

Director of the Korea Institute of Industrial Technology (KITECH) Visits AIST

On June 2, Key Hyup Kim, director of the Korea Institute of Industrial Technology (KITECH), paid a visit to AIST Tsukuba Center along with two senior researchers of KITECH. After exchanging greetings with Kodama, Director of Tsukuba Center, Igarashi, Research Coordinator and others, Director Kim and his party were given a basic explanation of the facilities by Kodama.

Kim showed great interest in Kodama's explanation, actively asking questions and making comments. Finally Kim also gave a general explanation of KITECH. He explained that KITECH is a national research institute under the administration of the Ministry of Commerce, Industry and Energy of Korea, that its mission is to develop industrial technology for small and

medium sized businesses, and that it is about one-fourth the size of AIST, with centers all over South Korea. Kim mentioned that KITECH was considering how to overcome the "nightmare" scenarios that can come up in working. He expressed his desire for cooperation between AIST and KITECH to find solutions to such problems, finally inviting Kodama and Igarashi to visit KITECH.

Kim and his party were then given a tour of the Micro-Electro-Mechanical Systems (MEMS) related research facilities of the Networked MEMS Technology Group and the Nanoimprint Manufacturing Technology Group of the Advanced Manufacturing Research Institute, with which KITECH is going to carry out joint research.

British Journalists Visit AIST Tsukuba Center

Anatole Kaletsky, general editorial writer of *The Times* and five other British journalists visited the Tsukuba Center on June 7.

After receiving explanations of AIST's role in Japan's technology policies and its organization and activities in general by Ono and Yamazaki, Vice presidents of AIST, the journalists

were treated to views of the Intelligent Systems Research Institute's humanoid robot as one firsthand example of AIST research. They seemed very interested in Japanese robotics technology and showered questions on Hirukawa, Deputy Director of the Institute, who was explaining the technology.

Notice of Apology and Correction

AIST TODAY wishes to deeply apologize for having failed to prevent errors that occurred in the article **FEATURE (The 4th AIST Advisory Board Meeting)** in the Spring Issue (No. 20) of AIST TODAY. The amended version is presented below.

Dr. Geoff Garrett



It is necessary to clearly position AIST in the national innovation system and define its respective advantages in regard to other research organizations in order to differentiate AIST, for example its focus on 'full research'. It is important to clarify and state AIST's uniqueness in particular areas and how it can make a special contribution.

Second, I would like to emphasize the importance of networking in the innovation process, and mobility in facilitating effective technology transfer. This personal networking, and good communication skills, is often more important than scientific papers in transmitting our science outcomes: the roles that individuals

play through this networking is very important in ensuring effective application of quality research.

Third, and relatedly, it is important to nurture leaders who can stimulate 'porosity', and move across fields of science and technology, for example those of the nano and the bio. As technologies increasingly converge, it is important to nurture a generation of individuals who can readily transcend traditional disciplinary boundaries, collaborate effectively and move beyond the framework of usual organization hierarchy.

Fourth, it is very important that we clearly understand what the measures of success are, that we communicate these and that we cascade these measures throughout the organization. It is also important to reflect on possible unintended consequences: for example, if externally generated funding is a particular measure,

this might drive some shorter-term focus than we might have intended. Therefore, we have to be very careful about how we measure performance in the context of the behaviours and outcomes we seek to achieve.

Finally, there are two meanings of the words "look out". The first is "danger, or beware". As this implies, we need to be vigilant around the increasingly competitive environment in which a publicly-funded research organization is operating, locally and internationally. Another meaning implies that our existence is only really justified by others, ie those outside our organization who are the effective recipients of our work and the difference our science makes in helping society advance. We have to watch an over-emphasis on matters internal, with our priority on our external contributions, commercially and socially.