Summary of the Management Committee Meeting Minutes

1. Date: Wednesday, November 26, 2025
2. Venue: Tohoku University Tokyo Office 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)

Kazuko Ohtani, Atsushi Ohtsu, Tadashi Onodera, Yayoi Komatsu, Koichi Tadenuma, Kojiro Higuchi, Koichiro Watanabe, Alison Beale, Sandra Wu Wen-Hsiu

(Attendants)

Hiroyuki Fukuda (Auditor), Kuniko Taguchi (Auditor), Masahiro Yamaguchi (Vice President), Fumihiko Imamura (Vice President), Hitoshi Izu (Vice President), Toshiaki Kimura(Vice President)

(Administrative Office)

Akira Abe (General Administrative Manager),
Kenichi Kimura (Director of the General Affairs and Planning Department),
Masako Nyui (Director of the Global Affairs Department),
Masafumi Haga (Director of the Human Resources and Planning Department),
Tokuo Ogata (Director of the Education and Student Support Department),
Akihiro Kimura (Director of the Finance Department),
Tomokazu Furukawa (Director of General Affairs Division)

4. Absentees: (External Members)

Hidefumi Kobayashi, Hiroyuki Sakaki, Keiichi Sasaki, Elizabeth Masamune,
Richard Dasher

5. Proceedings

○ Confirmation of the draft summary of the previous Management Committee Meeting (September 29, 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 September 2025.

(1) Providing and Expanding High-Quality Education for International Students (for Deliberation)

Executive Vice President Takizawa explained the providing and expanding high-quality education for international students based on the materials, and after deliberation, it was approved. The summary of opinions from external committee members is as follows:

- The university should utilize "Certification System for Faculties of Leading International Competitiveness" for accepting international students by the Ministry of Education, Culture, Sports, Science and Technology, and as a university for International Research Excellence, expand acceptance while ensuring the quality of international students. In that case, it is important to consider geopolitical risks while examining a different country's portfolio from a long-term perspective, strategically proceeding with agreements with overseas universities and joint degrees etc., and secure highly skilled human resources.
- Revising tuition fees for the high-quality education provided as a university for International Research Excellence is an important management strategy. It is essential to enhance the educational environment while supporting students through scholarship programs to develop and secure outstanding researchers.
- In expanding international student enrollment, we should also focus on recruiting from smaller countries. Many alumni of Tohoku University go on to play pivotal roles in their home countries. We look forward to the university contributing to the global community from a long-term perspective.
- As the number of international students and researchers grows, it is essential not only to enhance their living environment but also to foster mutual understanding and coexistence with the local community. Furthermore, the university should strive to strengthen its support systems by collaborating closely with local municipalities to ensure access to quality education for accompanying family members.

(2) Fundraising Strategy

The chairperson stated that the Vice President (for Social Outreach, Alumni Associations, and the Tohoku University Fund) Fumihiko Imamura would explain this agenda item. The Vice President Imamura would explain the fundraising strategy based on the materials, and it was confirmed.

(3) 1st Half of FY2025 Fund Management Report

Executive Vice President Miyata reported on the status of the fund management for the 1st half of fiscal year 2025, and it was confirmed.

(4) Regarding Tohoku University's Application for Approval to Invest in THVP-Fund No. 3 (for Deliberation)

Executive Vice President Tohyama explained the formation prospects of THVP Fund No. 3 and the university's application for investment approval based on the materials, and after deliberation, it was approved.

(5) Draft policy on the handling of salaries of the University's board members and employees in accordance with the 2025 recommendations of the National Personnel Authority (for Deliberation)

Executive Vice President Yamashita explained the draft policy on the handling of salaries of the university's board members and employees in accordance with the "2025 recommendations of the National Personnel Authority" based on the materials, and after deliberation, it was approved.

(6) Report of the President Selection and Scrutiny Committee

The Chairperson Onodera of the President Selection and Scrutiny Committee explained the President's term of office and reappointment system based on the materials. After that, the Administrative Office explained draft amendments to a total of three regulations including the Regulations on the Term of the President of National University Corporation Tohoku University, and it was confirmed. The summary of opinions from external members is as follows:

- While the reappointment of the President is an essential mechanism for organizational risk management, it is advisable to avoid making it a regular practice. To ensure full accountability, it is imperative to adhere strictly to the original intent and spirit of the system.
- When evaluating the reappointment of an incumbent against new candidates, the procedures and selection criteria must be clearly defined and disclosed in advance. We expect the university to establish a robust framework that ensures transparency and legitimacy in the selection of the most qualified individual.

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

The chairperson explained the progress status of the Research System Strengthening Plan as University for International Research Excellence based on the materials. Subsequently, the chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain regarding the revenue and expenditure simulation for the corporate strategy budget among the agenda items, and the Vice President Izu explained based on the materials, and it was confirmed. The summary of opinions from external

committee members is as follows.

- Referring to successful international models, we look forward to the creation of an R&D platform designed to attract investment from international students, startups, and global corporations. To broaden the reach of current initiatives, the university should more effectively leverage its website and other media to showcase its vision and enhance its global presence.
- When advertising research positions internationally, using terms that imply "limitations" or "restrictions" carries a risk of being misinterpreted. The university should consult with experts and native speakers to ensure that recruitment messages are framed positively.