**Summary of the Management Committee Meeting Minutes**

1. Date: Monday, September 29, 2025
2. Venue: STATION CONFERENCE TOKYO Conference room 503 and Web Conference
3. Attendees: (Internal Members)

Teiji Tominaga (President)

Takafumi Aoki, Hirotsugu Takizawa, Asako Sugimoto, Toshiya Ueki, Hideo Harigae, Hiroo Yugami, Yasuhiro Miyata, Yasunori Yamashita, Tsuyoshi Tohyama, Motoko Kotani, Marie-Pierre FAVRE

(External Members)

Atsushi Ohtsu, Tadashi Onodera, Yayoi Komatsu, Hiroyuki Sakaki, Keiichi Sasaki, Koichi Tadenuma, Kojiro Higuchi, Koichiro Watanabe, Alison Beale, Elizabeth Masamune, Richard Dasher, Sandra Wu Wen-Hsiu

(Attendants)

Hiroyuki Fukuda (Auditor), Kuniko Taguchi (Auditor), Masahiro Yamaguchi (Vice President), Fumihiko Imamura (Vice President), Mami Tanaka (Vice President), Hitoshi Izu (Vice President), Naoto Ishii (Vice President), Kaoru Maruta (Vice President)

(Administrative Office)

Akira Abe (General Administrative Manager),

Kenichi Kimura (Director of the General Affairs and Planning Department),

Masafumi Haga (Director of the Human Resources and Planning Department)

Tokuo Ogata (Director of the Education and Student Support Department)

Mitsushige Yano (Director of the Finance Department)

Yosuke Matsushita (Director of the Facilities Department)

Shigeki Kikuchi (Director of the Information Department)

Akihiro Kimura (Deputy Director of General Affairs and Planning Department),

Tomokazu Furukawa (Director of General Affairs Division)

4. Absentees: (External Members)

Kazuko Ohtani, Hidefumi Kobayashi

5. Proceedings

○ Confirmation of the draft summary of the previous Management Committee Meeting (June 11, 2025) minutes

Based on the provided materials, the chairperson submitted the above-mentioned draft summary of minutes, and it was approved.

○ Proceedings

The chairperson reported on the activities of Tohoku University from June 2025.

(1) Facility development to accelerate the implementation of the 'Research System Strengthening Plan as a University for International Research Excellence' (for Deliberation)

The chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain this agenda item. The Vice President explained the facility development to accelerate the implementation of the Research System Strengthening Plan as a University for International Research Excellence based on the materials, and after deliberation, it was approved. The summary of opinions from external members is as follows:

- We would like to request that the research environment be improved by devising the allocation of space to individual faculty members and effectively utilizing shared spaces.
- Not only new facilities but also existing facilities should be effectively utilized, and the development of spaces that promote interdisciplinary fusion and co-creation should be considered.

(2) Fundraising for facilities development, etc. (for Deliberation)

The chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain this agenda item. The Vice President explained the fundraising for facilities development based on the materials, and after deliberation, it was approved. The summary of opinions from external members is as follows:

- When raising funds for facilities development, securing redemption sources is important. It would also be advisable to consider incorporating donations from individuals and organizations prior to facility development.
- Rather than depending on Governmental Management Expense Grant and subsidies, it is necessary to build an international-standard fundraising strategy, such as exploring new funding sources.
- The value of the facilities to be developed should be clearly articulated to attract external donations. Additionally, methods such as exploring joint facility development with the private sector and collaborative operation should be considered.

(3) Main Points of FY2026 Budget Request

The chairperson stated that regarding the FY2026 budget request, the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain the

operating grants for national university corporations, and the Executive Vice President (Human Resources, Personnel Administration, Environmental Security and Facilities) Yasunori Yamashita would explain the facilities improvement expenses for national university corporations. After the Vice President Izu and Executive Vice President Yamashita explained the FY2026 budget request based on the materials, it was confirmed. The summary of opinions from external committee members is as follows:

- The continuous deficit in the university hospital is a serious concern, and to meet expectations for cutting-edge medical care and medical research, it is necessary to consider measures such as addressing the shortage of doctors and adjusting working hours based on work style reforms.
- Drug Discovery Strategy Promotion Organization is a scheme that leverages the advantages of academia, and collaboration with companies should be strengthened to respond to rapid technological developments. It would also be beneficial to collaborate with the Faculty of Engineering, Faculty of Science, Faculty of Pharmaceutical Sciences, etc., and connect with joint research with external companies.
- Labor shortages and inflation are global challenges that universities also face, and recently geopolitical risks have been added to these challenges. However, this should be seen as a good opportunity to strengthen fundraising, learn from successful examples of other universities, and aim for international standards.

(4) Actions related to the Research System Strengthening Plan as University for International Research Excellence

The chairperson explained the progress of the Research System Strengthening Plan as University for International Research Excellence based on the materials. The summary of opinions from external committee members is as follows:

- The Impact, Talent, and Change strategies are meaningful to industry, and it is important to broaden understanding through industry-academia collaboration and establish the brand as an International Excellence Research University. Additionally, strategic recruitment overseas talent not only from the US but also from India and Global South regions is important.
- Due to the influence of the medical specialist system and work style reforms for doctors, there is concern that the development of physician scientist in medical settings, including universities, is stagnating, and further promote Tohoku University's activities.
- The establishment of ZERO INSTITUTE is an excellent initiative as a platform for connecting young researchers with companies and is extremely important for attracting excellent overseas talent.
- As corporate salaries rise, there is concern that if salary levels diverge from social trends, it will

become difficult to secure excellent talent, so the system should be able to respond flexibly to social trends.

- To attract external funding, it is necessary to communicate our appealing research themes to both domestic and international audiences.