



# “World Premier Research in Japan”

## -JSPS San Francisco 15th Anniversary Event-



On January 24 and 25, JSPS San Francisco (JSPS SF) held the symposium, “World Premier Research in Japan” at University of California, Berkeley and Stanford University. This event commemorated JSPS SF’s 15th anniversary while also highlighting Japan’s Ministry of Education, Culture, Sports, Science and Technology’s (MEXT) World Premier International Research Center Initiative (WPI).

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Since its establishment in 2003, JSPS SF has been supporting exchange between Japanese and American researcher communities. This includes holding various academic symposia and acting as a hub for the West Coast offices of many Japanese universities and their networking activities. With the recent emphasis on interdisciplinary research and research at scale, the exchange of ideas and brainpower between institutions and countries is now more essential than ever. Throughout its 15-year history, JSPS SF has strived to provoke creativity and innovation with its symposia. These events also provide US-based researchers with opportunities to network and strengthen ties with scholars from Japan.

In celebration of JSPS SF's 15th anniversary, four WPI Centers (Kavli IPMU, AIMR, I<sup>2</sup>CNER and ITbM), presented some of their research to audiences at UC Berkeley and Stanford University. The WPI Centers are examples of highly internationalized research institutions with best-in-

class research achievements. The two-day event had a total of 110 attendees, including researchers, students and individuals from the private sector.

Following JSPS Governing Director Mr. Noriyoshi Masuko and JSPS SF Director Dr. Toru Tamiya's opening remarks, Consul-General of Japan in San Francisco Mr. Tomochika Uyama, Director of the US-Asia Technology Management Center at Stanford University Dr. Richard Dasher (A WPI's Program Committee member since 2007) and President of JUNBA (Japanese University Network in the Bay Area) Mr. Tomohisa Koyama gave congratulatory addresses. Dr. Dasher emphasized the competitive selection process under which the WPI centers were established and how these institutes empower young researchers starting out in their careers.

The presentations from the WPI centers covered a wide variety of fields such as astrophysics, materials science, energy and biology. The WPI Directors introduced their centers while other representatives from the centers introduced



Lecturer : Hitoshi Murayama (Kavli IPMU )



Lecturer : Motoko Kotani (AIMR)



Lecturer : Petros Sofronis (I<sup>2</sup>CNER)



Lecturer : Tsuyoshi Matsumoto (ITbM)

some of their research. In addition to introducing their impressive achievements, the institutes elaborated on their internationalized research environments and efforts to strengthen interdisciplinary research. Presentations were made by Kavli IPMU's Dr. Hitoshi Murayama (Founding Director) and Dr. Khee-Gan Lee (Project Assistant Professor), AIMR's Dr. Motoko Kotani (Director) and Dr. Tomoteru Fukumura (Professor), I<sup>2</sup>CNER's Dr. Petros Sofronis (Director) and Dr. Toshinori Matsushima (Associate Professor), and ITbM's Dr. Tsuyoshi Matsumoto, (Administrative Director) and Dr. Naoyuki Uchida (Designated Associate Professor). Their presentations covered topics such as collaboration with universities and researchers in

the US, the creation of new materials, technology transfer, and practical applications to the medical and agricultural fields. They drew a sizable audience from Silicon Valley and the larger San Francisco Bay Area who enjoyed expanding their networks during the Q&A sessions and networking receptions.

JSPS SF would like to thank the four participating WPI Centers, the Center for Japanese Studies, UC Berkeley, the US-Asia Technology Management Center, Stanford University, Consulate-General of Japan in San Francisco, Japan External Trade Organization (JETRO) San Francisco Office and JUNBA, without whom this symposium would not have been possible.

## PAST EVENTS

### 2018 CJS-JSPS International Symposium

#### “Crip Tech: Disability, Technology, Architecture, and Design in Japan and the US”

Technology has the potential to greatly improve access and allow for the full participation of disabled individuals in society. Both Japan and the US have invested considerable sums in this effort, but often research is conducted apart from key stakeholders.

To discuss these issues, JSPS San Francisco (JSPS SF) and the Center for Japanese Studies (CJS) at the University of California, Berkeley (UCB) held a joint symposium titled “Crip Tech: Disability, Technology, Architecture, and Design in Japan and the US” at the David Brower Center in Berkeley on December 7 and December 8.

This symposium brought technologists, anthropologists, engineers, activists, educators, and other researchers working at the nexus of technology, access, and design together for a two-day symposium in Berkeley, the home of the independent living movement. The majority of the participants identify as disabled people.

The symposium started with opening remarks from Dana Buntrock, Chair of CJS. Toru Tamiya, Director of JSPS SF, also gave some context and

background to the theme presented by Dr. Karen Nakamura, the organizing chair from UCB.

Each speaker gave a 20 minute presentation on their current research. Afterwards the speakers took comments and questions from the audience. The symposium also included a screening of two documentary movies, “Deej” and “Fixed”. The director and casts of these films then participated in a panel discussion on its production.

Finally, Dr. Karen Nakamura, the organizing chair of the symposium, presented the “CripTech Manifesto version 0.1” arguing that the “CripTech movement” needs to be inclusive and take a holistic view of disability. Dr. Nakamura drew attention to three specific concepts relating to the event's theme:

1. One needs to understand disability's intersections with poverty, gender, sexuality racialized minoritization, access to healthcare and housing along with the effects of trauma, war, and dislocation



2. No one can understand or speak for all disabilities and no one can understand or speak for all variations of their own disability.

3. We cannot deem some disabilities “bad” that are not discussed (addiction and fatness being two examples of marginalized groups within the disabled community).

The symposium was a successful collaboration between the research communities in Japan and the US and bodes well for the potential future joint efforts in this exciting and important field.

JSPS SF will continue to support such symposia while maintaining its close relationship with UCB and CJS.



Opening Remarks: Toru Tamiya (Director of JSPS SF)



Lecture

## 2018 Winter Gathering of Japanese Researchers in the United States

The JSPS San Francisco Office held its 2018 Winter Researcher Gathering at the David Brower Center in Berkeley on February 2. This biannual event provides an opportunity for researchers from Japan to expand their networks while sharing their research work with one another. Participants also discussed the differences they see between research in the US and Japan.

JSPS fellows, Japanese researchers (both visitors and US residents), and higher education administrators attended the event and evening networking session. In total, 80 individuals participated in the day’s activities. In addition, nine JSPS fellowship alumni working as Principal Investigators (PI) here in the US attended the reception.

Professor Shunji Sano of UCSF gave an engaging keynote presentation titled “Chase your Dreams!” The presentation covered topics such as pediatric heart surgery, clinical applications of regenerative

medicine, and his career as a cardiac pediatrician. After starting out in New Zealand and Australia, Professor Sano returned to Japan to use his talents in pediatric cardiac surgery and regenerative medicine to help align the field more closely with global standards. At the end of the presentation, Professor Sano reminded guests that hard work is essential in achieving one’s dreams. The presentation ended with a Q/A session that covered a broad range of topics including career advice for



young doctors.

JSPS Washington Office director, Dr. Kohji Hirata, and JSPS San Francisco Office director, Dr. Toru Tamiya, used this event as an opportunity to present Dr. Takanari Inoue (Professor, School of Medicine, Johns Hopkins University) and Dr. Takaaki Taira (Associate Research Seismologist, Berkeley Seismological Laboratory, University of California, Berkeley) with the JSPS Bridge Award.

This award was recently established by the two JSPS offices in the US to recognize Japanese researchers working at US institutions who actively promote internationalization among the broader research community while mentoring the next generation of Japanese researchers.

At the networking reception, attendees mingled and talked about their research and life in the international academic world. At the end of the

day, the event was a great opportunity to reconnect with old friends and make new acquaintances.

JSPS San Francisco will hold its next Researcher Gathering this summer in Berkeley.

For more information about the JSPS San Francisco Office, please visit the following website: <http://www.jspusa-sf.org/>



Lecturer : Shunji Sano



Networking reception



JSPS Bridge Award

## Fellowships for Research in Japan

### International Session & Networking at University of California, Davis (11/27)

JSPS San Francisco recently held a fellowship information and networking session at the University of California, Davis (UCD).

Thanks to UCD's Office of Global Affairs, numerous participants came to learn about JSPS's fully-funded fellowships for research in Japan and to connect with fellow researchers.

The sessions drew a large variety of researchers

at different career stages from many different fields, including late-term doctoral students, postdocs and faculty members.

JSPS would like to thank JSPS alumni Thomas Lowell Rost, PhD (Professor Emeritus, Department of Plant Biology, CAES, International Programs, UCD), Dahlgren, Randy A. , PhD (Professor of Soil Science and Pedologist / Soil Mineralogist, Russell

L. Rustici Endowed Chair in Rangeland Watershed Sciences, UCD) and Tawny Scanlan (UC Davis School of Veterinary Medicine, Meyers Gamete Biology Laboratory, Animal Biology Graduate Group) for sharing their experiences researching in Japan on a JSPS fellowship. Their talks provided valuable insights for prospective applicants.

JSPS would also like to thank JUNBA (Japanese University Network in the Bay Area) member Yoichi Aizawa (Executive Director, San Francisco Office, WASEDA USA), for introducing Waseda University and participating in the short networking event following the session. They shared their views

on the state of research in Japan.

JSPS San Francisco will continue to hold regular networking info sessions at universities around the Bay Area. All interested researchers are welcome to attend.

For more information about upcoming info sessions, as well as fellowship eligibility, and other details, please contact the JSPS San Francisco Office: [fellowships@jpspsusa-sf.org](mailto:fellowships@jpspsusa-sf.org) or visit us at our website: <http://www.jpsps.go.jp/english/e-fellow/>



Alumni Talk



Introduction of JSPS Fellowship program

## NEWS FROM JAPANESE UNIVERSITIES

### San Francisco Bay is full of small invasive non-indigenous species introduced from East Asia

Susumu Ohtsuka (Graduate School of Biosphere Science, Hiroshima University)



HIROSHIMA UNIVERSITY

The marine ecosystem of the San Francisco Bay has been changed drastically by the introduction of non-indigenous species from East Asia. These organisms have unintentionally been introduced by international trading vessels. Ballast water discharge by ships is considered the main cause of invasive non-indigenous planktonic and benthic organisms. How has the bay changed under anthropogenic influence? First, the planktonic composition has

been severely altered. Surprisingly, Asian planktonic copepods, which are small planktonic crustaceans and which are the main prey items for fish, have become dominant in the bay since the latter half of 1980s. Second, food web structures have been subsequently modified by interactions between native and non-indigenous organisms. Introduced Asian copepods tend to be undetected as prey by native fish in the bay, resulting in the dominance of



these zooplankters. This is partly because of their small sizes and swimming behavior different from that of native species. Since a benthic bivalve introduced from East Asia to the bay selectively feeds on larvae of native copepods, their numbers have declined more severely. In addition, there is also competition between native and non-indigenous copepods. Third, new complex interactions among non-indigenous organisms have arisen. The San Francisco Bay acts as a natural experimental to study drastic and rapid changes in a marine ecosystem caused by the introduction of non-indigenous organisms.

Since the 1960s, eight species of planktonic copepods have been introduced via ballast water from East Asia to the San Francisco Bay. Six of them could have originated from China and/or Korea, because these are distributed exclusively in Asian continental waters. One species, *Pseudodiaptomus marinus* (Fig A) is thought to have been introduced from Japan to the bay. Recently this species has been spreading all over the world as an invasive non-indigenous species, and has so far been found in Hawaii, California, Mexico, the Mediterranean Sea, and the North Sea. Under a project (2007–2009) financially supported by the Ministry of Environment, Japan (Project D-072), we started a joint research project to use genetic analysis to determine its origin. An international team consisting of 7 Japanese, 1 American, 1 Korean and 2 Chinese researchers was assembled. We have

collected many specimens of this species not only from Japanese, Chinese and Korean waters (potential donor areas) but also from the San Francisco Bay (the receiver area). We then analyzed the mitochondrial cytochrome *b* locus (400 bp) of these populations. Now we are reporting that the potential origin of this species in the San Francisco Bay originates from the Tokyo and Osaka bays (However a Korean origin has not been ruled out) (Fig. B). It took over 10 years to reach to such a conclusion. As a result, we realized that much more attention must be paid to the introduction of invasive non-indigenous organisms as they can easily devastate ecosystems.



Fig. A. *Pseudodiaptomus marinus*, ovigerous adult female, dorsal view

#### Reference

Ohtsuka S, Shimono T, Hanyuda T, Shang X, Huang C, Soh HY, Kimmerer W, Kawai H, Itoh H, Ishimaru T, Tomikawa K (2018) Possible origins of planktonic copepods, *Pseudodiaptomus marinus* (Crustacea: Copepoda: Calanoida), introduced from East Asia to the San Francisco Estuary based on a molecular analysis. *Aquatic Invasions*, 13 (2), pp. 221–230

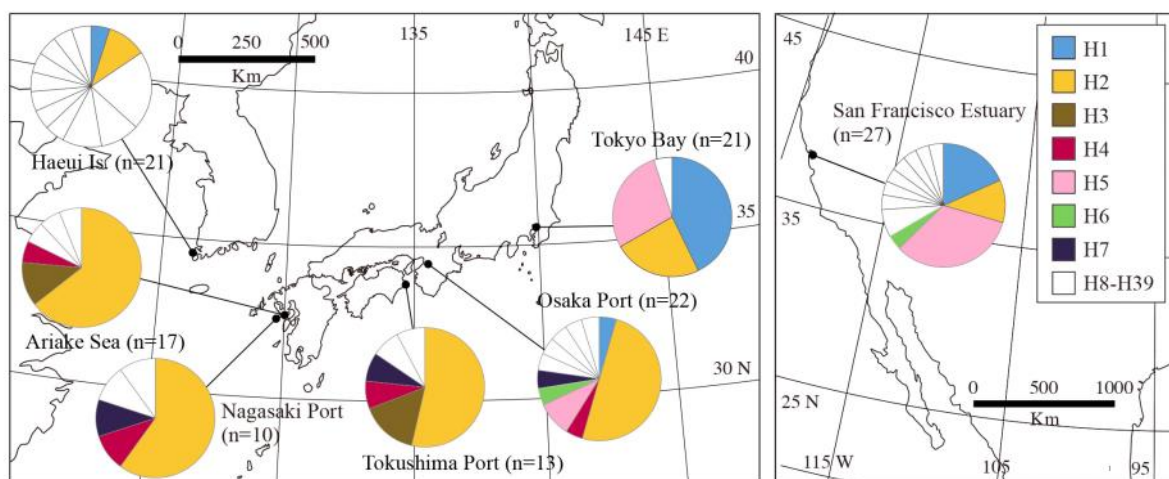


Fig. B. Composition of haplotypes (H1–39) of mitochondrial cytochrome *b* gene of *Pseudodiaptomus marinus* collected from San Francisco Bay, Japan and Korea. Note compositional similarities among the San Francisco Bay and Tokyo/Osaka bay populations. Since a Chinese population has been revealed to be an undescribed species, it is not illustrated herein. (B after Ohtsuka et al. 2018)

## Industry-UCB-UEC Workshop 2018



On November 13-14, 2018, the workshop “Industry-UCB-UEC Workshop 2018 (IUUWS 2018)” took place at the University of California, Berkeley (UCB). An interdisciplinary group of corporate executive officers, experts, and researchers from industry, UCB, Keio University, and UEC came together for the workshop. It was jointly organized by the professors of College of Engineering, UCB and the University of Electro-Communications (UEC).

IUUWS 2018 was held to discuss the details of “Collaborative Construction of Service Infrastructure Technology/Platform” to realize a super smart society with the cooperation of industry, UCB and UEC Tokyo. To devise effective strategies to realize the Intelligence Service Infrastructure Technology/Platform is essential to promote close cooperation between UCB, UEC, and companies developing social innovation platform systems.

Prof. Uchida from UEC gave the opening address, and Prof. Tomizuka at UCB gave the welcome speech. Plenary and keynote talks were given by four prominent corporate executive members and experts: The plenary talk titled “Academia-Industry Collaboration Driven by SDGs” was delivered by Dr. Takeda, Corporate Chief Engineer of Hitachi, Ltd.; The keynote talk titled “A Consideration on The Recent Lighting Environments and Japanese Traditional Lighting as a Methodology

to the Sustainable Society with SSL Technology” was delivered by Mr. Terumichi, CEO, ModuleX Inc. Japan. The keynote talk “Xilinx Adaptable Intelligence for Advanced Driver Assistance and Autonomous Systems” was delivered by Mr. Isaacs, Director of Automotive Business Unit, Xilinx Inc.; The keynote talk “Scene Application of Service Robot + AI” was delivered by Mr. Ding, CEO, Pangolin Robot Japan Co., Ltd. Moreover, 5 sessions were conducted during the workshop covering various fields:

Bio-Engineering; Semiconductor Materials and Systems; Future luminary for sustainable society; Introduction of UCB and UEC Research Activities; Robotics and Engineering for High-Quality Life Services.

Over 60 participants attended the two day workshop. The first day of the workshop was closed by Prof. Buntrock, the Chair of the Center for Japanese Studies, UCB. On the second day, the workshop was closed by Dr. Nakano, Member of the Board of Directors, UEC.

For more details of the workshop, please visit <https://www.uec.ac.jp/news/event/2018/pdf/20181017.pdf>





## INTERVIEW WITH JSPS FELLOW IN THE U.S.

### SHO SUZUKI

**2017-** : JSPS Postdoctoral Fellow for research abroad at Cornell University

**2015-2017** : JSPS Research Fellow (SPD) at Cornell University

**2012-2015** : JSPS Research Fellow (DC1) at Tokyo Institute of Technology

**2010-2015** : PhD student at the Graduate School of Bioscience, Tokyo Institute of Technology

**2006-2010** : Undergraduate student at the Department of Bioscience, Tokyo Institute of Technology



The body consists of over 80 trillion cells. During evolution, our cells obtained membrane compartments called organelles to mediate thousands of biochemical reactions. Organelles (i.e. ER, Golgi, lysosome etc.) are mainly composed by proteins and lipids. With several exceptions (i.e. mitochondria etc.), these proteins and lipids are synthesized at the endoplasmic reticulum (ER) and then delivered to each organelle through vesicle trafficking pathways. Defects in this pathway cause irregular composition of proteins/lipids leading to illnesses such as neurodegenerative diseases. Indeed, certain familial Parkinson's disease patients have a mutation in *VPS35* required for vesicle traffic. Hence, elucidating the mechanism of vesicle traffic is not only important for basic science, but also for

understanding human diseases. Although the significance of vesicle traffic is recognized, how cells maintain size and composition of organelles is not well understood. To solve this question, I am using budding yeast as a model organism and looking for a novel vesicle trafficking pathway responsible for this process.

### *Q1. Why did you choose the U.S. to conduct your research?*

During my PhD program, I worked on the characterization of Atg (**A**utophagy related) proteins in Yoshinori Ohsumi's lab at the Tokyo Institute of Technology. Through this analysis, I uncovered the mechanism of autophagy induction. It was an exciting moment in my career. However, I wanted to work on more fundamental questions in the field of cell biology. To focus on such questions I would read papers every day. One day, I found a paper from Scott Emr's lab. The authors focused on one uncharacterized biological phenomenon. Through yeast genetics, they identified its responsible genes and then analyzed its gene products, which allowed them to uncover how that phenomenon occurs. I really wanted to do such a style of research so I applied for a postdoc position in the Emr lab. That is why I came to the U.S.

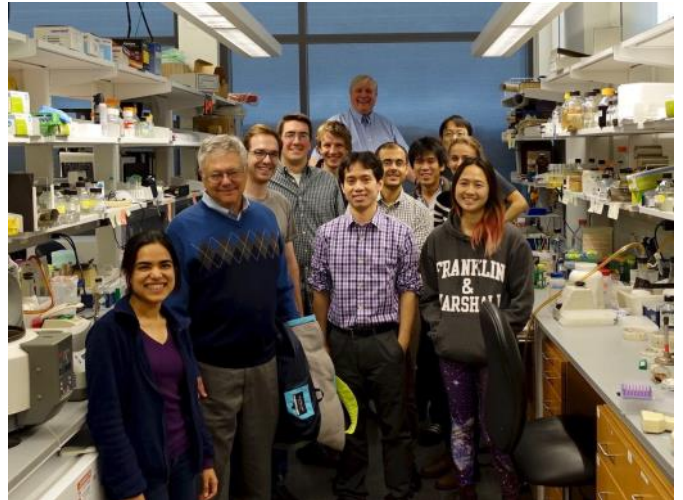


*Weill Institute at Cornell University*

## Q2. What is your impression of the research environment in the U.S.?

I think there are more chances to interact with other labs. Since the Emr lab shares space with three other labs (Fromme lab, Baskin lab, and Han lab), I have many opportunities to talk with other lab members. Since I routinely have discussions with them I am able ask other lab members to review my papers. They give me advice on many aspects which helps improve my manuscript. In addition, it is easy to use other lab's equipment. For instance, depending on the sample, I often go to other labs to use their confocal fluorescent microscope. This environment allows me more opportunities for scientific discussion and helps me carry out experiments more efficiently.

Also, many staff supports our research. The Weill Institute for Cell and Molecular Biology, which the Emr lab belongs to, has technicians, lab managers, administrative assistants, and technology assistants. The technician manages all washing (i.e. glass tubes, flask etc.) and supplies (i.e. tips and plastic tubes etc.). The lab manager coordinates ordering reagents, repairing equipment, dealing with request (i.e. antibody, plasmids, yeast strains etc.), and preparing common stuff (media, reagents, and plates etc.). The administrative assistant helps us with our paperwork (VISA issues etc.). The technology assistant manages most of our PC related issue (i.e. set up etc.). So I don't have to do the washing, preparing reagents, ordering staff, repairing equipment, or dealing with requests, which allows me to really focus on my own research.



Emr lab with Michael Brown (UTSW)

## Q3. How do you take advantage of your experiences in the U.S. and apply it to your research or career?

My research experience in the Emr lab has definitely changed my research style. Scott always asks me what the fundamental question in cell biology is, what possible hypotheses there are, and how you can design experiments to test your hypothesis. These discussions allow me to design experiments more efficiently. When the project is not going well, he does not hesitate to kill the project. I think this is one of the things that enable his high productivity. These experiences are definitely helping to inform my future research.

All postdocs in the Emr lab are strongly motivated to become PIs (**P**rin**I**ncipal **I**nvestig**A**tor) in the academic field. Until now, over 90 graduate students and postdocs belong to the Emr lab. Among them, about half (42) got a PI position. In the lab, we discuss daily how to get a PI position and the suitability of potential research projects. We also talk about how we would set up a new lab if we were PIs. These discussions give me a clear vision of how to become a PI.

## UPCOMING EVENTS

### JUNE

#### JSPSスタンフォードセミナー（仮）

日 時：2019年6月15日（土）午後

場 所：Stanford University（3165 Porter Dr. 部屋番号2200, Palo Alto, 94303）

講 師：西野 精治 教授

（スタンフォード大学医学部精神科教授、同大学睡眠生体リズム研究所（SCNラボ）所長）

演 題：スタンフォード式最高の睡眠（熟睡の習慣）

申し込み方法等決まり次第、当センターHPでお知らせいたします。

### JULY OR AUGUST

#### 日本人研究者交流会 2019夏

今夏、バークレーにて日本人研究者交流会を開催予定です。米国滞在中の大学・研究機関・企業に所属している日本人研究者の方、どなたでもご参加いただけますので、奮ってご参加ください。詳細決まり次第、当センターHPでお知らせいたします。

## UPCOMING APPLICATION DEADLINES: FELLOWSHIP PROGRAMS

Application deadline to JSPS Tokyo Office:

**April 26, 2019 \***

### Postdoctoral Fellowship for Research in Japan

- Standard Program [P] (12-24 months)

<http://www.jsps.go.jp/english/e-fellow/application-19.html>

### Invitational Fellowship for Research in Japan

- Short-term S [E] (7-30 days)

- Short-term [S] (14-60 days)

<http://www.jsps.go.jp/english/e-inv/application/2019application.html>

\* The deadlines are for the host institution to submit the application to JSPS Tokyo; generally, applicants must submit documents to host institution 1-2 months prior to these deadlines.



## OFFICE STAFF SWITCH Farewell to our Advisors and International Program Associates

### Junichi Kusano (Advisor from Ministry of Education, Culture, Sports, Science and Technology-Japan (MEXT))

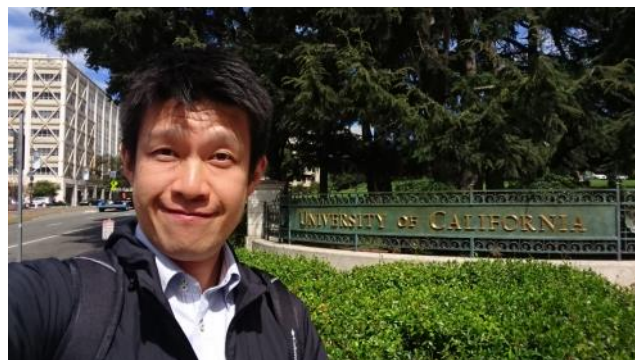
Junichi Kusano left the San Francisco Bay Area at the end of March returning to the Ministry of Education, Culture, Sports, Science and Technology (MEXT) in Japan. He was a visiting scholar at the University of California, Office of the President (UCOP) since April 2018 through an exchange program between MEXT and UCOP that started in 1998. He also worked for the JSPS San Francisco Office as an adviser.

At UCOP, he researched the UC system and his other interests such as primary and secondary education, science and technology, education industry (EdTech), and cultural property which falls under MEXT’s purview. His research paper focuses on faculty diversity at the UC system. California and the UC system understand the importance of this issue and have made efforts to improve diversity at all levels but diversifying faculty, especially at the senior and executive level, is happening more slowly than at the student level.

Mr. Kusano was particularly impressed with the UC’s attitude towards the California government and

its many stakeholders. The UC seems in close communication with the state government even though they don’t receive many state subsidies. The UC also makes an effort to involve students and communities in lobbying California state legislators for increased support.

Mr. Kusano would like to thank JSPS, the University of California, and all of the people who gave him advice and a chance to have a wonderful experience here in California.



### Jun Imada (Advisor from MEXT)

Jun Imada will finish his term as Advisor with JSPS San Francisco at the end of March and will return to his job at MEXT in Tokyo.

His term started on the 15th anniversary of the JSPS SF which was established in 2003. He organized JSPS SF’s 15th anniversary symposium. While planning this event he emphasized cooperation with Japan’s WPI Program (World Premier International Research Center Initiative) and worked to promote Japan’s advanced level of research among US-based researchers. In addition, he also helped plan and coordinate other JSPS SF events such as a workshop for Japanese university administrative staff and JSPS fellowship information sessions.

He experienced many instances of culture shock in the US (he has lots of stories about this) but what

shocked him most of all was his daughter’s rapid development over the past year. His English improved and he reports feeling more confident than ever but still feels that this personal growth over the past year pales in comparison to that of his young daughter.



## Chie Hamashima (Yamagata University)

This past year in San Francisco was an unforgettable experience that I wouldn't trade for anything.

I was in charge of supporting the Japanese University Network in the Bay Area (JUNBA) which assists Japanese universities that have offices here in the West Coast in strengthening their programs. How can we strengthen this network? How can we increase our member's presence in the Bay Area? Do we hold a symposium next year? My colleagues and I learned a lot from tackling these issues.

I was also able to visit several universities here in the US to hold events promoting JSPS fellowship programs. At these events I was able to present and explain our programs to many young researchers interested in studying in Japan. Through these info

## Mana Danno (Ritsumeikan University)

If I could use just one phrase to describe this past year, it would be 'the year my dream came true.' Since my university days, I have wanted to live in the US and interacting with international and other locals.

Looking back, my most satisfying experiences was getting to know different researchers as well as their backgrounds and goals for the future. These experiences have given me a good understanding the support that researchers need to work abroad.

While writing my research paper, I came to better understand how places such as UC Berkeley support diversity. It was difficult to get good information through articles and interviews in English, but it helped me to greatly improve my English proficiency.

sessions, I was able to strengthen my English communication skills and gain confidence speaking in front of large audiences.

After this assignment in the US, I want to make the most of my experience by playing an even larger role in bridging Japan with the rest of the world while contributing to the advancement of science in Japan.



After I return to my previous position, I will try to implement what I have learned here in the US. I'm grateful for all of the support that I received during my time in the US. I will continue to cherish this valuable experience going forward.



Cover: San Francisco City Hall



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