



Peter Gruss, President/CEO

2017-2022

29th Sept 2022



BOG
REPORT



Tracking OIST's Journey (2017-2022)

OIST is founded to provide internationally distinguished research and PhD education in science and contribute to the sustainable development of Okinawa.

- What have we achieved from 2017 to 2022? Did we come closer to the Founders' vision?
- How have our management and administration evolved throughout the growth and expansion of our campus and community despite challenges?
- What might need more consideration/more emphasis in the years to come?

At least from my perspective. The decisions are up to the next President.



Tracking OIST's journey

From Peter's Desk
(2017-2022)

Vision, Approach, and Overview

Institutional Successes and Milestones

Outreach to Stakeholders-At-Large

Governance and Management Reboot

Mid-term Challenges and Forward Look



Putting OIST on the scientific map of the world-leading universities by fostering creative research

Vision

2022/12/6

President Peter Gruss January 1, 2017 – Dec 31, 2021

- OIST is an example for a stunning achievement in creating an impressive research university within an extremely short period of time! But to reach the level of our competitors we have still a way to go...
- From studies on creative research structures, we know that the recipe to put OIST on the scientific map of world leading graduate universities lies in fostering creative basic research:
 - I. Excellence in research and leadership
 - Small group size – large scientific context
 - Multidisciplinary contacts
 - Independence as early as possible
 - II. Funding: Core institutional and flexible external funding
 - III. Leadership skills / Management



OIST

OKINAWA INSTITUTE OF SCIENCE AND TECHNOLOGY GRADUATE UNIVERSITY

51

Excerpts from President's Report to the 18th BOG on Feb. 21, 2017

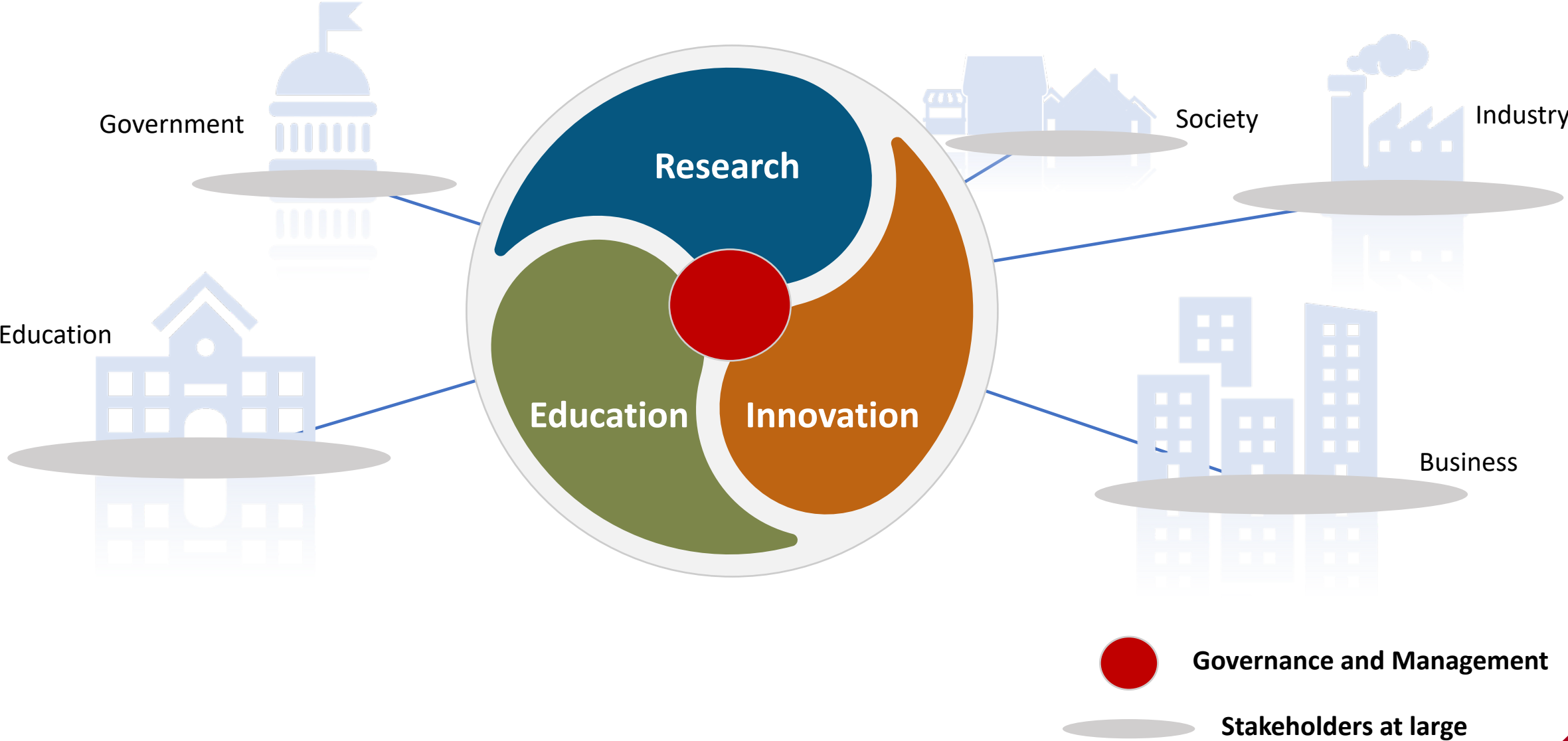


Approach

- **Research Excellence**
 - Develop long-term strategy to build research competitiveness
 - Small group size in large scientific context
 - Multidisciplinary contacts
 - Early independence
- **Research-driven Education and Innovation**
- **High-Trust Funding Model**
Core Institutional + Flexible External
MPI ratio: 85/15
- **Excellence in Leadership and Management**
Benchmarking and best practices for science management while professionalizing OIST administration.



Overview of Stakeholders and Action Areas





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Research Excellence



- Established the Perspective Council
A young research university needs an ambitious and well-calibrated growth strategy to develop internationally competitive research, education, and innovation.
- Oversaw strategy development and implementation of research programs and scientific growth.
- Top-quality international faculty recruitment resulted in a growth of 50% research units and over 70% in research output.

59 PIs (2017) -> 89 PIs (2022)



Perspective Council 2017

Internationally distinguished Council members



* Denotes Nobel Laureates

- Intensive review of OIST (2 days on-site, October 2017)
- Scientific talks by 8 OIST faculty and 4 external scientific experts in areas new to OIST
- Lab visits, meetings with Student Council and Research Support technical staff



Scientific Areas for Recruitment & Expansion

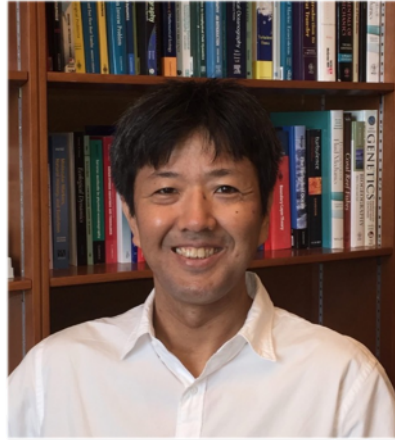
Recommendation for FY2018-2022:

- Neuroscience
- Life Sciences
- Ecology, Environment, and Marine Sciences
- Mathematics, Computer Science & Statistics
- Quantum Sciences
- Materials & Chemistry
- Applied Sciences & Engineering



Marine Science, Climate Science & Sustainable Development

2022/12/6



Satoshi Mitarai



Ulf Dieckmann
(New)



Vincent Laudet
(New)



Jonathan Miller



Lauren Sallan
(New)



Sam Reiter
(New)



Noriyuki Satoh



Timothy Ravasi
(New)



Quantum Technology Hub

World-leading experts in quantum science and information technology to nurture original ideas and talents from Japan and gain international visibility

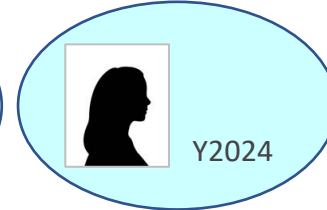
Knowledge generation and technology development to advance quantum science and cybersecurity



Kae Nemoto
(NEW)



David Elkouss
(NEW)



Y2024



Makoto Yamada
(NEW)

Cybersecurity



under recruitment



Sile Nic Chormaic



Tsumoru Shintake



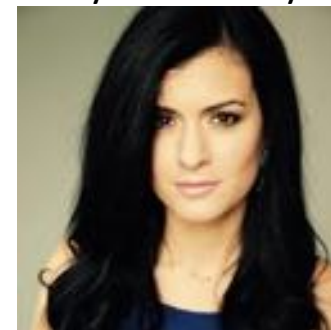
Yoshinori Okada



Hiroki Takahashi
(NEW)



Artur Ekert
(NEW)



Najwa Araj
(NEW)



Carlos Cid
(NEW)

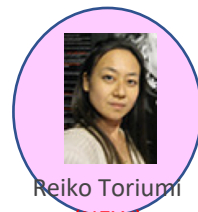


Jason Twamley
(NEW)

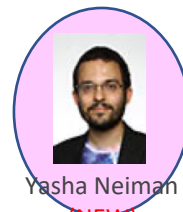
Quantum Physics +
ICT Engineering +
Computer Science +
and more...



Liron Speyer



Reiko Toriumi
(NEW)



Yasha Neiman
(NEW)



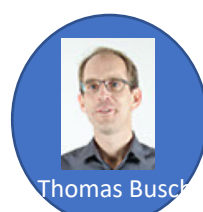
Philipp Höhn
(NEW)



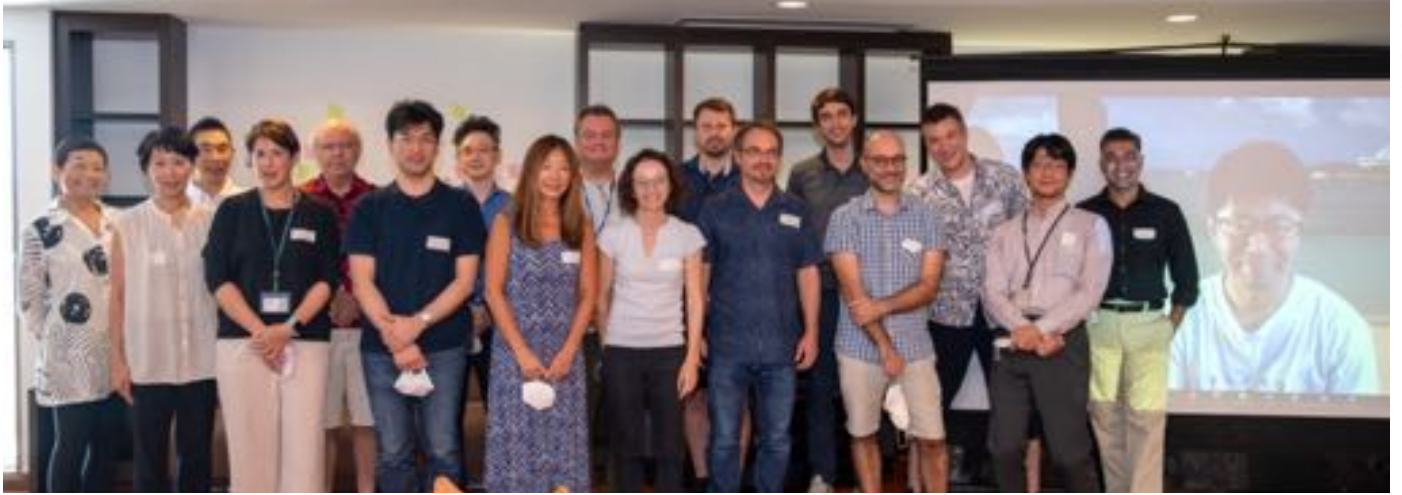
Yejun Feng



Nic Shannon



Thomas Busch

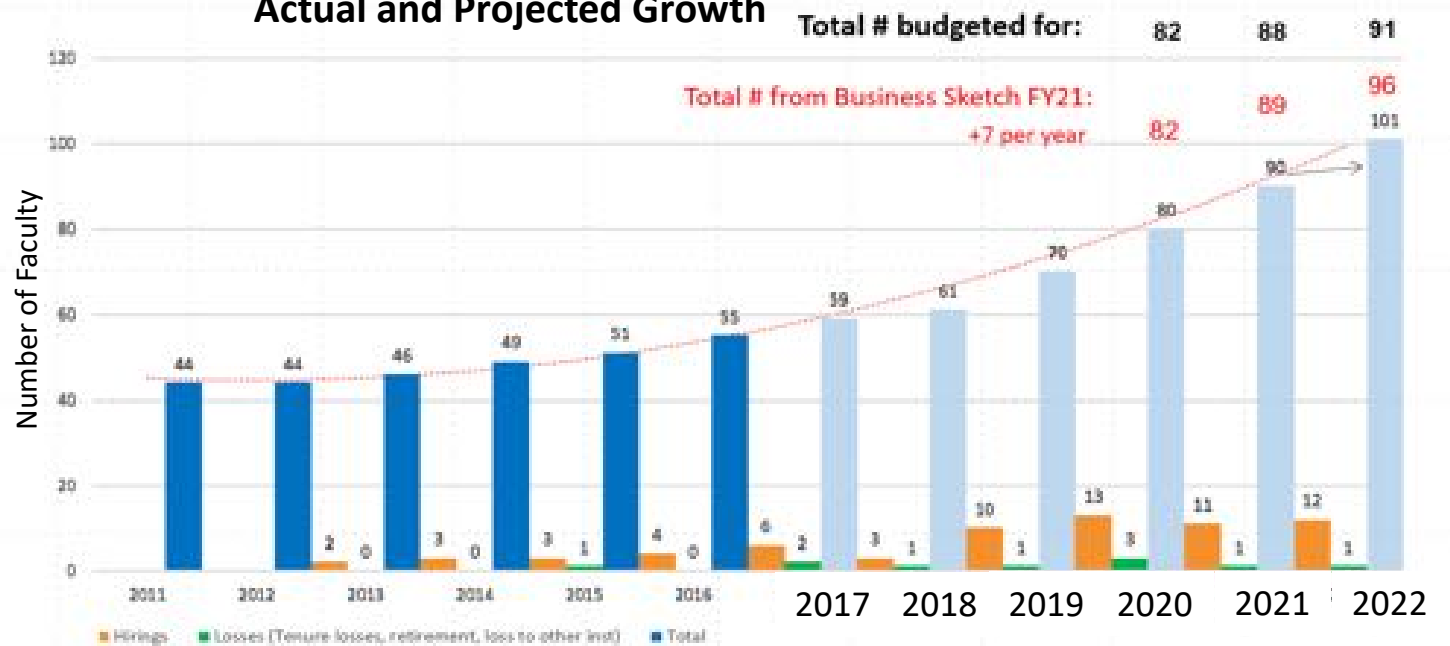


Successful Faculty Recruitment

2022/12/6

Projection of Growth - Faculty Number (100 PIs)

Actual and Projected Growth



* Base number projection from Strategic Plan 2020-2030: +10 PIs per year (2019/20 onward)

Data source: FAO and FM
 Photo: Faculty Retreat 2022



Expanding Academic Network



<https://bridge-net.org/>

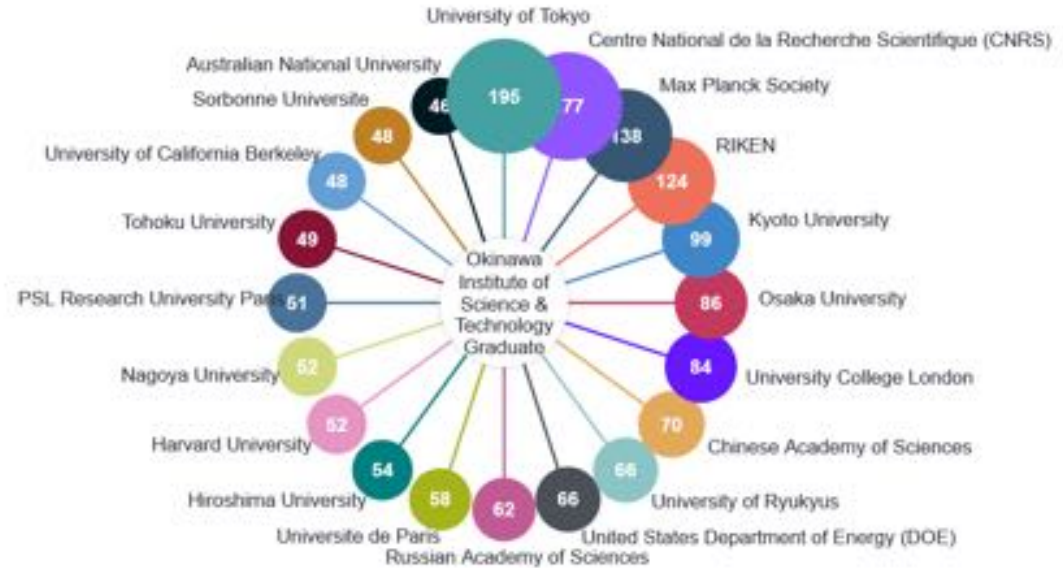
Launched in Vienna in 2019, OIST, IST-Austria, Weizmann Institute of Science, Francis Crick Institute, and Rockefeller University also collaborate on university administration for the 21st Century.



Joint Publications with Collaborators Grew (2017-2022)

Top Collaborating Academic Organizations

Who are most frequent collaborating academic organizations?



Indicators: Web of Science Documents. Time Period: 2017-2022. Organization Type: not academic system. Collaborates With ID Type Group: name. Collaborations with Organizations: okinawa institute of science & technology graduate university. Schema: web of science. Dataset: InCites Dataset. InCites dataset updated Aug 26, 2022. Includes Web of Science content indexed through Jul 31, 2022. Export Date: Sep 18, 2022.

Major Collaborating Academic Organizations:

Top Japanese National Universities, RIKEN, and many more other international collaborators from CNRS, UCL, Harvard, DoE, Max Planck Society.

Chinese Academy of Sciences	UC Berkeley	PSL Research University Paris
Russian Academy of Sciences	Australia National University	Sorbonne Université



Faculty Achievements

2022/12/6

Prof. Svante Pääbo receives the Japan Prize award and the Nobel Prize



Professor Kusumi awarded the distinguished Avanti Award in Lipids 2020 by the Biophysical Society



Prof. Doya receives the Donald O. Hebb award for outstanding achievements in biological learning.



Prof. Kae Nemoto decorated with France's National Order of Merit



Prof. Yabing Qi won the Kao Science Award

Assistant Prof. Kazuma Tanaka won MEXT Young Scientist's Award

Dr. Kazumasa Tanaka

Wins the 2021 Young Scientists' Award

Awarded by the Japanese Ministry of Education, Culture, Sports, Science and Technology



OIST has delivered on research excellence & productivity

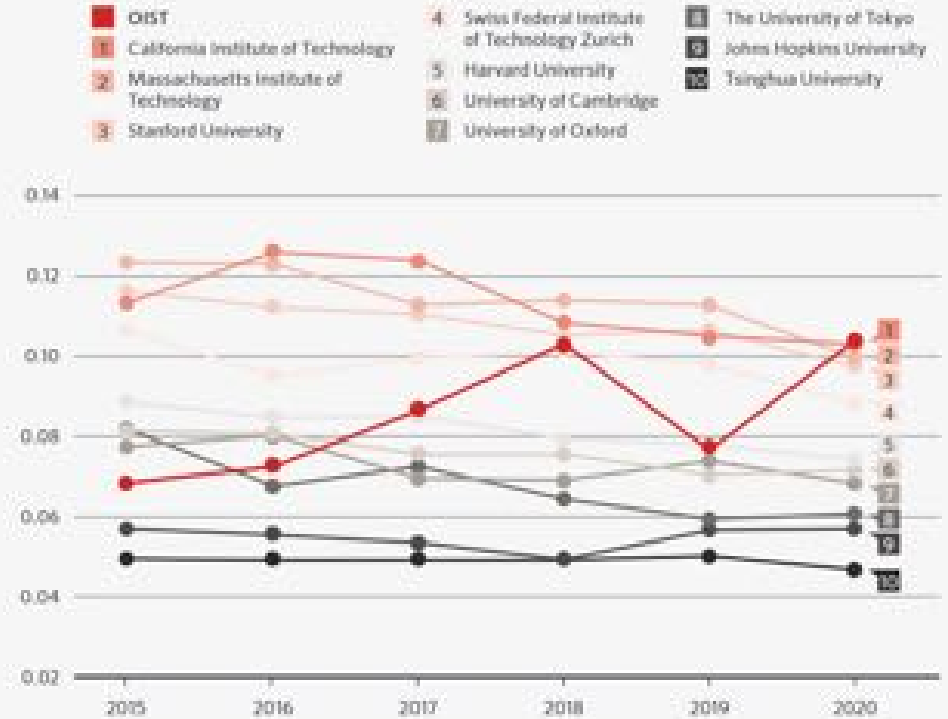


When normalized for size, OIST ranked 1st in Japan and top 10 in the world for quality of research publications in the natural sciences.

[Nature Index 2019, 2021]

OUTPUT IN NATURE INDEX AND DIMENSIONS

The normalized data shown here is based on the ratio of Nature Index Share to the total number of natural science article publications in Dimensions. Normalizing output by OIST researchers in journals tracked by Nature Index allows comparison on a level playing field with much larger top institutions.



DIMENSIONS ARTICLE COUNT

OIST's output of articles in natural sciences is on the rise.



NATURE INDEX SHARE

The contribution of OIST to articles in Nature Index has increased significantly from 2015.





Educating

the next generation of
scientific leaders



- Maintained the faculty: student ratio close to 1:3
- Established Research Internship (RI) Program and RI-PhD Pathway
- Strengthened and expanded science education outreach
- Engaged students with Okinawa community through professional career development (PCD) projects and science communication



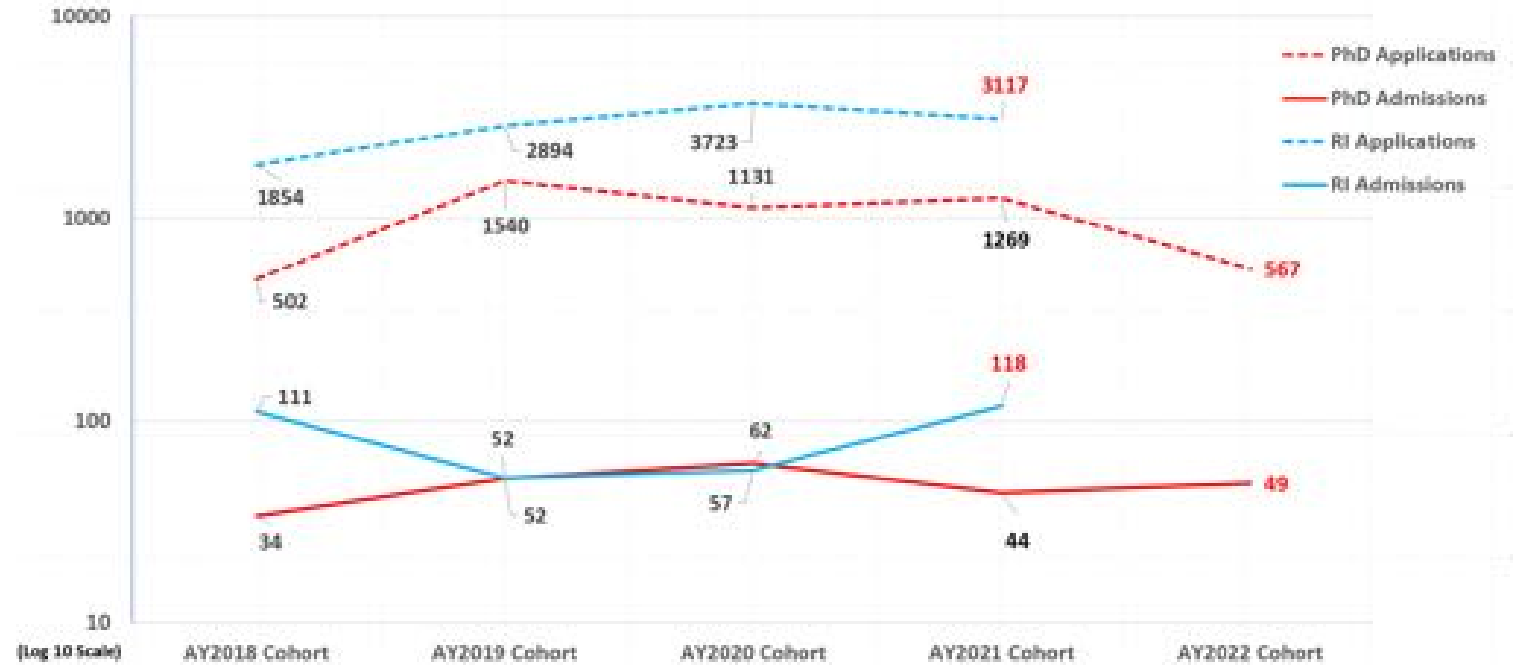


Research Internship & PhD Pathway

2022/12/6



Competitive Research Internship and PhD Admission



- Online PhD Admission (once a year) and RI-PhD Pathway Admission (six times a year)
- Total PhD applications up by more than 200 %
- Enrollment of Japanese students rose from 13 to 22%

Note: ~1200s PhD applications per year; ~3000s Research Internship applications per year



Student Recruitment and Support



QS-APPLE Creative Award 2019



From left to right (top): Simon Hall, Toshinori Matsui, Yuuki Guzmán, Shutaro Omine, Misaki Takabayashi.
From left to right (bottom): Kozue Higashionna, Hanako Adachi, Kanako Aono, Hiromu Josha.



OIST students learn about Okinawa while engaging Okinawan students about what scientists can do together with our communities

Science Education Outreach Programs



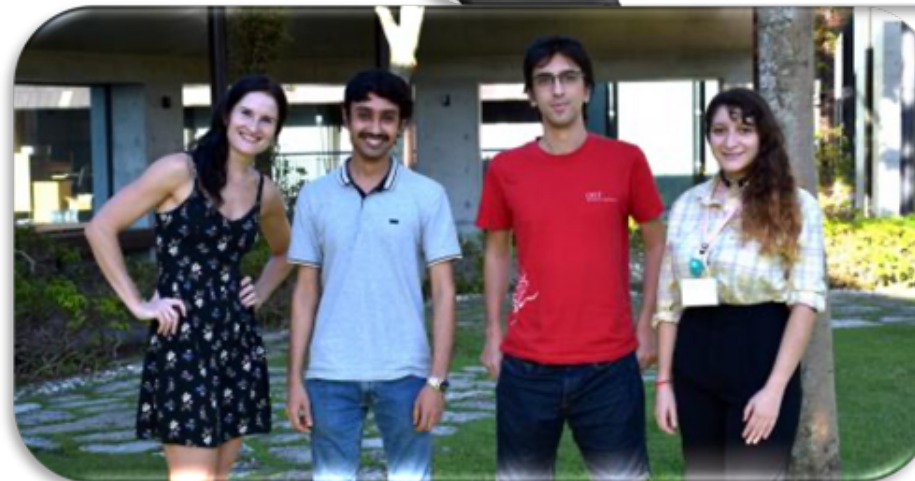
Daikin Orchid Bounty Award for science outreach programs: OKEON project, University Marine Initiative, and Ryukyu Girls





Student Achievements

2022/12/6



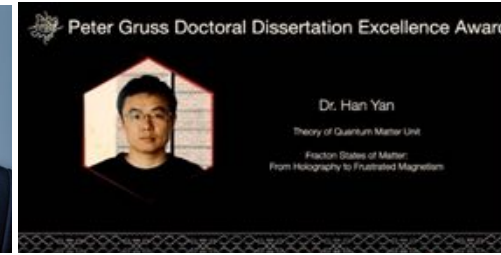
OIST Students' Community Project Wins Grant Award for working to help reduce the high-school dropout rate in Okinawa.



Alumni Career Paths



Dr. Faisal Mahmood
OIST PhD 2012-2017
Current: Assistant Professor,
Harvard Medical School



Dr. Han Yan
OIST PhD: 2013-2021
Peter Gruss Doctoral Dissertation Excellence Award
Current: Junior Fellow, Rice University



Dr. Thomas Nieddu
OIST PhD: 2013-2019
Current: Marie Skłodowska-Curie
Postdoctoral Fellow, Laboratoire Kastler Brossel



Dr. Mark Daly
OIST PhD: 2012-2017
Current: Scientific Project Officer,
Science Foundation Ireland



Dr. Paavo Parmas
OIST PhD: 2014-2020
Peter Gruss Doctoral Dissertation Excellence Award
Current: Assistant Professor, Kyoto University



Dr. Andrew Winchester
OIST PhD: 2014-2021
Current: NRC Postdoctoral
Fellow, NIST

Dr. Noa Burshtein
OIST PhD: 2015-2020
Current: Postdoctoral
Researcher, ESPCI, France



Dr. Leonidas Georgiou
OIST PhD: 2013-2020
Current: Junior Venture
Capital Investment
Analyst, Hadean
Ventures, Oslo



Dr. Lena Schulze
OIST PhD: 2012-2019
Current:
Senior Data Scientist
& Tech Lead,
The Goodyear Tire &
Rubber Company



Dr. Irina Reshodko
OIST PhD: 2013-2019
Current: AI Team Leader,
Way Norway



Dr. Adrian David
OIST PhD: 2015-2020
Current: Head of Operations,
Upgrade Education



Dr. Chris Reinke
OIST PhD: 2012-2018
Current: Postdoctoral
Researcher, Inria, France



Vibrant Innovation Ecosystem

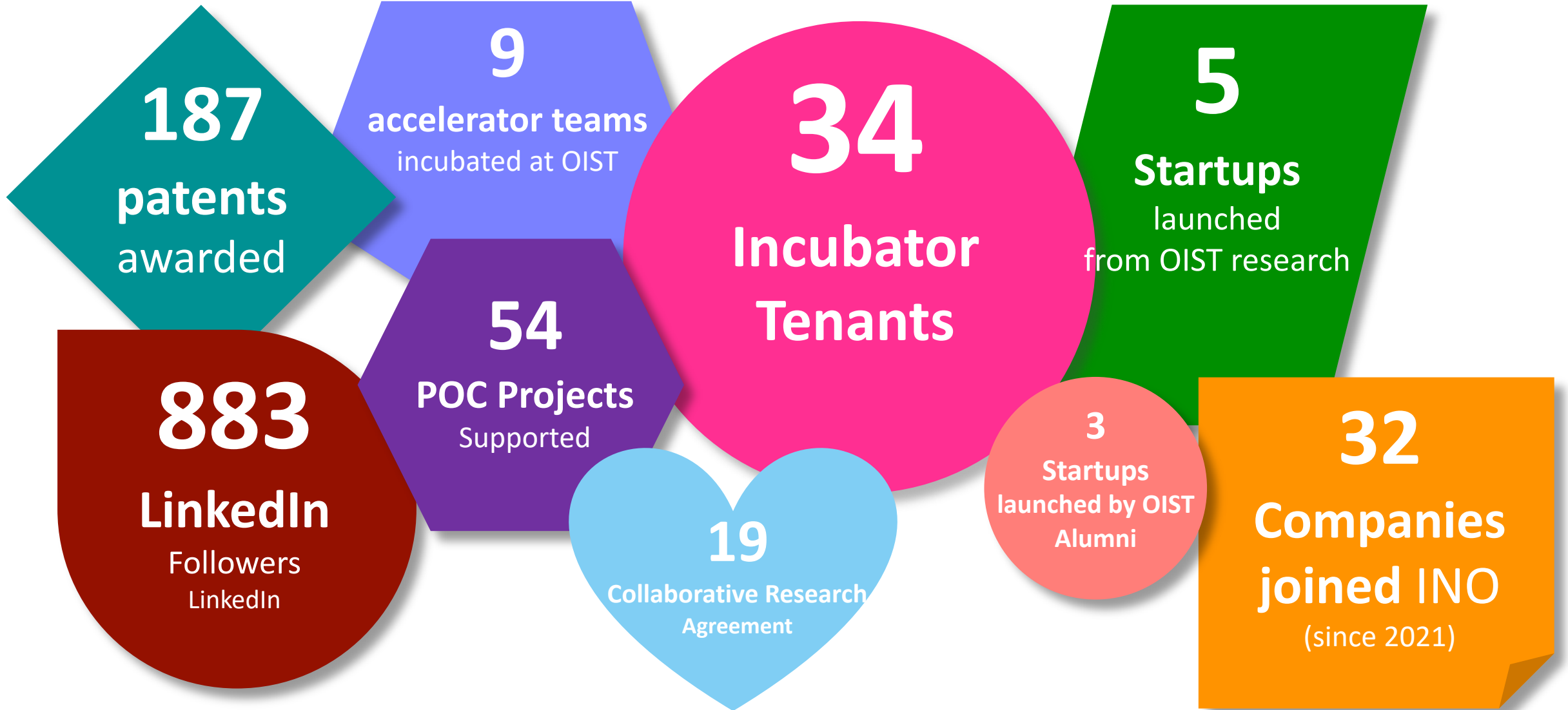
2022/12/6



- Built I² Innovation Square (pre-fab 500 m²) in 2018 to foster startups arising from OIST research, affiliates, and entrepreneurs from outside OIST.
- Expanded and strengthened academia-industry collaborations to deliver 115 % growth in sponsored/commissioned external funding.
- Fostered entrepreneurship education and innovation ecosystem in and around OIST.
 - Resulted in 170% increase in patents granted to the university
 - Nucleated startups from 1 to full-occupancy in Incubator I
 - Launched a 5B Yen OIST-branded Venture Capital Fund in Japan
 - Incubator II is designed and the budget request for construction FY2023-24 is submitted by CAO to the MoF.



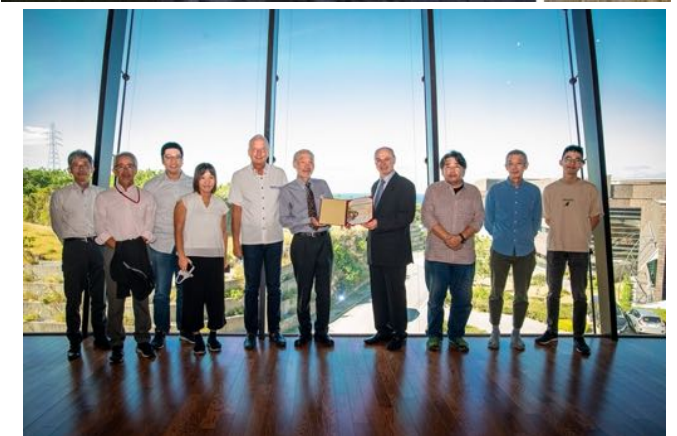
Innovation By the Number 2017-2022





Good Design Award 2019

Integrated Open Systems Unit received for the vision of a sustainable living architecture based on community sharing with microgrid, EVs with exchangeable batteries and sustainable.



Professor Tsumoru Shintake received Energy Globe Award 2020 from Austria



OIST receives 2022 Innovation Net Award for entrepreneurship initiatives



Resistant-Starch Okinawan Rice Project led by Prof. Hidetoshi Saze at OIST received the outstanding performance award for research and development (new technology sector) from the Food Action Nippon Committee and the Ministry of Agriculture, Forestry, and Fisheries (MAFF).



EF Polymer won Minister of Environment's prize in Japan's 2021 Green Startup Pitch

Technology Transfer & Entrepreneurship Achievements



OIST-Lifetime Ventures Fund

2022/12/6



スタートアップ 2022/05/27 13:00

VCと沖縄の大学が連携し50億円ファンド設立 研究の事業化を促進



露原直人, FORBES JAPAN

Forbes JAPANのWeb編集長

フォローする



左から、OIST副学長のギル・ブラン・マイヤー氏、学長のピーター・ブルース氏、LVC代表パートナーの本村亮分氏、ベンチャー・ベイトファンド代表パートナーのポール・マウナー氏

Target Sectors:

- Health & AgeTech
- Future of Work
- Cross-Border Japan
- Sustainable Living



POPULAR

- 1 ウクライナの反撃が強まる中、ロシア空軍は「身動き取れない」
- 2 HISが年内に宇宙旅行販売へ「いよいよ「だれでも行ける」時代に？」
- 3 コロナ後も「二度と戻ってこない」職業とは？
- 4 史上最も危険な「iPhone接続ケーブル」が発売、悪用の懸念
- 5 全米各地で「マスク着用」が義務化される
- 6 新型コロナの感染拡大に伴い「マスク着用」が義務化される
- 7 コロナ後も「二度と戻ってこない」職業とは？
- 8 史上最も危険な「iPhone接続ケーブル」が発売、悪用の懸念
- 9 全米各地で「マスク着用」が義務化される
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Catalyzing an Innovation Hub in Okinawa



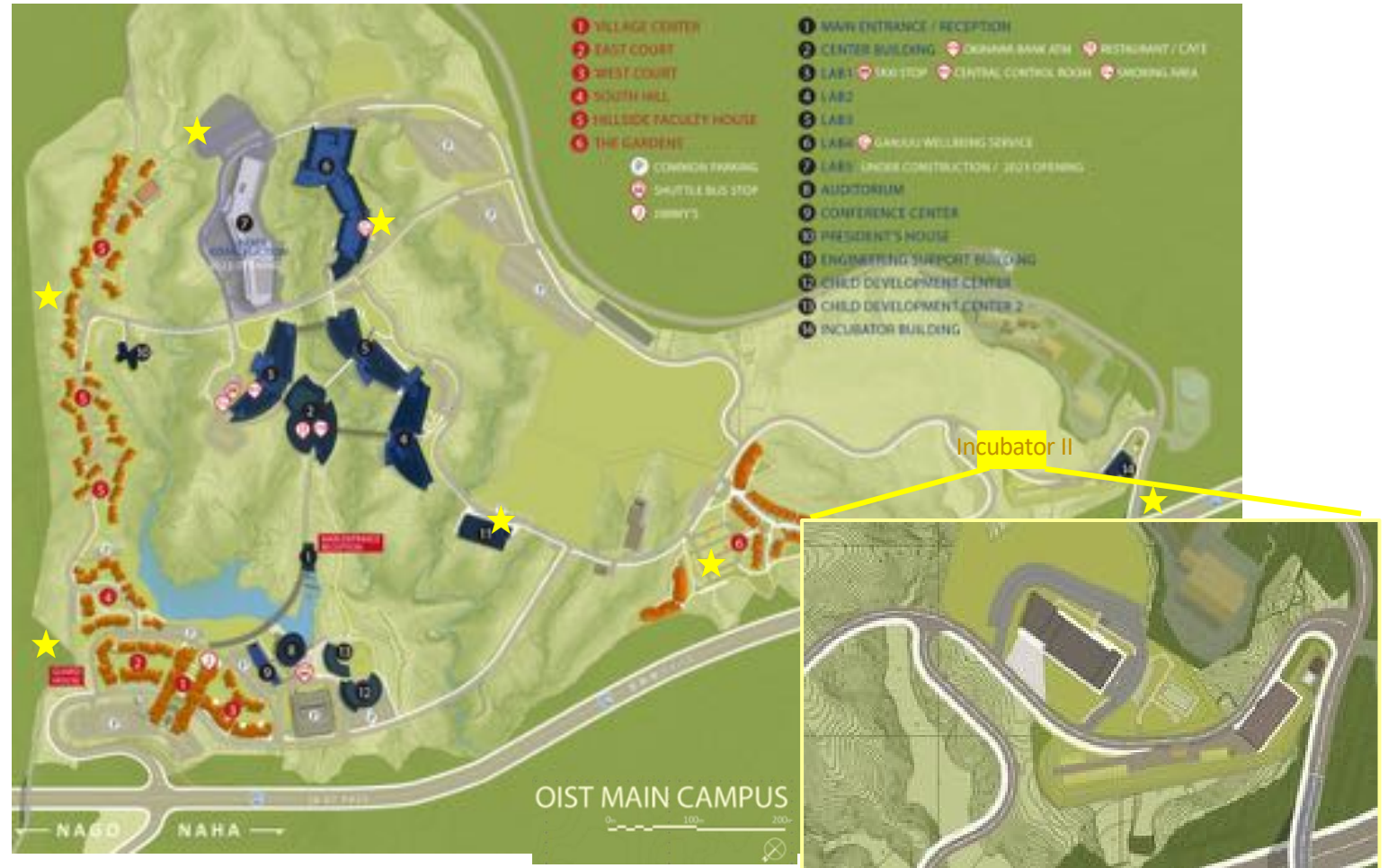
Incubator II (1,180 m²)

When design is completed in FY23 and budget is allocated for construction to complete by FY24, 50 – 100 startups can be accommodated on OIST Campus, paving way for innovators and entrepreneurs to work in the vicinity with one another and bring new products, processes, and technological solutions into reality for commercialization.



Buildings & Infrastructure Achievements

2022/12/6



As of May 26, 2022

- Opened Lab 4 in 2020; Lab 5 will be open in 2022
- Opened new on-campus housing (South Hill, Faculty Houses, the Gardens)
- Conference Center (Meeting Rooms Annex to the Auditorium)
- Engineering Building
- Energy Center II
- Startup Incubator I, II designed to be built
- High-Performance Research Computing Cluster
- WiFi connectivity boosted and meeting rooms equipped with Cisco Terminals for Zoom



University Budget and Funding Update

- Fiscal control is tight with little or no unspent subsidy fund returned to the Government
- New budget review process continues (3 reviews per fiscal year)
- Dynamic and flexible budget reallocation process to meet changing operational requirements
- Strengthening revenue-generating functions – Grants Section and TDIC achieving results.



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(2017-2022)

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OIST in Japan

Strengthen communication
between science, business,
and policy

2022/12/6



- Tokyo Office was established at the International House of Japan and in operation since 2021.
- Pursues OIST government relations at ministerial level.
- Coordinates inter-ministerial communication regarding OIST.
- Cooperates with Diet Members in the LDP League for the Future of OIST to address inquiries about OIST.
- Facilitates meetings with politicians and policymakers in Tokyo for the President and OIST Senior Leadership.



Cultivating Political Support for the Next Decade

2022 / 12 / 6

Explaining why support OIST to Government stakeholders and politicians in Japan and Okinawa

- 2017** Prime Minister Abe and CAO Minister Tsuruho
LDP Headquarter Breakfast Meeting
Research Commission on Science, Technology and Innovation Strategy
Members of the Churashima Parliamentary Association
Okinawan MPs
CAO, MEXT
Chair of the LDP General Council (Hosoda) and Secretary General (Nikai)
- 2018** Diet Members A. Omi, Hosoda, Tokai, Obuchi, Shionoya, and Amari
OPG Governor Denny Tamaki
- 2019** Onna Village Mayor Nagahama, Village Assembly
OPG Vice Governor Tomikawa
- 2020** Inaugural LDP League meeting
Minister of Environment Koizumi
Minister of MEXT Hagiuda
Vice Minister of Science and Technology Fujii
OPG – COVID Emergency Response
- 2021** Minister of Okinawa and Northern Territories Kono
Minister of Digital Transformation Hirai - OIST Cybersecurity Initiative
- 2022** Prime Minister Kishida visited OIST
Minister of Okinawa and Northern Territories Nishime visited OIST
OIST's 10th Anniversary Ceremony in OIST and Tokyo Reception



The LDP League for the Future of OIST visited Okinawa (July 17, 2020)



Front Row (Left to Right): Asako OMI, Karen MAKISHIMA, Kiyoshi EJIMA, Kosaburo NISHIME (Vice Chair), Keiichiro TACHIBANA (Secretary General), Masahisa MIYAZAKI, Konosuke KOKUBA, Toshiharu FURUKAWA
Back Row (Left to Right): Aiko SHIMAJIRI, Naoko TAKASHIKI, Mitsuhiro MIYAKOSHI (Vice Chair), Hiroyuki HOSODA (Chair), **Peter Gruss**, Ryu SHIONOYA, Yuko OBUCHI (Vice Chair), Hiromi MITSUBAYASHI, Hiroshi UENO



**Congratulatory Remarks by
Supporters in the Government**

*Hotel New Otani, Tokyo, Japan
May 25, 2022*





Business Communities



Raising OIST profile among corporate executives, business & industry associations in Japan

- 2017** Keidanren Chair Sakakibara and other senior executives
Keizaidoyukai Chair Kobayashi and other senior members
- 2018** James Higa
Keidanren Chair-Elect Nakanishi (Hitachi) – Omi's introduction
Okinawa Keizai Doyukai
- 2019** Corporate Executive Group: Komatsu, Sumitomo Mitsui Financial Group, Yamato Holdings Co., Ltd, Yamato Transport, Hitachi
Jesper Koll and Members of Asia Society Japan
James Kondo International House of Japan
- 2020** Pacific Alliance, Hitachi, Mitsui Fudosan, Mori Trust & Mori Buildings
- 2021** Suntory, NEC, JSR, Tokyu Corp.
- 2022** Suntory, Development Bank of Japan, Okinawa Keizai Doyukai

Co-branded Webinars for the Business Community in Japan



In partnership **with Asia Society Japan** and **Japan Association of Corporate Executives “Keizai Doyukai”** to boost the visibility of OIST's brand and promote new initiatives for academia-industry collaborations with Japanese companies.

On the Future of Healthcare, President Dr. Peter Gruss speaks with Jesper Koll, chair of policy committee at Asia Society Japan.



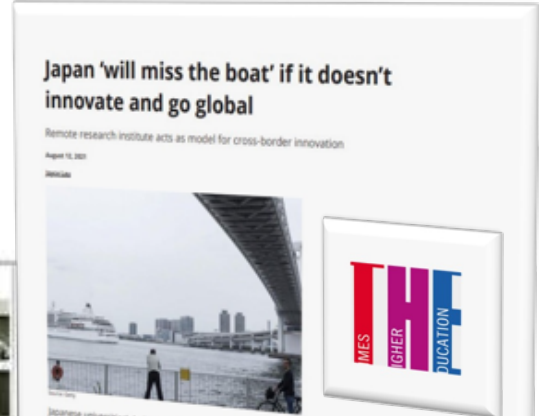
Dr. Peter Gruss and Mr. Jesper Koll gave their talks and had active discussion with Keizai Doyukai members.



OIST Quantum/Cyber Security Initiative and Climate/Energy hybrid webinars co-hosted by OIST and Asia Society Japan.



High-Profile Interviews with International and Japanese Media



sustainable japan

German superstar Peter Gruss leads 'extraordinary' OIST in Okinawa
New technologies, pure science made in paradise

Prolific scientist, top administrator

From a small town in Germany, Peter Gruss has become a leading figure in the world of science and technology. He is the director of the Okinawa Institute of Science and Technology (OIST), a research institute that has become a hub for international researchers and students. Gruss's leadership has transformed OIST into a world-class research center, attracting top talent from around the globe. His vision of a research-driven, international environment has been instrumental in OIST's success. Gruss's work at OIST is a testament to his commitment to advancing science and technology in a global context.

雑誌「事業構想」 Magazine Interview 2018/3/1
World-class Research University in Okinawa

沖縄に世界最高水準の研究機関

起業家育成 目覚めよ日本

日刊工業新聞「卓見」寄稿 4月~9月
Nikkan Kyogyo Newspaper Column Series April-Sept. 2018

Views from the Cutting Edge
Scientists Talk Story II

最先端担う人材を

教育テーマに議論

教育トピックス

Japanese universities' challenges in attracting overseas talent and promoting the use of English in scholarship are well documented. Yet, on an island hundreds of miles south of Tokyo, a small graduate school has achieved a level of internationalisation and research impact almost unmatched in the country. Okinawa Institute of Science and Technology, founded by the Japanese government a decade ago, produces a disproportionate amount of high-quality research for its size. It is one of the world's top 10 institutions when research quality is normalised by scale, according to Nature Index. It is also highly internationalised, with 84 per cent of its PhD students and 63 per cent of its faculty coming from overseas.

"When I first stepped on campus, coming from Germany, I thought, 'This is the most international place I've ever visited,'" Peter Gruss, OIST's president, told Times Higher Education.

Professor Gruss said that the visual hurdles to research in Okinawa were not as high as they seemed.

日本記者クラブ
Japan National Press Club

Perspective on the Future of Okinawa
Special Series on the Eve of 50th Anniversary
for Reversion of Okinawa to Japan

ハワイにおけるラジオ出演
Hawaii Public Radio 2018/3/22
& K200 2018/3/25

OIST

日本の研究力低下に歯止め

科学新聞 CSTI有識者委員会が提言
Science Newspaper 2018/3/30 OIST President on 4 Recipes for Success

琉球新報 第7回ウチナンチュートークストーリー
Ryukyu Shimpo WUB Hawaii Event 2018/5/1

NHK "BS1 Special" (NHK BS1)
50 Years of "lost" Okinawa

Shared my vision of the Innovation park
Produced locally and Aired nationally

Okinawa's economy progressed over the past 50 years and new testimonies from key people who were involved in the promotion of Okinawa. Heavy weights in the Okinawa business community, as well as historical footage from NHK Okinawa were shown.



OIST Foundation was launched in New York in November 2019

Connecting Strategic US-Japan Network Through the OIST Foundation

- 4 Foundation Ambassadors
- 10 Foundation Trustees
- 32 Foundation Advisors
- US-Japan Council
- Silicon Valley Japan
- US Chamber of Commerce in Japan
- US-Japan Foundation
- The Nippon Foundation
- The Sasakawa Peace Foundation
- Engagement from the Governor of Hawaii, Mayor of Maui and Hawaii County, representation from the Mayor of NYC and Governor of NYC and with the Governor of Washington State as well as top business and investment leaders in Hawaii and NYC, General Consulate of Japan in New York and Washington, D.C., US Embassy in Japan and Consulate in Naha.



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Governance & Management Reboot



- External Governance
- Internal Governance
- Management
- Strategic Plan 2020-2030 and Action Leaders



External Governance – New BOG members since 2017

From academia, business, industry and finance



Cherry Murray



Hiroyuki Fujita



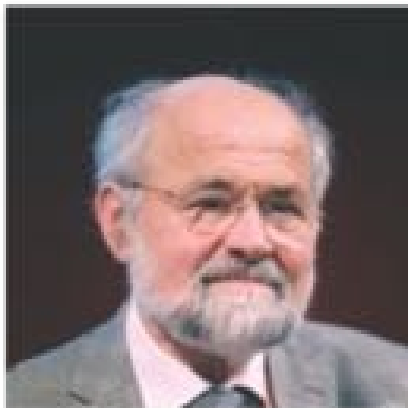
Ben Feringa
(2016 Nobel Prize in
Chemistry)



James Higa



Akira Yoshino
(2019 Nobel Prize in
Chemistry)



Erwin Neher
(1991 Nobel Prize in Physiology or Medicine)
OIST BOG 2017-2021



Ryoji Noyori
(2001 Nobel Prize in
Chemistry)



Jesper Koll
(also BOC member)



Senapathy
Gopalakrishnan





External Governance – New BOC members since 2017

From academia, business, finance, and other research and public organizations



Miki Fuchibe



Tatsuo Kawasaki



Kenji Govaers



Ryo Matsumoto



Faisal Mahmood



Jenifer Rogers



Yoshikazu Higashi



Jürgen Zöllner



Yuichiro Anzai



Daisuke Kan



Yumi Kuwana



Sachiko Kuno

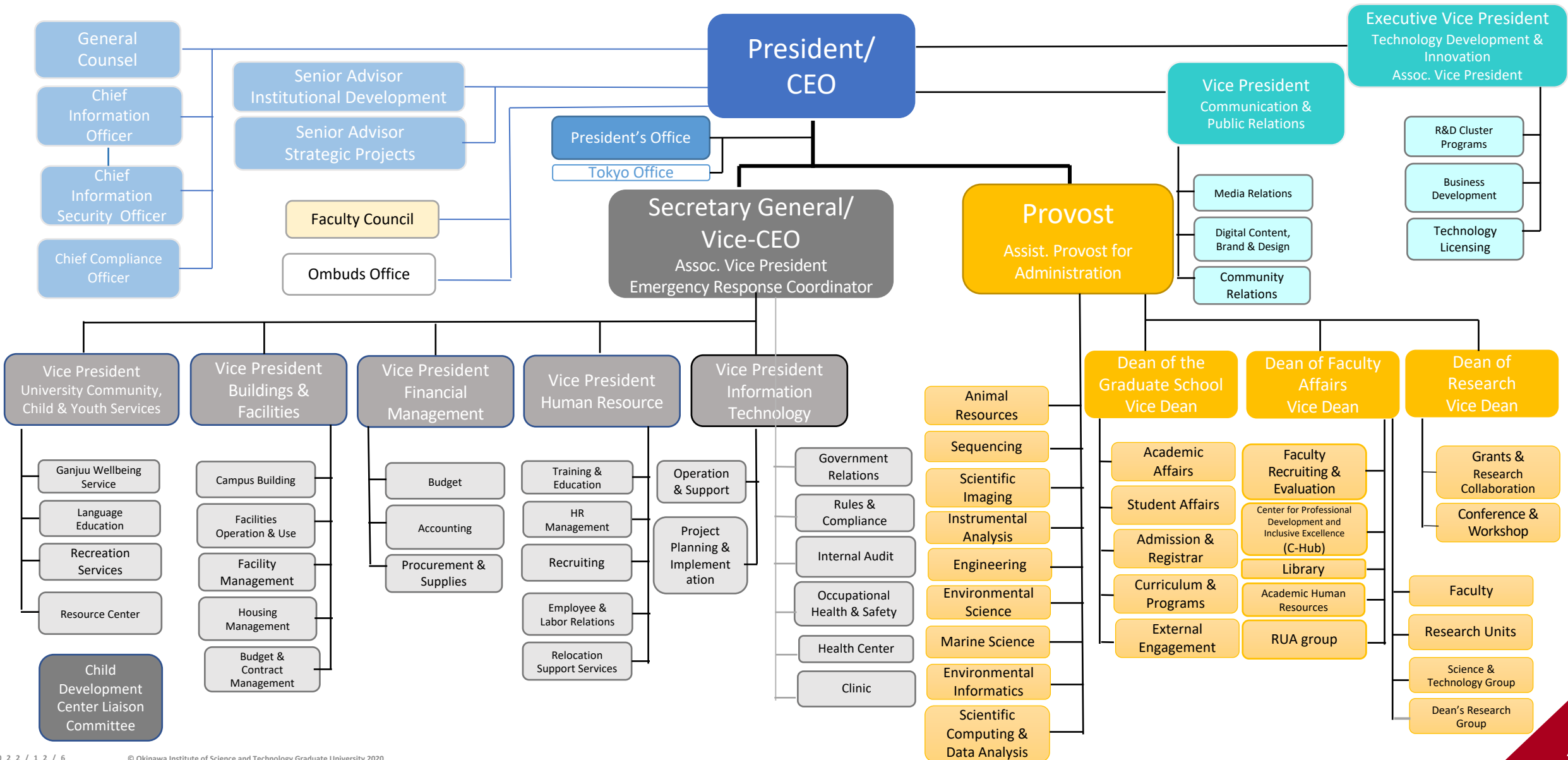


Nasser J. Kazeminy



Masaki Masudo

Internal Governance - reformed structure to professionalize and improve the efficiency of science management





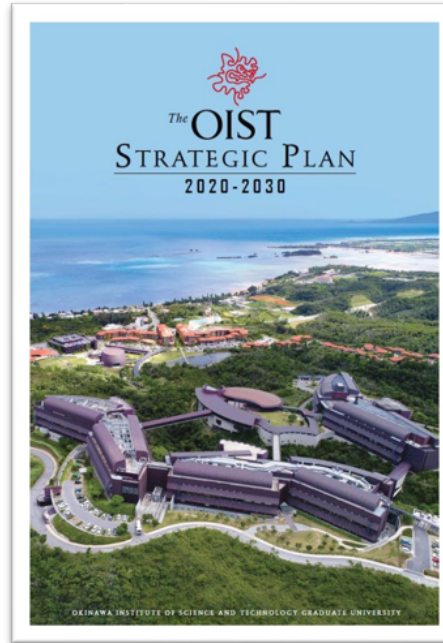
Chronicle of Management Initiatives

- **2017:** introduced management and leadership tools, such as organization and documentation format of regular meetings and bi-annual Executive Retreats until the pandemic
- **2018 onwards:** professionalized strategy management by structural reforms, analytics, institutional research and benchmarking
- **2018 - 2019:** strategic planning initiative for OIST Strategic Plan 2020-2030; endorsement by International Peer Review
- **2020:** OIST's first employee engagement survey by Kornferry
- **2021:** initiated OIST Admin Review of Operating Model and Efficiency (Bain Project)
- **2022:** President's Briefing Book



Strategic Plan 2020-2030

Consultation: Sep 2018 – Jan 2019
BOG approval of draft structure: Feb 2019
Full Strategic Plan: Sep 2019 (EN/JA)
Summary of Strategic Plan: Jan 2020 (EN/JA)



- 7 Taskforces, 2 Working Groups, 110-120 OISTers
- Inclusive and participatory consultative process
- Web-based dashboard and moderated Team chat for collaboration & documentation
- EN/JA editorial teams for quality assurance
- Delivery on schedule



Strategic Planning Program:

Ken Peach
Senior Advisor for Strategy (2018-2021)

Cecilia Lu
Assistant Advisor for Strategy (2018-2020)

Naoko Kiyan
Administrative Assistant (2019-2021)

*Editorial inputs: CPR, former COO Keisuke Yoshio, and former VP FM Masayuki Shibata, and external consultants
Designed and published by: CPR (full Strategic Plan), and Nature Springer Research (Summary of the Strategic Plan)*



External Peer Review 2019

reviewed OIST and endorsed its Strategic Plan 2020-2030



Internationally distinguished Panel members

- Intensive review of OIST (3 days on-site, November 2019)
- Extensive documentation about the Strategic Plan and institutional statistics
- Extended interviews with the executives, faculty, researchers, and students



Major conclusions:

- OIST Strategic Plan: absolute necessity to guide projected growth
“We strongly endorse the Strategic Plan and applaud the realistic assessment of the budget requirements”
- Trajectory to success more than clear, **substantial growth needed**
“80 Faculty is well short of the critical size to be competitive”



Strategic Implementation & Action Leaders (2019 – 2022)

2022 / 12 / 6



Peter Gruss
President/CEO



Nick Luscombe
Dean of Research



Kathy Takayama
Executive Director
C-Hub



Tadashi Yamamoto
Dean of Research
(2019 – 2022)

➤ Peter Gruss, North Campus

- ✓ Tadashi Yamamoto/Nick Luscombe*, Academic Partnerships
- ✓ Kathy Takayama, C-Hub
- ✓ Gil Granot-Mayer, Industry Partnership & Membership
- ✓ Gil Granot-Mayer, Venture Capital
- ✓ Heather Young, Internal Communication
- ✓ Heather Young, OIST History Book
- ✓ Heather Young, OIST Branding
- Cecilia Lu, **SDG Initiative for Sustainability**
- Melanie Chatfield, **Strategy Implementation**

The checked strategic initiatives have transitioned into business-as-usual activities and included in the Reports from VPs and Deans to the BOG-BOC.



Melanie Chatfield
Vice President
Strategy Implementation
(2022 -)



Gil Granot-Mayer
Executive Vice
President TDIC



Heather Young
Vice President CPR



Cecilia Lu
Senior Analyst PO
Head of SDG Initiative

New strategic projects to be launched for implementation soon. See **PRP Review Project** in Secretary General's Report.

* Leadership changes in fall 2022



**SUSTAINABLE
DEVELOPMENT
GOALS**

We support the Sustainable Development Goals

SDG Initiative

OIST-wide framework to engage, coordinate, and promote holistic efforts for achieving the Global Goals

Research findings contribute to solutions for achieving the SDGs



Educational outreach for youth engagement & empowerment



Tech transfer and Entrepreneurship for innovation ecosystem



Community initiatives and University Operation for sustainability



President
Meet President Gruss
Strategic Plan
SDG Initiative
Writing and Speeches
Former Presidents



Strategic Projects & Action Leaders (2019 – 2022)

2022 / 12 / 6



Shigeharu Kato
Secretary General



Izuru Maeda
Vice President for
Human Resources



Tokuko Shironitta
Tokyo Office Director
2019-2022



David Janes
Senior Advisor for
Institutional
Development
2018-2022



Ali Ganjhelou
Vice President for
Buildings and
Facility
Management
2015-2021



Masayuki Shibata
Secretary General 2021-2022
Vice President of Financial
Management 2019-2021



Tomo Nagase
Vice President for
Human Resources
2019-2022



Scott Rudisel
Vice President for
Buildings and
Facility
Management



Tetsuya Kawai
Vice President for IT

- ✓ Masayuki Shibata/Shigeharu Kato*
Government Relations & Tokyo Liaison
- ✓ Masayuki Shibata/Shigeharu Kato*,
OIST Admin Review of Operating Model and
Efficiency
- ✓ Tomo Nagase/Izuru Maeda*, Staff
Engagement & Salary Promotion Review
- ✓ Tokuko Shironietta*, Tokyo Office
- ✓ Ali Ganjhelou/Scott Rudisel*, OIST Campus
Master Plan
- ✓ Tetsuya Kawai, Digital Transformation
- ✓ David Janes, Philanthropy Hub*

** Leadership changes in 2021-2022*



Tracking OIST's journey

From Peter's Desk
(2017-2022)

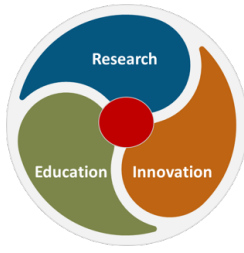
Vision, Approach, and Overview

Institutional Successes and Milestones

Outreach to Stakeholders-At-Large

Governance and Management Reboot

Mid-term Challenges and Forward Look



Mid-term Challenges

- Funding principle, amount, and diversification
- Salary and compensation
- Growth
- Campus development
- Startup culture
- OIST characteristics transferrable to Japanese universities

2022/12/6



Budget Expectations and Commitment

“The ideal size ultimately pursued by the university in the long term is **around 300 [Faculty]...**”

Blueprint of the New Graduate University (新大学院大学の青写真), July 30, 2008

The annual operating cost will be around 100 million yen ... per faculty ... plus [overheads]. [...] the total operating cost per faculty member amounts around \$1.5 million at **MIT** and **Stanford University**, whose size is 957 and 1,233, respectively.

Framework I, November 26, 2003

The current research expenses, etc., **per PI is about 200 million yen**. We will provide a research environment on a similar scale even after school opening.”

Director General of Okinawa Promotion Bureau in the Cabinet Office, **Osamu Shimizu**
Special Committee for Okinawa and Northern Territory Affairs, House of Councilors
July 1, 2009

“It is indispensable to provide **high level financial support** from the viewpoint of Okinawa promotion. [...]

In order for the Graduate University to achieve the world’s highest level of education and research institution, it is essential for the country to take responsibility and provide **sufficient financial support from a long-term perspective.**”

Minister of State for Okinawa and Northern Territories Affairs, **Tsutomu Sato**
Special Committee for Okinawa and Northern Territory Affairs, House of Representatives
July 1, 2009

➤ **OIST FY20 and FY21 Operations Budget*: ¥17.617B; ~ ¥220M /Faculty**

* Includes Supplementary Budget



Where do we go from here?

2022/12/6

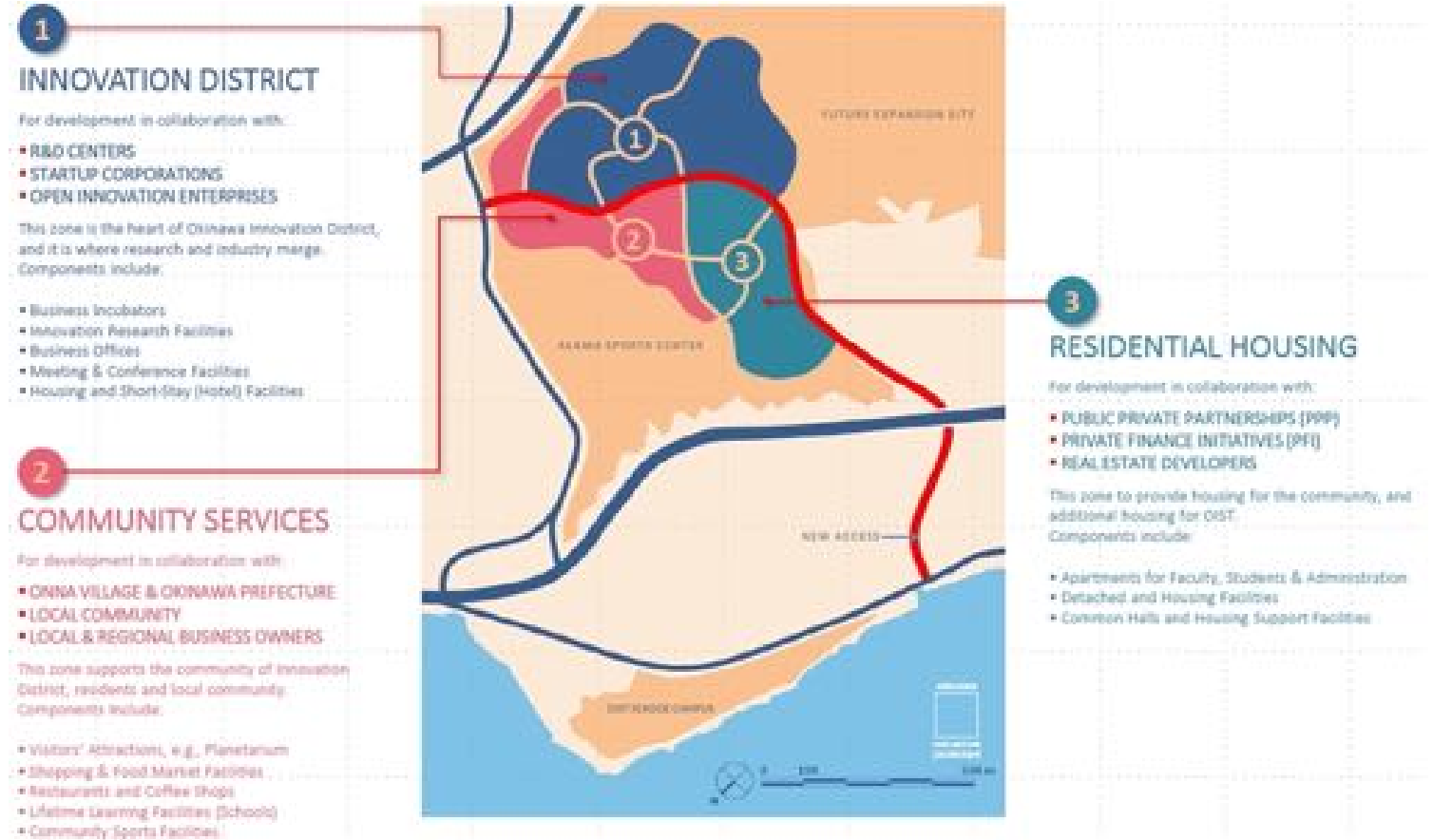


- Strategy: size and critical mass still matter!
- Follow through with fostering cross-/inter-disciplinary research hubs, e.g. Center for Quantum Technology.
- Address Gender Equity Diversity & Inclusion (GEDI) in recruitment and evaluation processes and our research environment.
- Overcome scientific boundaries to address sustainability and sustainable development.



North Campus Development Concept

Updates and Revisions from the 2019 Concept



* Slides from VP BFM Scott Rudisel



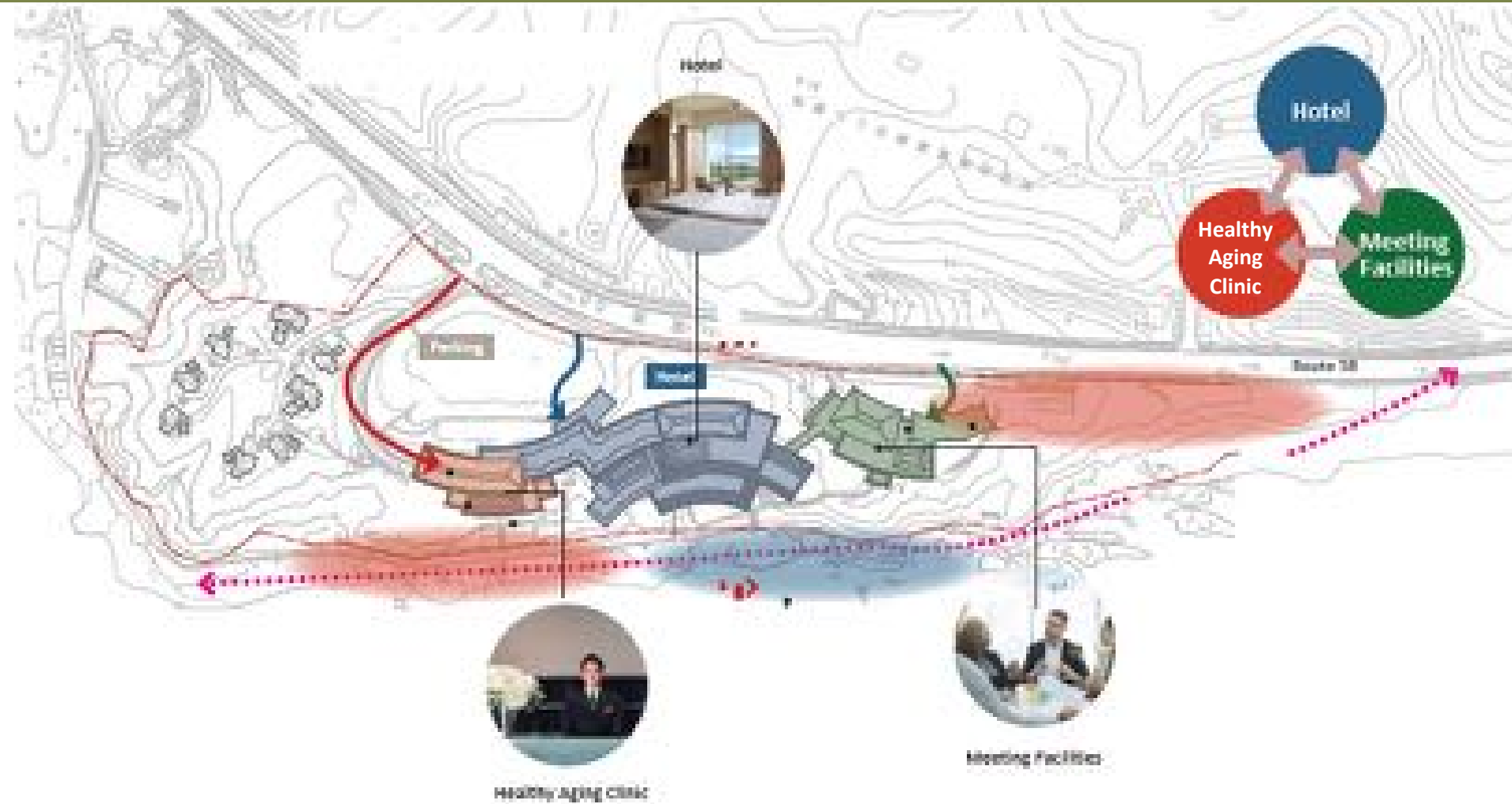
NORTH CAMPUS: KUME SEKKEI 2022 STUDY OF "SCALABLE" APPROACH AND TO MINIMIZE INFRASTRUCTURE COSTS



- site of entrance
- environmental consideration area
- event / plaza
- Exhibition Community Hall
- Incubator Building (2A)
- Incubator Building (2B)
- apartment
- warehouse
- house
- entry
- underground parking access
- food trucks
- pedestrian circulation







Healthy Aging Clinic

The Healthy Aging clinic will be placed on the east side of the site. It will have access from Highway 58 and through the hotel

Hotel Zone

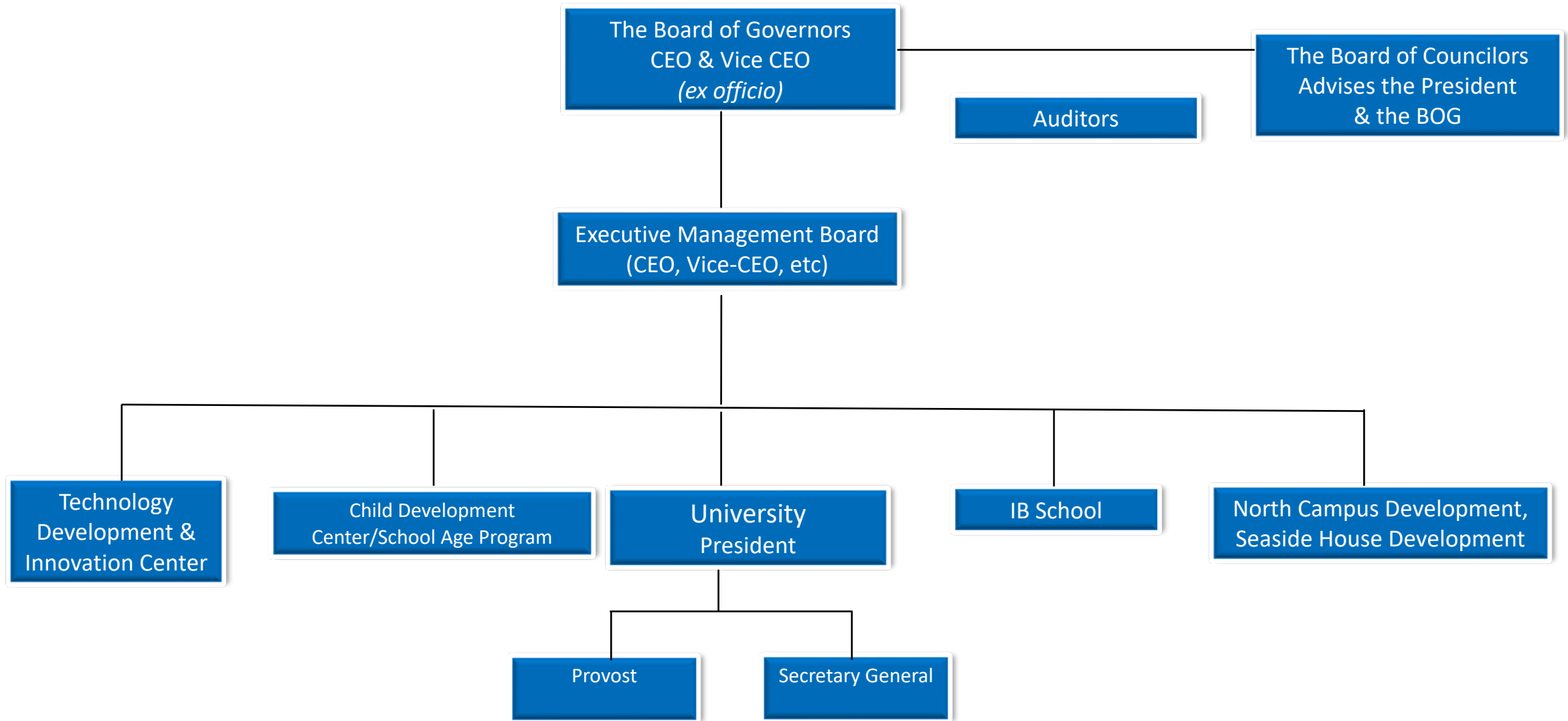
Located in the center of the site will be the hotel zone. It is located between the Healthy Aging Clinic to the east and the Meeting Zone on the west, and easily accessible to both zones. With direct access from Highway 58.

Mid Sized Meeting Zone

The meeting facilities would be located on the west side of the site. Placed adjacent to the hotel, with dedicated parking. The facility will be built in parallel to the Hotel, and immediately after the demolition of the existing Seaside House.



Future Governance and Organization of OIST School Corporation





Looking ahead for the
next 50 years...

Benefits OIST brings to Okinawa and Japan

Cutting-edge S&T relevant to Okinawa and the wider world

Fostering the next generation of knowledge-based workforce through educational outreach activities, conferences, and workshops

Creating the soft-landing portal for Japanese and international entrepreneurs through incubator/accelerator programs for startups

Attracting venture capital, innovators, and entrepreneurs, and business support services for innovation ecosystem in Okinawa

Nucleating an innovation district in Okinawa for industry transformation and economic impact



Thank
you
Okinawa!



恩納村 Save The Coral プロジェクト
サンゴの村宣言
2019年3月5日



Thank you Partners in Leadership





Thank you