft Matter Unit (Zhang Unit) 生体模倣ソフトマターユニット	Dr. Li, a Postdoc of Bioinspired Soft Matter Unit at OIST, has received Best Poster Award at The 10th Chinese National Conference on Chemical Biology. (Biggest, and most important Chemical biology conference in China held every two years) 生体模倣ソフトマターユニットのLi博士は、第10回中国化学生物学カンファレンスにて「最優秀ポスター賞」を受賞しました（2年に1度で開かれる、中国で最大かつ最も重要な化学生物学カンファレンス）	<a href="http://confplus.ccnu.edu.cn/cnccb/index.php/conference/browse">http://confplus.ccnu.edu.cn/cnccb/index.php/conference/browse</a>	September 24, 2017 平成29年9月24日
5	Theory of Quantum Matter Unit (Shannon Unit) 量子理論ユニット	Dr. Tokuro Shimokawa, a postdoctoral scholar of Teory of Quantum Matter Unit, received the Young Scientist Award of the Physical Society of Japan (JPS) 量子理論ユニットのポストドクトラル・スカラーである下川統久朗 博士は、第12回（2018年）日本物理学会若手奨励賞を受賞しました。	<a href="http://www.jps.or.jp/english/file/12th_wakate2018.pdf">http://www.jps.or.jp/english/file/12th_wakate2018.pdf</a>  <a href="http://www.jps.or.jp/activities/awards/jusyosya/wakate2018.php">http://www.jps.or.jp/activities/awards/jusyosya/wakate2018.php</a>	March 23, 2017 平成29年3月23日
6	Theory of Quantum Matter Unit (Shannon Unit) 量子理論ユニット	Dr. Andreas Thomasen, a PhD sutdent at Theory of Quantum Matter Unit, 2017 European School on Magnetism, poster prize. 量子理論ユニットの博士課程学生であるアンドレアス・トマスは、2017年「European School on Magnetism」でポスター賞を受賞しました。	N/A URLなし	October 9, 2017 平成29年10月9日
7	Micro/Bio/Nanofluidic unit (Shen Unit) マイクロ・バイオ・ナノ流体ユニット	Dr. Francesco Del Giudice, postdoctoral scholar in the Micro/Bio/Nanofluidi unit received the Soft Matter poster prize, for his collaborative work titled "The m-rheometer: an effective microfluidic platform to measure the relaxation time of weakly viscoelastic polymer solutions". マイクロ・バイオ・ナノ流体ユニットのポストドクトラル・スカラーである、Francesco Del Giudice博士は、「ソフトマター・ポスター賞」を受賞しました。これは共同研究プロジェクト「The m-rheometer: an effective microfluidic platform to measure the relaxation time of weakly viscoelastic polymer solutions」に関するポスターです。	N/A URLなし	April 6 2017 平成29年4月6日
8	Micro/Bio/Nanofluidic unit (Shen Unit) マイクロ・バイオ・ナノ流体ユニット	Dr. Hei Man Mandy Leung, JSPS postdoctoral Fellow in the Micro/Bio/Nanofluidi unit is named a JSPS HOPE Fellow,in recognition of sucessful participation in the 10th HOPE Meeting. マイクロ・バイオ・ナノ流体ユニットに所属するJSPS ポストドクトラル・フェローであるDr. Hei Man Mandy Leungは、第10回 HOPE ミーティングにおいて、その功績が認められ、JSPS HOPEフェローという称号を受けた。	N/A URLなし	12-15 March 2018 平成30年3月12-15日
9	Neural Computation Unit (Doya Unit) 神経計算ユニット	Prof. Doya of Neural Computation Unit received 2018 Donald O. Hebb Award of International Neural Network Society. This is a life contribution award recognizing outstanding achievements in biological learning. 神経計算ユニットの銅谷賢治教授は、国際神経回路学会の2018年ドナルド O. ヘップ賞を受賞した。この賞は生物の学習に関する生涯にわたる卓越した貢献に対して与えられるものである。	<a href="https://www.inns.org/awards">https://www.inns.org/awards</a>	March 21,2018 平成30年3月21日

Attachment 1. 2-3 FY2017 Outreach by Faculty and Researchers

日付 Date	研究員名 Name	研究ユニット Unit, Section	プログラム名/参加者 Program, participants	内容 Contents	会場 Venue	主催 Sponsorship	講演会タイトル Title	学校	人数 Number of people	(引率 者)	講演内容	メールさ ん 挨拶	通訳
2017/4/14	Andreas Thomasen	Shanon Unit	SGH Ochanomizu University Senior High School 2st Grade, General Course	research outline	c209		Student Life at OIST	SGH	43	2	経歴、OISTの学生生活、 現在のリサーチ内容 (Quantum Matter)	O	Mari
2017/4/17	Andreas Thomasen	Student/ Shanon Unit	SGH Ochanomizu University Senior High School 2st Grade, General Course SGH お茶の水女子大学付属高校 普通科2年	research outline	c209		Student Life at OIST	H	43	2	経歴、OISTの学生生活、 現在のリサーチ内容 (Quantum Matter)	O	Mari
2017/4/19	George Nagatomo	Information Services Section	Sendai Ikuei Gakuen High School – Computer Science Couese 仙台育英学園高校 情報科学コース	career intruduction	B250		OISTへようこそ！	H	40	3	経歴、仕事紹介	X	X
2017/4/22	Weiliang Chen	De Shutter Unit	Kagakujikan 2017	イベント	沖縄県立博物館、 沖縄こ		紙とペンとはさみで脳神経科学者にな ってみよう！ 科学者になってみよう！		100		紙とペンとはさみで脳神経科 学者になってみよう！ 科学者になってみよう！	X	
2017/4/22	Guido Klingbeil	De Shutter Unit											
2017/4/22	Anri Itoh	Occupational Health and Safety											
2017/4/22	Daphne Guemar Angelina Heraiz	Doya Unit											
2017/4/22	Udaya Sankar Palani	ISS											
2017/4/22	Hiroshi Takagi	Takahashi Unit					サイエンスカフェ		30		身近に感じることが出来る脳 の働きについて	X	
2017/4/28	Miguel Grau Lopez	Mikheyev Unit	Kyuyo Junior High School 1st Graders	research outline	C210		Evolution	OJ	40	3	生物の進化、自然淘汰につ いて	X	RIsa
2017/5/8	Luke Alexander Carter	Student Chakraborty Unit	Ryukyu Middle School	research outline	C700			OJ	17	3		X	X
2017/6/1	Wilko Gordon Alexis Duprez	Media CPR	Kubasaki High School (Advanced Placement Science students)	career intruduction	B250			OH	70	4		X	X
2017/06/09-10	Mihai Alexandru	Chakraborty Unit	Science trip in Miyako	Lecture, Science Activity	宮古高校 宮古合同庁舎	OIST 県民会議	科学の世界ってどんな感じ？ 小さな世界と不思議なスライム		166				
2017/06/09-10	Techer Maeva	Mikheyev Unit											
2017/6/20	Georg Fischer	economo unit	Visit by Naha Plant Protection Station, JICA trainees	lab tour	economoU				6	2			
2017/6/26	Clive Darwell	Economo unit	Yamada Junior High School	research outline	C210			OJ	34	4	イチジクコバチと共進化につ いて		
2017/6/27	Margaret Howell	English teacher	恩納村 中学校職場体験プログラム@OIST	English class	C210		英語で質問しよう！		6				
2017/6/27	Justin Foster	English teacher		English conversation			英語でコミュニケーションしよう		6				
2017/6/27	Anne McGovern	Media section		English conversation			英語でコミュニケーションしよう		6				
2017/6/27	Huong Do	Office of the Dean of the Graduate School		English conversation			英語でコミュニケーションしよう		6				
2017/6/27	Yoshiko Harukawa	Saze Unit		English conversation			研究実験体験		6				
2017/6/26	Clive Darwell	Economo unit	Yamada Junior High School	research outline	C210				34	4	イチジクコバチと共進化につ いて		

2017/6/27	Daphné Guemar Angé lina Heraiz	Doya Unit	恩納村 中学校職場体験プログラム@OIST	research outline	B503		研究者とはなしてみよう！		6				
2017/6/27	Gabriel Comeron Castillo	Qi Unit		research outline	B503		研究者とはなしてみよう！		6				
2017/6/28	Ai Chinen	Business Development Section		career intruduction	C209		OISTの研究を次につなげるお仕事		6				
2017/6/28	Ayano Nakahodo	Grants & Research Collaboration Section		career intruduction	C209		研究分野の先輩とはなしてみよう！		6				
2017/6/28	Yoshiteru Iinuma	Instrumental Analysis Section		career intruduction	C209		研究分野の先輩とはなしてみよう！		6				
2017/7/18	Yuria Tahara	Technician Yanagida Unit	Ishikawa High School 沖縄県立石川高校	research outline	C209			OH	54	4		O	X
2017/7/22	Alexander Tang	Uusisaari Unit	うんな祭り	イベント	コミュニティセ	恩納村	うごくスライムをつくってみよう！		240				
2017/7/22	Kai Ueno	Tripp U											
2017/7/22	Mizuki Kato	Wickens U											
2017/7/22	Po-shun	Mitarai U											
2017/7/22	Aliya Mari Adefuin	Fukunaga U											
2017/7/22	Peter Babiak	ISS											
2017/7/22	Lucia Zifcakova	Bourguignon U											
2017/7/23	Nicholas Ryan Friedman	Economo unit											
2017/7/23	Anne McGovern	Media section											
2017/7/23	Miwako Nishimura	Kitano U											
2017/7/23	Christopher E. Petoukhoff	Dani U											
2017/7/23	Otis Davey Brunner												
2017/7/23	Kimberlie Ward	Masai U											
2017/7/31	Sebastien Lapointe	Student Khusnutdinova U	Chinen High School 沖縄県立知念高校	research outline	B250			OH	80	3			
2017/8/4	Akira Kamei	CEO: Okinawa Protein Tomography Ltd.	Kyushu Pharmaceutical Affairs Government	talk session	C700				16				
2017/8/8	Christine Guzman	Nic Chormaic U student	沖縄市教育委員会主催 summer english course	research outline	B250	沖縄市 教育委員会			54	8			Haruna
2017/8/9	Collin Stecker	Qi Unit			B250	沖縄市 教育委員会			66	8			Haruna
2017/8/23	Alexander Tang	Uusisaari U	Koyo High School 沖縄県立向陽高校	research outline	B251			OH	80	2		×	Mari

2017/8/25	Gabriel Comeron Castillo	Qi U Intern	The Hong Kong Institution of Engineers - Electrical Division	lab tour					7			×	
2017/8/25	Tsung-Han Hsieh	Ishikawa U Student											
2017/8/25	Michael Man	Dani Unit											
2017/9/8	Professor Kenji Doya	Doya Unit	Iwatani Naoji Foundation	lab tour					14	4		×	
2017/9/14	Masashi Yoshimur	economo unit	Japan and China Planting Project, Students of Chinese Universities Friendship Association 日中植林・植樹国際連 帯事業 中国大学生友好交流訪日団	research outline	C700				50			×	
2017/9/15	Mohamed Moustafa Atwa Student	Dani U	Yorimiya Junior High School 那覇市立寄宮中学校	research outline	Auditorium			OJ	200	8		×	Mari
2017/9/26	Irina Meshcheryakova	Kusumi U	INTERNATIONAL SCHOOL “DEVELOPMENT” UNESCO ASSOCIATED SCHOOL ロシアの中高生修学旅行	lab tour					12			×	
2017/9/26	Eugene Khaskin OlgaGladkovskaya	Khusnutdinova U	INTERNATIONAL SCHOOL “DEVELOPMENT” UNESCO ASSOCIATED SCHOOL ロシアの中高生修学旅行	lab tour					12			×	
2017/10/3	Kimberly Remund	Student	Notre Dame Seishin Gakuen/Seishin Girls High School 清心女子高等学校	research outline	C209			SSH	25	2		挨拶 マチさん	Mari
2017/10/4	Yuimaru Kubo	Konstantinov U	Ibaraki Prefectural Takezono High School 茨城県立竹園高等学校	research outline	B250				114	6		×	
2017/10/4	Mariana Velasque Borges	Mikheyev Unit	Ibaraki Prefectural Takezono High School 茨城県立竹園高等学校	research outline	Auditorium			H	114	6		×	Haruna
2017/10/11	Kun-Yi Hsin	Kitano U	Ibaraki Prefectural Ryugasaki Ishi High School 茨城県立竜ヶ崎第一高等学校	research outline	Mt1			H	40	3		×	Mari
2017/10/19	Crystal-Leigh Clitheroe	Bourguignon U	相模原中等教育学校 Sagamihara Secondary School	research outline	B250			H	45	3		×	Mari
2017/10/20	Masakazu Taira	Doya Unit	Taketomi Junior High School 竹富町立竹富中学校	lab tour	C209			OJ	4	3		×	
2017/10/20	Professor Kenji Doya	Doya Unit	Taketomi Junior High School 竹富町立竹富中学校	lab tour	Lab1			OJ	4	3		×	
2017/11/2	Professor Tsumoru Shintake	Shintake Unit	Taketomi Junior High school 恩納村立喜瀬武原中学校	lab tour	C700			OJ	6	1		×	
2017/11/9	Takeshi Takeuchi	Satho U	Okinawa National College of Technology 高専4年 生物資源工学	research outline	C210				45	2		×	
2017/11/16	Ainash Garifullina	Student	Nihon Universitiy Buzan Girl's Senior High School 日大豊山女子高校理系クラス	research outline	B250			H	80	4		×	Mari
2017/11/16	Sarah Wong	Office of the President	Nihon Universitiy Buzan Girl's Senior High School 日大豊山女子高校文系クラス	career intruduction	B250			H	130	5		×	Risa
2017/11/16	Risa Satoh	Office of the President	Nihon Universitiy Buzan Girl's Senior High School 日大豊山女子高校文系クラス	career intruduction	B250							×	
2017/11/16	Jonathan Ward	Nic Chormaic U	National Institute of Information and Communications Technology 国立研究開発法人情報通信研究機構	research outline	C209				55			×	
2017/11/27	Francesco Del Giudice	Shen U	Tokyo University 東京大学生産技術研究所	lab tour					12			×	



2018/1/20	Friederike Metz	Studenets Suport section											
2018/1/20	James Schloss	Bush Unit											
2018/1/20	Tim Keller	Studenets Suport section											
2018/1/20	George Nagatomo	IT Section											
2018/1/24	Charles Whitaker	Ishikawa Unit	Kokura Junior High School 那覇市立古蔵中学校	research outline	Auditorium			OJ	80	5		×	Haruna
2018/1/24	Lewis Ruks	Busch Unit	Kokura Junior High School 那覇市立古蔵中学校	research outline	Auditorium			OJ	80	5		×	Haruna
2018/1/27	Stefan Pommer	Wickens Unit	名護サイエンスフェスタ2018 Nago Science festa 2018	イベント	21世紀の森体育館	沖縄こどもの国	化学で魔法	150			魔法のような化学を体験しよう！	×	Meria
2018/1/27	Julie Chouinard	Wickens Unit											
2018/2/1	Alemeh Zamani	Takahashi Unit	Okinawa Prefectural Gushikawa High School 沖縄県立具志川高校	research outline	B250			OH	120	5		×	Mari
2018/2/1	Otis Brunner	Chakraborty Unit	Okinawa Prefectural Gushikawa High School 沖縄県立具志川高校	research outline	B250			OH	120	5		×	Meria
2018/2/8	Zhanhao Hu Bogna Ignatowska	Qi Unit Uusisaari Unit	Tokyo Metropolitan Science and Technology HS 東京都立科学技術高校	research outline	B250			SSH	80	4		×	Mari
2018/2/10	Pavel Puchenkov	IT Section	沖縄青少年科学作品展	イベント	浦添市民体育館	沖縄電力	3D映像の世界を体験しよう！	80			3Dの映像の世界を身近に楽しむ		
2018/2/10	Atsushi Kawai	IT Section	沖縄青少年科学作品展	イベント	浦添市民体育館	沖縄電力	4D映像の世界を体験しよう！						
2018/2/11	Pavel Puchenkov	IT Section	沖縄青少年科学作品展	イベント	浦添市民体育館	沖縄電力	5D映像の世界を体験しよう！	140					
2018/2/11	Atsushi Kawai	IT Section	沖縄青少年科学作品展	イベント	浦添市民体育館	沖縄電力	6D映像の世界を体験しよう！						
2018/2/13	Hirohiko Shimada	Hikami Unit	Okinawa Prefectural Kaiho High School 沖縄県立開邦高校	research outline	開邦高校			OH	240			×	
2018/2/14	Maki Maeda	Dani Unit	Ryukyu Middle School	research outline	B250			J	10	3		×	
2018/2/14	Risa Satoh	Office of the President	Okianwa Prefectural Motobu High School 沖縄県立本部高校	career intruduction	C700			OH	12	2		×	
2018/2/15	Chikatoshi Sugimoto	Rokhsar Unit	Science trip in Zamami サイエンストリップin座間味	Lecture, Science Activity	座間味村立交流センター	OIST 県民会議	イカ類の解剖	座間味村内の小学校	18	6	イカ類はなぜ今のような形に進化してきたのだろうか？	×	
2018/2/15	Jeffrey Jolly	Rokhsar Unit											
2018/2/20	Yuji Kurabayashi	Facility Managing Section	Okinawa Prefectural Nanbukogyo High School 沖縄県立南部工業高校	career intruduction	B250			OH	26	6		×	
2018/2/21	Jekaterina Stemmere	Bourguignon Unit	Okinawa Prefectural Central Norin High School 沖縄県立中部農林高校	research outline	C210			OH	40	3		×	Mari

2018/2/21	Caroline Starzynski Takahiro Nishibayashi	Yanagida Unit Miller Unit	Okinawa Prefectural Naha International Senior High School 沖縄県立那覇国際高校	research outline	B250			SGH	40	5		×	Mari
2018/2/27	Yuji Kurabayashi	Facility Managing Section	Okinawa Prefectural Nanbukogyo High School 沖縄県立南部工業高校	career intruduction	C700			OH	24	6		×	
2018/3/14	Larisa Kiseleva	Goryanin Unit	Okinawa Prefectural Shuri High School 沖縄県立首里高校	research outline	C700			OH	100	4		×	Mari
2018/3/14	Tsung Han Hsieh	Ishikawa Unit	Okinawa Prefectural Shuri High School 沖縄県立首里高校	research outline	C700			OH	100	3		×	Haruna
2018/3/15	Cassie Marie Peigne	Structural Cellular Biology Unit	Okinawa Prefectural Shuri High School 沖縄県立首里高校	research outline	C700			OH	100	3		×	Mari
2018/3/15	Maki Maeda	Dani Unit	Okinawa Prefectural Shuri High School 沖縄県立首里高校	research outline	C700			OH	100	4		×	Haruna
2018/3/18	Mohamed Moustafa Atwa	Qi Unit	Science trip in Yaeyama サイエンストリップin八重山	Lecture, Science Activity	石垣市民会館 中ホール	OIST 県民会議	身の回りにある科学の世界 を見てみよう！		80		光と電気とカオスの世界 紙飛行機って どうやって飛ぶの？	×	Meria
2018/3/18	Peter Bratby	De Shutter Unit											
2018/3/19	Mohamed Moustafa Atwa	Qi Unit		Lecture, Science Activity	波照間小中学校		身の回りにある科学の世界 を見てみよう！		45		光と電気とカオスの世界 脳ハットを作ってみよう！	×	Meria
2018/3/19	Peter Bratby	De Shutter Unit											
2018/3/20	Mohamed Moustafa Atwa	Qi Unit		Lecture	八重山高等学校		科学で冒険！		450		科学や英語を学んで未来の扉 を開けてみよう！		Arisa
2018/3/20	Peter Bratby	De Shutter Unit					英語と科学の繋がり 光の複雑な動きと電気						
2018/3/22	Makoto Tokoro Schreiber	Wolf Unit	Okinawa Prefectural Itoman High School 沖縄県立糸満高校	research outline	B250			OH	86	5		×	Mari



添付資料 1. 2-4 平成29年度OIST 研究施設の外部利用者

利用概要	利用者区分	団体数	利用人数	利用期間
クライオ電子顕微鏡の利用	民間企業（OISTスタートアップ企業）	1	4	2017/4/1-2018/3/31
1. OISTマリン・サイエンス・ステーションの利用 2. OMSSSスタッフによるフィールドサポート	学術団体（海外）	1	2	2017/11/22-2017/12/1

OMSSS: 沖縄マリンサイエンスサポートセクション

Attachiment 1. 2-4 FY2017 The number of use of our research facilities by external organizations

Office of the Dean of Research  
研究担当ディーンオフィス

Outline of Use	User Classification	# of Organizations	# of participants	Duration of Use
Use of Cryo Electron Microscopes	Private company (OIST Start-up)	1	4	2017/4/1-2018/3/31
1. Use of OIST Marine Science Station 2. Field Support Service provided by OMSSS Staff	Academic Organization (Overseas)	1	2	2017/11/22-2017/12/1

OMSSS: Okinawa Marine Science Support Section

## Attachment 1. 4-1 Academic Exchange Agreements List

List of Academic Agreements (as of March 31, 2018)

No.	University/Institution	Country	Date of Agreement	Date of Expiration	Type of Agreement
1	Graduate School of Informatics Kyoto University	Japan	2010/3/31	No expiration date	Collaboration Agreement
2	University of the Ryukyus	Japan	2012/4/1	2022/3/31	Agreement of Cooperation
3	Okinawa National College of Technology	Japan	2012/5/22	2022/5/21	Agreement of Cooperation
4	Marine Biological Laboratory	USA	2012/5/19	2017/5/18	Agreement on Scientific Cooperation
5	Woods Hole Oceanographic Institution	USA	2012/6/11	2017/6/10	Agreement on Scientific Cooperation
6	The University of Otago	New Zealand	2011/10/2	2016/10/1	Memorandum of Understanding
7	The Graduate School of Science, Hokkaido University	Japan	2012/8/1	2017/7/31	Academic Affiliation Agreement
8	Kyushu University (Program for Leading Graduate Schools)	Japan	2012/10/22	2019/10/21	Memorandum of Understanding
9	Graduate School of Information Sciences, Nara Institute of Science and Technology	Japan	2012/9/1	2015/3/31	Special Research Student
10	Graduate School of Medicine, Osaka University	Japan	2012/9/1	2018/3/31	Special Research Student
11	Graduate School of Informatics Kyoto University	Japan	2013/4/1	2018/3/31	Special Research Student
12	Institute of Medical Science, The University of Tokyo	Japan	2013/7/2	2018/7/1	Academic Exchange Agreement
13	Okinawa Churashima Foundation	Japan	2013/8/29	2018/8/28	Agreement on Scientific and Academic Cooperation
14	University of California, Berkeley	USA	2013/10/11	2018/10/10	Agreement on Scientific and Academic Cooperation
15	National Taiwan University	Taiwan	2014/1/17	2019/1/16	Agreement on Scientific and Academic Cooperation
16	The University of Tokyo	Japan	2014/1/28	2019/1/27	Agreement on Scientific and Academic Cooperation
17	School of Science, The University of Tokyo	Japan	2014/1/28	2019/1/27	Memorandum of Understanding on Student Exchange
18	Texas Tech University	USA	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
19	Texas Tech University (Department of Environmental	USA	2013/4/1	2018/3/31	Agreement on Student Exchange
20	Alexandria University	Egypt	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
21	Alexandria University (Faculty of Science)	Egypt	2014/2/1	2019/1/31	Agreement on Student Exchange
22	University of Free State	South Africa	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
23	University of Crete	Greece	2014/3/28	2019/3/27	Agreement on Scientific and Academic Cooperation
24	University of Crete (School of Science and Engineering)	Greece	2013/10/1	2018/9/30	Agreement on Student Exchange
25	University of KwaZulu-Natal	South Africa	2014/6/8	2019/6/7	Agreement on Scientific and Academic Cooperation
26	University of KwaZulu-Natal (School of Chemistry and Physics)	South Africa	2014/8/1	2019/7/30	Agreement on Student Exchange
27	University of Hawaii at Manoa	USA	2015/7/10	2020/7/9	Agreement on Scientific and Academic Cooperation
28	Department of Mechanical Engineering, Cullen College of Engineering, University of Houston	USA	2016/4/1	2018/8/31	Agreement on Acceptance of Student
29	Graduate school of Advanced Science and Engineering, Waseda University	Japan	2016/4/1	2017/7/31	Agreement on Acceptance of Student
30	Rutgers University - New Brunswick	USA	2016/5/1	2017/5/1	Agreement on Acceptance of Student
31	Graduate School of Medicine, Kyoto University	Japan	2016/8/1	2018/3/31	Agreement on Acceptance of Student
32	Advanced Telecommunication Research Institute International	Japan	2017/3/1	2019/2/28	Internship Agreement
33	Korea Advanced Institute of Science and Technology, School of Electrical Engineering	Korea	2017/9/1	2018/8/31	Agreement on Acceptance of Student
34	University of Cambridge, Department of Engineering	UK	2017/4/15	2017/6/11	Request and Standard Terms and Conditions for Hosting an OIST Student
35	Tufts University, School of Engineering	USA	2017/8/24	2018/3/30	Request and Standard Terms and Conditions for Hosting an OIST Student
36	University of Strathclyde, Glasgow, Department of Physics	UK	2018/3/3	2018/6/10	Request and Standard Terms and Conditions for Hosting an OIST Student

## Attachment 1. 4-2 FY2017 List of OIST Funded Workshops Mini-Symposia

### List of OIST funded Workshops in FY2017

	Start Date	End Date	Title	Venue	Participants (total)	Participant s (overseas)
1	April 3, 2017	April 8, 2017	Hierarchical multiscale methods using the Anderson–Parinello–Rahman formulation of molecular dynamics	OIST Conference Center	36	23
2	June 5, 2017	June 8, 2017	ONNA2017: Optical Nanofiber Applications: From Quantum to Bio Technologies	OIST Seaside House	89	58
3	June 12, 2017	June 16, 2017	Fundamentals and Applications of Microfluidic Compartmentalization	OIST Seaside House	50	20
4	June 26, 2017	July 13, 2017	OIST Computational Neuroscience Course (OCNC 2017)	OIST Seaside House	73	45
5	July 23, 2017	August 7, 2017	OIST Developmental Neurobiology Course 2017	OIST Main Campus & Seaside House	55	29
6	September 26, 2017	October 5, 2017	Okinawa School in Physics: Coherent Quantum Dynamics (2017)	OIST Main Campus & Seaside House	98	39
7	November 13, 2017	November 18, 2017	Cutting Edge Developments in RNA Biology for the Control of Gene Expression	OIST Seaside House	75	22
8	January 22, 2018	January 26, 2018	International Symposium on Energy Science and Technology (welcome dinner on 1/21)	OIST Main Campus & Seaside House	75	44
9	March 19, 2018	March 23, 2018	Bootstrap approach to Conformal Field Theories and applications	OIST Conference Center	34	14
Total					585	294

### List of OIST funded Mini-Symposia in FY2017

	Start Date	End Date	Title	Venue	Participants (total)	Participants (overseas)
1	July 18, 2017	July 20, 2017	Small and Medium Sized Cold Atom Systems: Challenges and Opportunities	OIST Seaside House	16	8
2	August 29, 2017	August 31, 2017	Transformative Measurement Methods and Experimental Approaches for Bacterial Biofilm	OIST Main Campus	21	10
3	September 13, 2017	September 15, 2017	Impurity Spins for Quantum Information and Technologies	OIST Seaside House	28	22
4	November 7, 2017	November 9, 2017	Nanoclusters in Action	OIST Main Campus	13	8
5	November 28, 2017	November 30, 2017	New development in Teichmuller space theory	OIST Main Campus	30	3
6	January 18, 2018	January 20, 2018	Dynamics of viscoelastic and inertio-elastic flows	OIST Main Campus	17	8
7	February 7, 2018	February 9, 2018	Nonequilibrium dynamics and information processing in biology	OIST Conference Center	14	5
8	March 12, 2018	March 14, 2018	Computational problems in low-dimesnional topology and geometry	OIST Conference Center	21	12
9	March 14, 2018	March 15, 2018	Synapses and Circuits — Development and Function	OIST Main Campus	10	8
10	March 26, 2018	March 28, 2018	Advances in imaging, quantifying, and understanding the evolution of ant phenotypes	OIST Main Campus	14	8
Total					184	92

### List of OIST Jointly-funded Workshops in FY2017

	Start Date	End Date	Title	Venue	Participants	Participants (overseas)
1	May 22, 2017	June 2, 2017	MSRI Summer graduate school on Commutative Algebra and related topics	OIST Seaside House	56	28
2	May 22, 2017	June 9, 2017	ISSA Summer School 2017	Osaka University	48	29
3	October 24, 2017	October 28, 2017	IONS Okinawa 2017	OIST Main Campus, Conference Center and Seaside House	65	41
4	December 11, 2017	December 15, 2017	11th International “Hiroshima” Symposium (HSTD11) & 2nd Workshop on SOI Pixel Detector	OIST Conference Center	205	128
Total					374	226

Attachment 2. 4-1-1 FY2017 Number of Employees

As of 2018/03/31

		Permanent				Fixed-term					Part-time				Agency Temp				Total			
Dvision/Job Title		F	M	Non-Japanese	ToTal	F	M	Seconde d	Non-Japanese	ToTal	F	M	Non-Japanese	ToTal	F	M	Non-Japanese	ToTal	F	M	Non-Japanese	ToTal
Admin	Vice President					2	3		3	5									2	3	3	5
	Associate Vice President					1	3	1	1	4									1	3	1	4
	Senior Manager		2		2	2	5	1	2	7									2	7	2	9
	Manager	2	3		5	5	9	2	3	14									7	12	3	19
	Assistant Manager		1		1	4	4			8									4	5	0	9
	Research Support Specialist						1		1	1									0	1	1	1
	Specialist					12	21	2	10	33									12	21	10	33
	IT Engineer						6		3	6									0	6	3	6
	Administrative Staff	4	2		6	116	33	2	17	149									120	35	17	155
	Part-time										11	10	4	21					11	10	4	21
	Agency Temp Staff														39	7	3	46	39	7	3	46
Admin Total		6	8	0	14	142	85	8	40	227	11	10	4	21	39	7	3	46	198	110	47	308
DoR	Dean					1			1	1									1	0	1	1
	Associate Vice President		1		1														0	1	0	1
	Senior Manager						1			1									0	1	0	1
	Research Support Leader						6		1	6												
	Manager		1		1	1	1			2												
	Research Support Specialist	1	2		3	2	21		8	23												
	Assistant Manager					1	1			2												
	Specialist						2			2												
	Research Support Technician					4	2		1	6									4	2	1	6
	Administrative Staff					18	5		1	23									18	5	1	23
	Part-time																					
	Agency Temp Staff										5		2	5	5		1	5	5	0	1	5
DoR Total		1	4	0	5	27	39	0	12	66	5	0	2	5	5	0	1	5	38	43	15	81
Faculty	Professor					3	25		16	28									3	25	16	28
	Associate /Assistant Professor					9	24		22	33									9	24	22	33
	Science and Technology Associate					7	5		8	12									7	5	8	12
	Researcher					1	2		2	3									1	2	2	3
	Research Specialist					7	11		8	18									7	11	8	18
	Group Leader					9	41		27	50									9	41	27	50
	Staff Scientist					45	121		135	166									45	121	135	166
	Postdoctoral Scholar					53	61		56	114									53	61	56	114
	Technician																					
	Part-time										11	2	2	13					11	2	2	13
	RUA					42				42									42	0	0	42
Administrative Staff	Administrative Staff					1				1									1	0	0	1
	Agency Temp Staff														11	9	3	20	11	9	3	20
Research Unit Total		0	0	0	0	177	290	0	274	467	11	2	2	13	11	9	3	20	199	301	279	500
Total		7	12	0	19	346	414	8	326	760	27	12	8	39	55	16	7	71	435	454	341	889

Attachment 2. 4-1-2 FY2017 Number of Employees

As of 2018/03/31

		Nationality	Admin	Research Support	Research Unit (Researcher)	Research Unit (Non-Researcher)	Total
1	AR	Argentinian			2		2
2	AT	Austrian			2		2
3	AU	Australian	4		7		11
4	BD	Bangladeshi		1	1	1	3
5	BE	Belgian	1		3		4
6	BG	Bulgarian	1			1	2
7	BR	Brazilian			2		2
8	BY	Belarusian			1		1
9	CA	Canadian	2		3		5
10	CH	Swiss			1	1	2
11	CN	Chinese	1		28	6	35
12	CO	Colombian			2		2
13	CR	Costa Rican			1		1
14	CZ	Czech			2		2
15	DE	German	1		10	1	12
16	DZ	Algerian				1	1
17	EG	Egyptian	1		1	1	3
18	ES	Spanish	2		5		7
19	FI	Finnish			1		1
20	FR	French		1	14	4	19
21	GB	British	5	1	17	4	27
22	GR	Greek			1		1
23	HU	Hungarian		1	1		2
24	ID	Indonesian			1		1
25	IE	Irish		1	4		5
26	IL	Israeli			2	1	3
27	IN	Indian	2		25	3	30
28	IR	Iranian			3		3
29	IT	Italian	1		6	1	8
30	JP	Japanese	261	66	92	129	548
31	KE	Kenyan			1		1
32	KR	Korean		3	5	2	10
33	LK	Sri Lankan				1	1
34	LT	Lithuanian			1		1
35	MU	Mauritian			1		1
36	MX	Mexican		1	3	1	5
37	MY	Malaysian			1		1
38	NL	Dutch			1		1
39	NP	Nepalese				1	1
40	NZ	New Zealand			4		4
41	PH	Filipino			1		1
42	PK	Pakistani			1		1
43	PL	Polish			2		2
44	PS	Palestine			1		1
45	RO	Rumanian			1		1
46	RS	Serbian			1		1
47	RU	Russian	1	2	7	5	15
48	SE	Swedish		1	3	3	7
49	SK	Slovak			1	1	2
50	TH	Thai			1		1
51	TN	Tunisian		1			1
52	TR	Turkish				2	2
53	TW	Chinese			4	3	7
54	TZ	Tanzanian				1	1
55	UA	Ukrainian			3	2	5
56	US	American	22	2	25	10	59
57	VE	Venezuelan	1				1
58	VN	Vietnamese	1		3	1	5
59	ZA	South African	1			1	2
60	ZW	Zimbabwean			1		1
61	ZZ	Overseas				2	2
Grand Total			308	81	310	190	889

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.

② How performance is reflected into Executive Officers' compensation in FY2016 (How performance-based salary works and has been adopted)

A Special Adjustment Allowance may be awarded to full-time executive officers when it is deemed necessary in consideration of their internationally excellent research and educational experiences, difficulty of duties, and past achievements, etc.

③ Details of Executive Officers' compensation levels and revisions made in FY2016

Head of Corporation

1. Details of the officer's salary standard

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

2. Revisions in FY2016

In order to recruit appropriately excelled personnel as executive members of OIST, the special adjustment allowance shall be able to be determined in accordance with the circumstances of the positions. In addition, based on the Cabinet Approval titled, "Management on Revision of Public Officials (dated on December 4, 2015)," the amount of special adjustment allowance shall be stipulated based upon the discussion with Cabinet Office.

Governor

1. Details of the officer's salary standard

The officer's compensation is defined as the sum of base salary (annual salary), a special adjustment allowance, commuting allowance, and housing allowance. In addition, the special adjustment allowance shall be determined upon the discussion with Cabinet Office.

2. Revisions in FY2016

In order to recruit appropriately excelled personnel as executive members of OIST, the special adjustment allowance shall be able to be determined in accordance with the circumstances of the positions. In addition, based on the Cabinet Approval titled, "Management of Salary Revision of Public Officials (dated on December 4, 2015)," the amount of special adjustment allowance shall be stipulated based upon the discussion with Cabinet Office.

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 employment status and positions.

2. Details of the Revisions in FY2016

None

Auditor

1. Details of the officer's salary standard

The officer's compensation is defined as the sum of base salary (annual salary), a special adjustment allowance, commuting allowance, and housing allowance.

2. Revisions in FY2016

In order to recruit appropriately excelled personnel as executive members of OIST, the special adjustment allowance shall be able to be determined in accordance with the circumstances of the positions. In addition, based on the Cabinet Approval titled, "Management on Salary Revision of Public Officials (dated on December 4, 2015)," the amount of special adjustment allowance shall be stipulated based upon the discussion with Cabinet Office.

Auditor (Part Time)	{	<p>1. Details of the officer's salary standard The part-time officer's compensation is determined by the Board of Governors based on their employment status and positions.</p> <p>2. Revisions in FY2016 None</p>	}
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## 2 Payment Condition of Officer Compensation

Position	Total Annual Compensation in FY2016				Accession/Retirement Status		Former position
		Compensation (Salary)	Bonus	Others(details)	Accession	Retirement	
Head of Corporation A	K Yen 44,640	K Yen 22,500	K Yen	K Yen 22,140 (special Adjustment Allowance)		31-Dec	
Head of Corporation B	K Yen 18,755	K Yen 7,500		K Yen 11,255 (special Adjustment Allowance)	1-Jan		
"A" Governor	K Yen 31,224	K Yen 20,000	K Yen	K Yen 11,224 (Adjustment & Commuting Allowance)			
"B" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			
"C" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			
"D" Governor (part-time)	K Yen 1,300	K Yen 1,300	K Yen	K Yen ( )			
"E" Governor (part-time)	K Yen 500	K Yen 500	K Yen	K Yen ( )			
"F" Governor (part-time)	K Yen 1,300	K Yen 1,300	K Yen	K Yen ( )			
"G" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			
"H" Governor (part-time)	K Yen 1,091	K Yen 1,091	K Yen	K Yen ( )	1-Sep		
"I" Governor (part-time)	K Yen 1,300	K Yen 1,300	K Yen	K Yen ( )			
"J" Governor (part-time)	K Yen 500	K Yen 500	K Yen	K Yen ( )			
"K" Governor (part-time)	K Yen 1,300	K Yen 1,300	K Yen	K Yen ( )			
"L" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			
"M" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			*
"N" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			
"O" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			
"P" Governor (part-time)	K Yen 1,700	K Yen 1,700	K Yen	K Yen ( )			

"A" Auditor	K Yen 3,258	K Yen 3,182	K Yen	K Yen 76 (Commuting Allowance)		16-Jun	◇
"B" Auditor (part-time)	K Yen 11,882	K Yen 11,761	K Yen	K Yen 121 ( )		18-Jun	◇
"C" Auditor (part-time)	K Yen 1,704	K Yen 1,704	K Yen	K Yen 0 (Commuting Allowance)			

Note 1: In the column of the former position, enter the following with marks, \* for retired public officials, ◇ for loaned employees, # for retired person from independent administrative corporation, etc., \*# for retired public officer and then retired from independent administrative corporation. NA is not applicable.

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

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

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

Note 2: "Special Adjustment Allowance" may be paid when it is deemed necessary in consideration of the officer's experience regarding internationally excellent scientific research and education, difficulty of duties, past achievements, etc.

### 3 Appropriateness of Executive Officers' Compensation Standard

#### 【Validation by Corporation】

Head of  
Corporation

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

Governor

The compensation standard for the Governor is reasonable in consideration of the responsibility and difficulty of overseeing management, education and research of an internationally outstanding graduate university, as well as past achievements, and international standard.

Governor  
(Part time)

The compensation for part-time 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 their experience and insight as a Nobel Laureate, etc.

Auditor

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

Auditor  
(Part time)

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

#### 【Verification by Competent Minister】

The compensation for the Governors (including the Head of Corporation) is reasonable in accordance with the international standard and in consideration of their nobleness, academic expertise, abilities to operate the Corporation effectively.

4 Payment Condition of Retirement Allowance for Officers (Condition of retiree subject to retirement allowance in FY2016)

Classification	Payment Amount (Total)	Period of Service	Retired Date	Performance Evaluation Rate	Former position
Head of Corporation	16,856	6 years and 2 months	Dec. 31, 16	1	
Governor	NA				
Auditor	NA				

Note 1: In the column of the former position, enter the following with marks, \* for retired public officials, ◇ for loaned employees, # for retired person from independent administrative corporation, etc., \*# for retired public officer and then retired from independent administrative corporation. NA is not applicable.

5 Appropriateness of Retirement Allowance for Retiree  
【Reason for the determination by Competent Minister】

Classification	Reason for Determination
Head of Corporation	The retirement allowance for retiree was calculated in accordance with "Cabinet Resolution dated on 2003 December 19 (partially revised on 2015 March 24) Retirement Allowance for Retirees of executives from independent administrative agency, government-affiliated corporation, authorized corporation," and performance allotment ratio was considered during the term was determined at Board of Governors, which

Note: In the column of "Reason for Determination," concrete reasons, etc. for determining the performance allotment ratio and retirement allowance, including the entire corporate achievement, the section's achievement, and the individual achievement, shall be described.

6 How performance-based salary works and is adopted

As another system similar to performance-based salary, the special adjustment allowance scheme has been introduced, which may be paid to a full-time officer if it is deemed necessary in consideration of the officer's experiences regarding internationally excellent scientific research and education, difficulty of duties, and past achievements. This scheme will continue to be applied.

## II Salary of Employees

### 1 Items concerning the Basic Policy of Employee Salary

#### ① How the employee salary level is determined

Referring to factors such as salary levels of national government employees and those of academic institutions in and outside of Japan, the salary level for each type of work will be determined based on individual job performance etc. within the respective range.

#### ② How the efficiency presented by the employee or work performance of the employee is reflected in the salary (How the performance-based salary works and is adopted)

Adopt a performance evaluation system appropriate to the characters of each job category such as faculty, administrative staff, etc. and implement the system while ensuring fairness and transparency, then determine individual salary amounts based on their evaluation results.

#### ③ Details of the salary system and major revisions made in FY2016

##### 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 FY2016

The following measures have been continued to be taken.

##### (1) Optimize the salary level

We will conduct thorough performance reviews and tighten a pay raise. When we adopt a retirement age system, we will actively employ young people over their older counterparts if candidates are equal in ability.

##### (2) Control of the salary level of employees of the entire institution

In addition to (1), we will also control the salary level as the entire institution for fixed-term employees by promoting employment of new graduates and young people.

## 2. Payment Condition of Employee Salary

### (1) Payment Condition by Type of Work

Classification	Number	Average age	FY2016 Annual Salary (Average)			
			Total amount	Prescribed amount	Commuting allowance	Bonus within the total
Permanent Employee	No. of staff members 14	Age 48.5	K Yen 10,145	K Yen 10,145	K Yen 146	K Yen 0
Administrative & Technical Staff	No. of staff members 14	Age 48.5	K Yen 10,145	K Yen 10,145	K Yen 146	K Yen 0

Overseas Employee	No. of staff members 1	Age -	K Yen -	K Yen -	K Yen -	K Yen -
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Fixed Term Employee	No. of staff members 476	Age 40.8	K Yen 6,841	K Yen 6,841	K Yen 83	K Yen 0
Faculty	No. of staff members 42	Age 52.3	K Yen 14,550	K Yen 14,550	K Yen 49	K Yen 0
Research staff	No. of staff members 159	Age 37.8	K Yen 6,434	K Yen 6,434	K Yen 46	K Yen 0
Administrative & Research Administrator	No. of staff members 275	Age 40.8	K Yen 5,898	K Yen 5,898	K Yen 110	K Yen 0

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

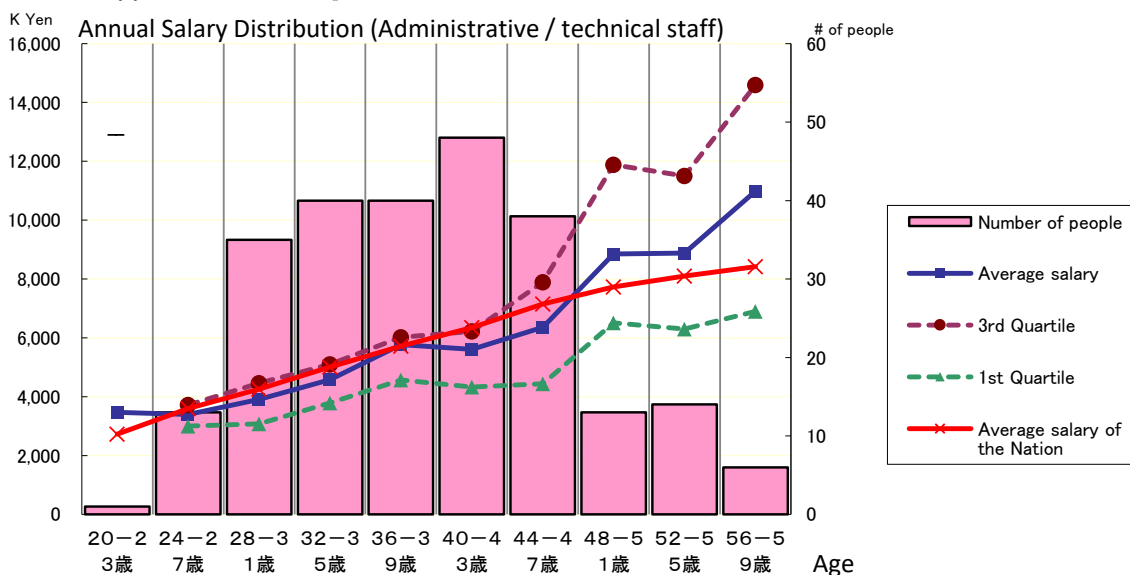
Note 2: If the applicable person is only one, no description on that person's age and annual salary shall be made due to possible identification of the person.

Note 3: Description on non-applicable permanent and fixed term employee positions are omitted.

Note 4: No applicable person was found for re-employed permanent and part-time staff.

Note 5: All staff members of permanent employees, overseas employees, and fixed term employees are employees based on annual salary.

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



Note 1: Commuting allowance is deducted from the annual salary shown in ①. This condition applies down to ④.

Note 2: No applicable person for age 20-23 range.

Note 3: Including those applicable for annual salary. This condition applied down to ④.

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

Groups Representing Distribution	No. of staff	Average age	Annual Salary	
			Average	Max-Min
	People	Age	K Yen	K Yen
Equivalent to director	19	53.0	16,563	26,326~11,778
Equivalent to manager	23	47.6	9,789	12,567~5,946
Equivalent to assistant manager	36	43.8	6,886	8,694~5,609
Equivalent to section chief	61	44.0	5,588	7,945~4,339
Staff	150	36.9	4,020	9,026~2,492

④ Ratio of the Portion in Bonus (Not Applicable)

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

### 3 Verification of the Appropriateness of Salary Level

#### ○Administrative and Technical Staff

Item	Contents
Compared with Government Officials	<ul style="list-style-type: none"> <li>• Age basis 94.2</li> <li>• Region/Academic Career basis 104.8</li> <li>• Age/Academic Career basis 92.7</li> <li>• Age/Region/Academic Career Basis 104.3</li> </ul>
Reason why the salary level is higher than that of the Nation	<p>OIST SC is a school corporation that aims to conduct internationally outstanding education and research in science and technology at the Okinawa Institute of Science and Technology Graduate University (hereinafter "Graduate University").</p> <p>At the Graduate University, research and education is conducted in English, and more than half of the faculty and students are non-Japanese. Under such international environment, outstanding expertise is expected from administrative staff due to the necessity to support researchers who conduct internationally outstanding education and research in order 1) to contribute to the promotion and self-sustaining development of Okinawa and 2) to promote and sustain the advancement of science and technology in Japan and throughout the world. This means OIST staff are also required of having high expertise and English language skills that tend to boost the Laspeyres Index. (Reference: expertise of target employees (289))</p> <ul style="list-style-type: none"> <li>• Master or above 99 people (34.3%), of which PhD: 32 people (11.0%)</li> <li>• Above university degree 222 people (76.8%)(Government Officials (administrative post): 56%)</li> <li>• All employees have business-level proficiency or higher in English reading and writing skills</li> </ul>
Verification of the Appropriateness of Salary Level	<p>(Corporate Verification)</p> <p>Compared with government officials, Age Basis Index has been less than 100, 97.1 in 2015 and 94.2 in 2016 respectively. Adjustment of the salary level has been addressed through various measures for lowering it.</p>
	<p>[Verification by Competent Minister]</p> <p>OIST is conducting world-class research and education activities in an international environment where such activities are carried out in English, and more than half of the faculty and students are non-Japanese. Since administrative staffs also must have high expertise to support the researchers, we understand the necessity of having excellent human resources at OIST. OIST has been taking measures to ensure an appropriate salary level under such condition, and as a result, the index compared with government officials showed improvement. We will continue to provide proper instruction and supervision to ensure that such measures will be implemented steadily.</p>
Measures to be Taken	<p>As measures for the future,</p> <ol style="list-style-type: none"> <li>1) Hire mid-level and younger generation employees over their older counterparts if the candidates are equal in ability.</li> <li>2) Thoroughly carry out the (personnel) performance evaluation and tighten a pay raise.</li> </ol> <p>Through carrying out these measures, appropriate levels of salary is expected to be retained.</p>

#### 4 Salary Model

Note : The description is omitted due to the consistent annual salary system.

## 5 Consideration on Achievement Allowance Scheme and its Introduction

Achievement allowance scheme is to be introduced for faculty and administrative staff in accordance with the characteristics of their job classification. The result of each individual's achievement is to be reflected on their payment through appropriate implementation, considering fairness and transparency. The scheme is continued to be implemented in the future.

### III Comprehensive Personnel Expenses

Classification	Previous FY (FY 2015)	Current FY (FY 2016)
Total Salary and Compensation Payment Amount (A)	K Yen 4,807,578	K Yen 5,086,299
Retirement Allowance Payment Amount (B)	K Yen 3,612	K Yen 26,220
Salary of Part-time Officers (C)	K Yen 86,943	K Yen 86,222
Benefit Package Expenses (D)	K Yen 512,348	K Yen 552,304
Personnel Expense in the most broad sense (A+B+C+D)	K Yen 5,410,481	K Yen 5,751,045

#### Matters that serve as reference for the Comprehensive Personnel Cost

- Current FY's comprehensive personnel expenses increased due to the addition of 52 employees compared with the previous FY.
- 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 (in July 2014 and thereafter).

### IV Others

None

添付資料 2. 4-3-1 平成29年度 研修実績・人事

Attachment 2. 4-3-1 FY2017 Number of Employees Taking Training Programs/HR

平成29年度 研修受講職員数／FY17 Number of Participants

Target 対象	Session Name 研修コース	RU (incl. RUA) リサーチ・ユニット (リサーチ・ユニット・アドミニストレータ含)	Admin 事務職員	Total 合計
For Managers マネジャー対象	Management Forum	0	12	12
	Clifton Strengths	0	22	22
	Accomplishing More with Less for Managers	2	16	18
For Employee 一般職員対象	Accomplishing More with Less Time, Less Effort, Less Stress	4	20	24
	Microsoft Training (Excel, Word, Power Point, Access)	26	104	131
	Total 合計	32	174	207

添付資料 2. 4-3-2 平成29年度 研修実績・外部研究資金

Attachment 2. 4-3-2 FY2017 Number of Employees Taking Training Programs, GRCS

平成29年度 セミナー・会議・コース			
セミナー・会議・コース	対象者（記入例：アドミ、研究者、業者等）	参加人数	開催日
「CREST/さががけ」公募説明会（日本語）	研究者・事務職員	17	2017/4/17
「CREST/さががけ」公募説明会（英語）	研究者・事務職員	18	2017/4/17
グラントライティング講座 Writing grants for fun and profit	学生、研究者、事務職員	93	2017/4/28
科研費セミナー『審査結果を読み解く！』	研究者・事務職員	43	2017/6/6
グラントファシリテーターによる科研費申請書レビュー（プレゼンテーション）	研究者	66	2017/6/13 ～ 2017/7/26
キャリアとグラント	研究者・事務職員	17	2017/7/27
「科研費」の最近の動向、科研費の改革について	研究者・事務職員	90	2017/9/13
科研費（新）計画調書 書き方セミナー	研究者・事務職員	42	2017/9/13
グラントファシリテーターによる科研費申請書レビュー（書面）	研究者	66	2017/9/20 ～ 2017/9/29
科研費申請書の個別相談	研究者	47	2017/6/6 ～ 2017/11/7
科研費電子申請システム入力サポート （平成30年度科研費応募）	研究者	35	2017/10/16 2017/10/18 2017/10/19 2017/10/20
JST事業説明会	外部研究資金セクション 事業開発セクション	7	2018/1/24
科研費電子申請システム入力サポート （平成30年度特別研究員奨励費）	学生	6	2018/2/6 2018/2/14
MTA 説明会 Addgene MTAのサインレス化について（日本語）	研究者・事務職員	10	2018/2/23
MTA 説明会 Addgene MTAのサインレス化について（英語）	研究者・事務職員	2	2018/2/23

FY2017 Seminar/Meeting/Course			
Seminar/Meeting/Course	Participants (e.g. admin staff, researchers, venders etc.	# of participants	
Explanatory Session for "CREST/PRESTO" Grants (Japanese)	Researchers and Admin staff	17	2017/4/17
Explanatory Session for "CREST/PRESTO" Grants (English)	Researchers and Admin staff	18	2017/4/17
Grant Writing Seminar "Writing grants for fun and profit"	Students, Researchers and Admin staff	93	2017/4/28
KAKENHI Seminar "Decoding KAKENHI Screening Results"	Researchers and Admin staff	43	2017/6/6
KAKENHI Application Review by Grant Facilitators (Presentation)	Researchers	66	2017/6/13 ～ 2017/7/26
Meet Professionals -Career and Grant-	Researchers and Admin staff	17	2017/7/27
Drastic Reform of KAKENHI! An Overview	Students, Researchers and Admin staff	90	2017/9/13
Tips for Writing Proposal Using New Application Form	Researchers and Admin staff	42	2017/9/13
KAKENHI Application Review by Grant Facilitators (Document review)	Researchers	66	2017/9/20 ～ 2017/9/29
KAKENHI Application Individual Consultation	Researchers	47	2017/6/6 ～ 2017/11/7
Supports for KAKENHI Application via JSPS e-application system (FY2018 application)	Researchers	35	2017/10/16 2017/10/18 2017/10/19 2017/10/20
JST Explanatory Session	Grants and Research Collaborations Section Business Development Section	7	2018/1/24
Supports for KAKENHI Application via JSPS e-application system (JSPS Postdoctoral Fellowship)	Students	6	2018/2/6 2018/2/14
MTA Explanatory Session- “Addgene Go Sign-less” (Japanese)	Researchers and Admin staff	10	2018/2/23
MTA Explanatory Session- “Addgene Go Sign-less” (Japanese)	Researchers and Admin staff	2	2018/2/23

## 添付資料 2. 4-3-3 平成29年度 研修実績・安全衛生

### Attachment 2. 4-3-3 FY2017 Number of Employees taking training Programs, OHSS

Seminar/Training Results in FY2017 (excluding on-line training)

2017年度 セミナー及びトレーニング実績(オンライントレーニングを除く)

Period: From April 1, 2017 to March 31, 2018

期間: 2017年4月1日から2018年3月31日

Occupational Health and  
Safety Section

安全衛生セクション

	Date 実施日	Nature of Event 種類	Name of Seminar/Training 名称	Number of Participants 参加人数	Remarks 備考
1	May 19, 2017 2017年5月19日	Public Seminar 公開セミナー	ACSEL Seminar: Past, Present and Future of Safety and Health at University ACSELセミナー: 大学における安全衛生の過去、現在、	56	
2	May 19, 2017 2017年5月19日	Seminar セミナー	Mercury waste seminar 水銀廃棄物セミナー	37	
3	August 9 & 10, 2017 2017年8月9及び10日	Training トレーニング	Safety Training for Venders (Advanced Program) (2 times in total) 取引先向け安全トレーニング(アドバンスプログラム) (2回実施)	168	
4	September 7, 2017 2017年9月7日	Seminar セミナー	Information session on Diving and Snorkeling Operation in Field Work 野外活動におけるダイビング及びシュノーケリングにつ	32	
5	September 14, 2017 2017年9月14日	Training トレーニング	Traning for Health and Safety Personnel OHS職務研修	7	Exclusively for OHSS members OHSS職員対象
6	October 12, 2017 2017年10月12日	Seminar セミナー	Seminar on New Disinfectant 電解水セミナー	10	
7	October 17, 2017 2017年10月17日	Seminar セミナー	Seminar on Amended Personal Information Protection Law	58	
8	November 24, 2017 2017年11月24日	Training and Seminar トレーニング及びセミ	Update Session アップデートセッション (2 times in total) (2回実施)	84	
9	November 24, 2017 2017年11月24日	Training and Seminar トレーニング及びセミ	Leadership Training 職長教育	20	

10	December 4, 2017 2017年12月4日	Seminar セミナー	Briefing on e-application system 電子申請システム説明会	2	
11	Nov. and Dec. 2017 2017年11月及び12月	Training トレーニング	Hands-on Training on Chemical Safety 化学安全実地講習	20	
12	February 2, 2018 2018年2月2日	Seminar セミナー	Briefing Session on New Stocktake Function of CMS CMSの新しい棚卸機能の説明会	15	
13	February 15 & 16, 2018 2018年2月15、16日	Training トレーニング	Hands-on Training on Biosafety バイオセーフティ実地講習	14	
14	All through the year 通年	Training トレーニング	Radiation Workers 放射線を取り扱う者 (14 times in total) (14回実施)	18	

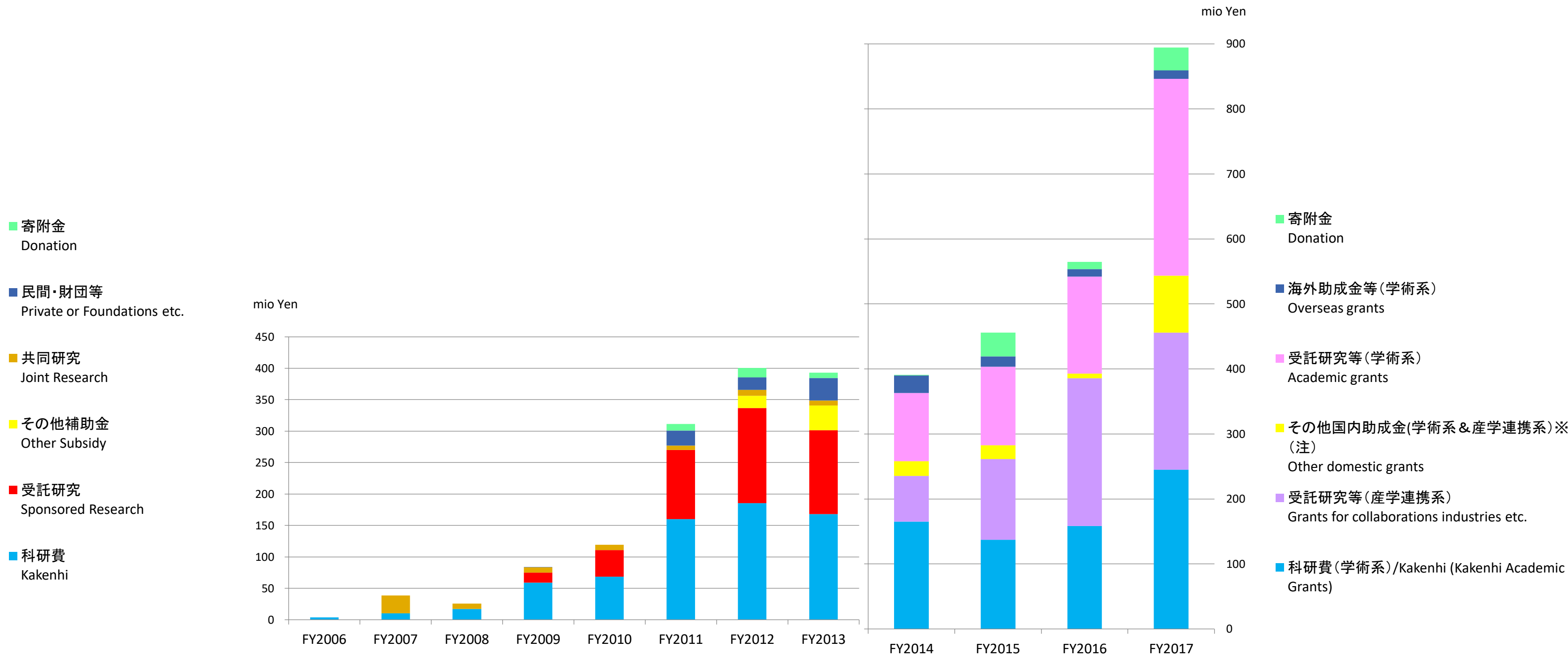
Note that this results only include lecture-style seminar/training.

Acquisition of External Funding (as of Mar 31, 2018)/外部資金獲得状況

Unit : Yen

旧分類 Old Category	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011		FY2012		FY2013		新分類 New Category	FY2014		FY2015		FY2016		FY2017	
	Amount	Amount	Amount	Amount	Amount	Amount	#	Amount	#	Amount	#		Amount	#	Amount	#	Amount	#	Amount	#
科研費 Kakenhi	3,800,000	10,293,000	17,225,000	58,923,142	68,281,464	160,041,305	26	185,570,000	30	168,017,777	40	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
受託研究 Sponsored Research	0	0	0	16,200,000	42,751,000	110,261,800	11	151,397,660	14	133,566,955	13	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
その他補助金 Other Subsidy	0	0	0	0	0	0	0	19,120,000	2	39,161,300	3	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
共同研究 Joint Research	0	28,500,000	8,268,750	8,357,625	8,000,000	6,500,000	1	9,781,000	2	8,190,000	3	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
民間・財団等 Private or Foundations etc.	0	0	0	162,000	0	23,969,000	3	19,720,574	3	35,811,969	10	海外助成金等（学術系） Overseas grants	27,166,059	3	16,015,264	3	11,916,945	1	13,335,884	2
寄附金 Donation	0	0	0	0	0	10,822,000	6	14,793,155	11	8,353,825	12	寄附金 Donation	1,075,960	7	36,417,498	13	10,644,779	13	34,747,672	27
合計/Total	3,800,000	38,793,000	25,493,750	83,642,767	119,032,464	311,594,105		400,382,389		393,101,826			391,105,550		455,678,481		564,478,055		894,219,507	

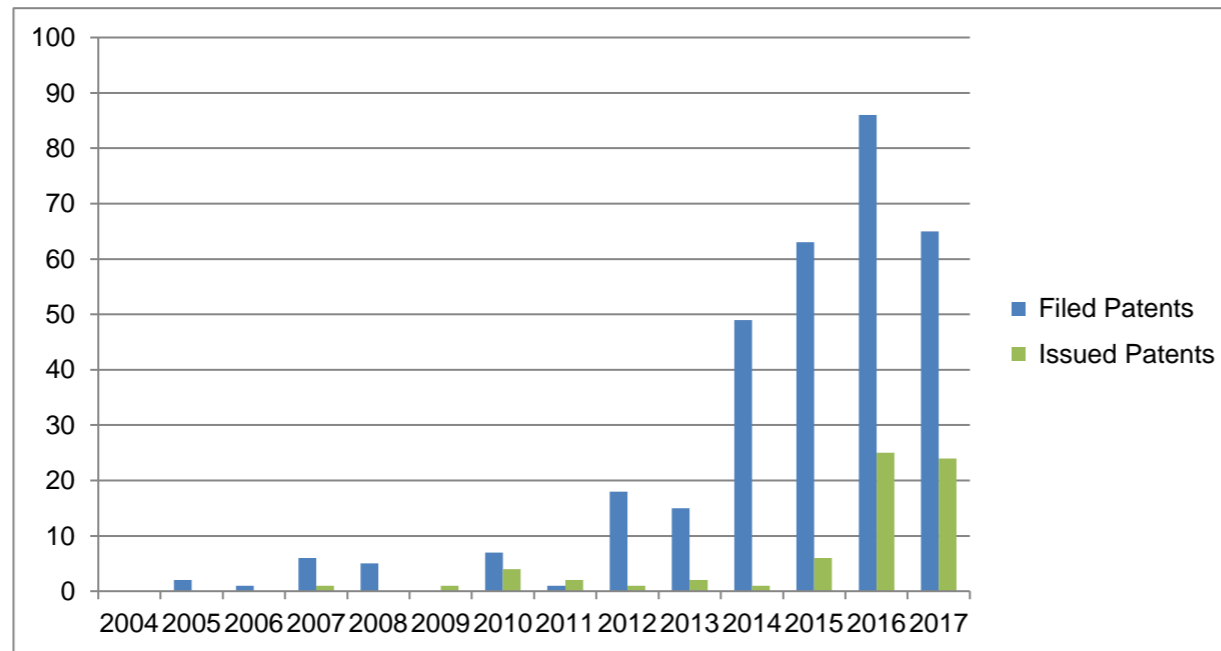
※（注）FY2017以降はフェローシップの金額を含む Fellowship is included from FY2017



#### Attachment 4. 1 Patent Status

Fiscal Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Filed Patents	0	2	1	6	5	0	7	1	18	15	49	63	86	65
Issued Patents	0	0	0	1	0	1	4	2	1	2	1	6	25	24

\* FY2017 is an estimated number



Attachment 4. 2 FY2017 Industry-related Collaboration and Innovation Seminars and Events

Industry-related Grants, Collaborations, and Agreements

No	Title	New/ Continuing	Funding Source	Collaborators	Details	OIST Partner
1	Project for Enhancement of Competitiveness of Medical Industry in Okinawa	Continuing	Okinawa Prefectural Government		Improvement of the drug discovery process utilizing next generation multilevel drug discovery and pharmacological simulation platform	Adjunct Professor Hiroaki Kitano
2	Supporting Project for Strategic Development of Fundamental Technology (METI)	Continuing	Okinawa General Bureau	Okinawa Protein Tomography	Development of COMET 2D	Professor Ulf Skoglund
3	JST Program for Creating Start-ups from Advanced Research and Technology (START)	Continuing	Japan Science and Technology Agency	Bio-Sight Capital	Development of new eco wastewater treatment system using microbial fuel cell	Adjunct Professor Igor Goryanin
4	Alien Species Countermeasures Project	Continuing	Okinawa Prefectural Government	Okinawa Prefectural Environmental Science Center	Countermeasures against fire ants	Assistant Professor Evan Economo
5	Development of Cross-cutting Breeding Techniques and New Feed from Abundant Materials for Fishery Products	Continuing	National Agriculture and Food Research Organization		Genomic analysis of pearl oysters and development of its DNA marker for improvement of disease resistance and pearl quality	Professor Noriyuki Satoh
6	Okinawa Science and Technology Innovation Development Project	Continuing	Okinawa Prefectural Government	University of the Ryukyus	DNA sequencing related to the development of fermented beverage made from rice malt	Assistant Professor Hidetoshi Saze
7	Energy Infrastructure Research Project with Cutting-Edge Technology	New	Sony Computer Science Laboratories		Power Exchange in the Integrated Environment of EV and DC Grid	Adjunct Professor Hiroaki Kitano
8	Okinawa Science and Technology Innovation Development Project	New	Okinawa Prefectural Government	Okinawa National College of Technology	Cell Function Analysis and Signal Transmission Analysis of Okinawan Biological Resources	Professor Tadashi Yamamoto
9	Growing Field Leading Project Creation Program	New	Okinawa Prefectural Government	Okinawa Prefectural Environmental Science Center	Microbial Fuel Cells to Process Swine Waste	Adjunct Professor Igor Goryanin
10	Growing Field Leading Project Creation Program	New	Okinawa Prefectural Government	Okinawa Prefectural Environmental Science Center	Microbial Fuel Cells for Soil Remediation	Adjunct Professor Igor Goryanin
11	Collaborative Research Project	Continuing		Misawa Homes Institute of Research and Development	Area: Environment	Adjunct Professor Hiroaki Kitano
12	Collaborative Research Project	Continuing		Institute of Biological Resources	Area: Drug Development	Professor Tadashi Yamamoto
13	Collaborative Research Project	Continuing		PUES	Area: Automobile	Adjunct Professor Hiroaki Kitano
14	Collaborative Research Project	Continuing		Confidential	Area: Chemistry	Associate Professor Fujie Tanaka
15	Collaborative Research Project	Continuing		Confidential	Area: Drug Development	Professor Noriyuki Satoh
16	Collaborative Research Project	Continuing		Confidential	Area: Energy	Associate Professor Yabing Qi
17	Collaborative Research Project	New		Confidential	Area: Automobile	Adjunct Professor Hiroaki Kitano

18	Collaborative Research Project	New		Confidential	Area: Energy	Assistant Professor Yabing Qi
19	Collaborative Research Project	New		Confidential	Area: Environment	Professor Noriyuki Satoh
20	Collaborative Research Project	New		Confidential	Area: Environment	Professor Noriyuki Satoh
21	Collaborative Research Project	New		Confidential	Area: Energy	Adjunct Professor Hiroaki Kitano
22	Collaborative Research Project	New		Confidential	Area: Drug Development	Associate Professor Yohei Yokobayashi
23	Collaborative Research Project	New		Confidential	Area: Medical Device	Distinguished Professor Hirotaka Sugawara
24	Private Grant	New	Takeda Science Foundation	Takeda Science Foundation		Associate Professor Ye Zhang
25	Private Grant	New	Naito Foundation	Naito Foundation		Assistant Professor Keiko Kono
26	Private Grant	New	Naito Foundation	Naito Foundation		Taiyo Hamada (Student)
27	Non Disclosure Agreement	New		Confidential		Professor Tsumoru Shintake
28	Non Disclosure Agreement	New		Confidential		Institutional
29	Non Disclosure Agreement	New		Confidential		Institutional
30	Non Disclosure Agreement	New		Confidential		Institutional
31	Non Disclosure Agreement	New		Tropical Techno Plus	For managemnet of OPG related projects	Institutional
32	Non Disclosure Agreement	New		Confidential		Individual consultant
33	Non Disclosure Agreement	New		Confidential		
34	Non Disclosure Agreement	New		Confidential		
35	Memorandum of Understanding	New		Republic of Maldives Kokyo Tatemono		Professor Tsumoru Shintake

Exhibitions Promoting OIST Research and Technologies

No	Program	Date	Place	Organizer	Details	Remarks
1	Okinawa Promotion Seminars	Jul 2017	Osaka Shinhankyu Hotel Tokyo Royal Park Hotel	Okinawa Prefectural Government	Booth exhibition and partnering meetings	
2	AUTM Central Region Meeting	Jul 2017	Swissotel Chicago	AUTM	Meetings	
3	BioPharm America	Sep 2017	Hynes Convention Center	EDB Group	Meetings	
4	BloJapan	Oct 2017	Pacifico Yokohama	BioJapan Organizing Committee	Booth exhibition and partnering meetings	
5	IoT Technology	Nov 2017	Pacifico Yokohama	Japan Embedded Systems Technology Association	Booth exhibition	
6	OPG Small Seminar	Nov 2017	Prefectural Assembly Hall	Okinawa Prefectural Government	Presentation	
7	Internepcon Japan	Jan 2018	Tokyo Big-Sight	Reed Exhibitions Japan	Booth exhibition	
8	JST Technology Showcase	Feb 2018	JST Tokyo	Japan Science and Technology Agency	Presentations and partnering meetings	
9	nano tech 2018	Feb 2018	Tokyo Big-Sight	nano tech Executive Committee	Booth exhibition and partnering meetings	
10	Medix Kansai	Feb 2018	INTEX Osaka	Reed Exhibitions Japan	Booth exhibition	

Seminars, Courses, and Events Related to Innovation (Intellectual Property, Entrepreneurship, R&D Cluster, etc.) Organized by the Technology Development & Innovation Center

No	Title	Date	Speaker/Instructor	Number of Participants
1	Innovation Seminar Series: Toshihiko Honkura	Jul 2017	Toshihiko Honkura, CEO Quantum Biosystems, Japan	73
2	Lean Startup Entrepreneurial Training Program	Oct 2017	Jim Chung, AVP of Research Innovation and Entrepreneurship	15
3	Intro to Entrepreneurship Training Program	Oct 2017	George Washington University Robert Storey, Principal The MVR Company	21
4	Introduction to Intellectual Property for graduate students	Nov 2017	David Case, Partner Orrick, Herrington & Sutcliffe LLP, Japan	40
5	Fireside Chat on Intellectual Property with David Case	Nov 2017	David Case, Partner Orrick, Herrington & Sutcliffe LLP, Japan	7
6	"How to Manage Projects" Course	Dec 2017	King Chu, MBA, PMP, ASKA PLANNING INC.	20
7	Introduction to Microsoft Project software short-course	Dec 2017	King Chu, MBA, PMP, ASKA PLANNING INC.	20
8	Innovation Seminar Series: Yasuhiro Yamakawa	Jan 2018	Yasuhiro Yamakawa, Ph.D., Professor of Entrepreneurship Babson College, USA	21
9	"Creating a Business Plan" Course	Jan 2018	Hiroshi Saito, MBA, CEO Global Uprise Consulting	16
10	Closing the Innovation Gap Between Research and Industry (Scientific Session at the American Association for the Advancement of Science Annual Meeting, USA)	Feb 2018	Tony Raven, CEO, Cambridge Enterprise, UK	60
11	Seminar: Software IP Management	Mar 2018	Lucas & Mercanti LLP, USA	5
12	Okinawa Innovation and Entrepreneurship Summit 2018	Mar 2018	20 Invited experts in innovation and entrepreneurship from Japan, USA, UK, Taiwan, Chile	152
13	Fireside Chat on Startups and Venture Capital with Sultan Ventures	Mar 2018	Omar Sultan, Partner Sultan Ventures, USA	11
			Total Participants	461

Attachment 4. 3 FY2017 TDIC Staff Professional Development Activities

	Training Title EN	Training Title JP	Participant	State Date	End Date	Organizer EN	Organizer JP
1	AUTM Asia 2017	AUTM Asia 2017	Ha	23 April 2017	26 April 2017	Association of University Technology Managers (AUTM)	AUTM
2	Okinawa Venture Capital Summit 2017	沖縄ベンチャーキャピタルサミット2017	Sato, Tamashiro, Takahashi	12 May 2017	12 May 2017	Okinawa Industry Promotion Public Corporation	沖縄県産業振興公社
3	Licensing in Practice	ライセンスの実務	Cooper	14 June 2017	14 June 2017	The Licensing Executives Society Japan	日本ライセンス協会
4	Venture Company's Capital Policy Seminar	ベンチャー企業資本政策の基礎	Tamashiro, Takahashi	30 June 2017	30 June 2017	Okinawa Industry Promotion Public Corporation	沖縄県産業振興公社
5	Technology Evaluation Course 1	目利き研修 前半	Cooper	04 July 2017	05 July 2017	Japan Science and Technology Agency (JST)	JST
6	Business Seminar	新規事業セミナー	Sato	11 July 2017	11 July 2017	New Social System Resarch Center Ltd.	株式会社新社会システム総合研究所
7	AUTM Startup Business Development Course	AUTM Startup Business Development Course	Chinen	12 July 2017	13 July 2017	Association of University Technology Managers (AUTM)	AUTM
8	Presentation Seminar	プレゼンテーション研修	Igarashi	04 August 2017	04 August 2017	Insource Co., Ltd.	インソース
9	Overseas water treatment business seminar by Okinawa companies	沖縄企業による海外水処理事業セミナー	Sato	18 August 2017	18 August 2017	JICA	JICA
10	G-TECH	G-TECH	Suzuki	21 August 2017	26 August 2017	University Technology Transfer Association, Japan (UNITT)	大学技術移転協議会、大阪大学
11	Okinawa Industry Academia-Government Innovation Forum 2017	沖縄産学官イノベーションフォーラム 2017	Sato, Tamashiro, Takahashi	31 August 2017	31 August 2017	Okinawa Industry, Academia, Government Innovation	沖縄産学官イノベーション創出協議会
12	Technology Evaluation Course 2	目利き研修 後半	Cooper	05 September 2017	06 September 2017	Japan Science and Technology Agency	JST
13	UNITT Annual conference	UNITT Annual conference	Ichikawa, Ahmed, Asage, Cooper, Suzuki	08 September 2017	09 September 2017	University Technology Transfer Association, Japan (UNITT)	大学技術移転協議会
14	Patent Administration: A Foundation for Success	特許管理：成功のための基礎	Shimabukuro, Shimoji	11 September 2017	14 September 2017	Patent Resources Group	Patent Resources Group
15	US Patent Administration	米国特許実務	Shimabukuro, Shimoji	21 September 2017	21 September 2017	Johokiko	情報機構
16	Skill Pill: Digital Marketing	デジタル・マーケティング	Ha, Miyake	11 October 2017	11 October 2017	OIST	OIST
17	Company Support Seminar	企業支援セミナー	Sato, Tamashiro, Takahashi	02 November 2017	02 November 2017	Okinawa Health Biotechnology R&D Center	沖縄健康バイオテクノロジー研究開発センター
18	Seminar "How to develop Bio and Medical technology into intellectual property and business"	セミナー「バイオ・医療シーズをいかに知財化、収益化するか」	Terukina, Takahashi	07 November 2017	07 November 2017	Okinawa General Bureau (CAO)	内閣府沖縄総合事務局
19	2017 US-Japan and Asia Medical Device Innovation Forum in Okinawa	2017日米亜医療機器イノベーションフォーラム沖縄	Nagamine, Suzuki	08 November 2017	08 November 2017	US-Japan Medtech Frontiers	US-Japan Medtech Frontiers
20	Seminar on Legal regulation strategy correspondence to Artificial intelligence (AI) and IOT	人工知能 (AI)・IOTにかかわる法規制及び対応と戦略セミナー	Shahriar	08 November 2017	08 November 2017	JouhokikoCo., Ltd.	情報機構株式会社
21	Seminar on Risk management as a legal requirement for medical equipment development	医療機器における法的要求事項としてのリスクマネジメントセミナー	Shahriar	09 November 2017	09 November 2017	JouhokikoCo., Ltd.	情報機構株式会社
22	Technology Evaluation in Okinawa	沖縄 目利き研修	Ha, Cooper, Suzuki, Sato, Chinen, Tamashiro, Takahashi	21 November 2017	21 November 2017	Japan Science and Technology Agency (JST)	JST
23	Project Management Seminar	プロジェクトマネジメントセミナー	Igarashi	21 November 2017	22 November 2017	Japan Management Association	日本能率協会
24	Medical Innovation Training	医療イノベーション人材育成プログラム	Suzuki, Shimabukuro	09 December 2017	09 December 2017	Tokyo Medical and Dental University	東京医科歯科大学
25	WIPO Presidents' Summit	Presidents' Summit	Ichikawa, Cooper	13 December 2017	14 December 2017	World Intellectual Property Organization (WIPO)	WIPO
26	Risk Management Training	リスクマネジメントモデル事業実務担当者研修会	Chinen	09 January 2018	10 January 2018	Nagoya University	国立大学法人名古屋大学
27	Visual Data Analysis (Fundamental)	ビジュアル・データ分析（基礎）	Miyake	15 January 2018	16 January 2018	Tableau Japan	タブロー・ジャパン
28	Startup Seminar	スタートアップセミナー	Sato	02 February 2018	23 February 2018	Okinawa Industry Promotion Public Corporation	沖縄県産業振興公社
29	Visual Data Analysis (Advanced)	ビジュアル・データ分析（中級）	Miyake	15 Feburuary 2018	16 Feburuary 2018	Tableau Japan	タブロー・ジャパン
30	AUTM Annual conference	AUTM Annual conference	Cooper, Garner, Suzuki	18 February 2018	21 February 2018	Association of University Technology Managers (AUTM)	AUTM
31	DTP training (Illustrator & Photoshop)	DTP研修 (Illustrator & Photoshop)	Asada	22 March 2018	23 March 2018	Desi	Desi
32	Risk Management Training	リスクマネジメントモデル事業実務担当者研修会	Nagamine	30 March 2018	20 March 2018	Tokyo Medical and Dental University	東京医科歯科大学