Summary of the Management Committee Meeting Minutes

1. Date: Friday, January 23, 2026
2. Venue: STATION CONFERENCE Tokyo Meeting Room 602 & Online
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, Marie-Pierre FAVRE

(External Members)

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

(Attendants)

Hiroyuki Fukuda (Auditor), Kuniko Taguchi (Auditor), Masahiro Yamaguchi (Vice President), Fumihiko Imamura (Vice President), Hitoshi Izu (Vice President), Kaoru Maruta (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: (Internal Members)

Motoko Kotani

(External Members)

Hidefumi Kobayashi, Yayoi Komatsu, Alison Beale

5. Proceedings

○ Confirmation of the draft summary of the previous Management Committee Meeting (November 26, 2025) minutes and (December 18-22, 2025)

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 November 2025.

(1) Changes to Mid-term Goals & Plans (for Deliberation)

Executive Vice President Aoki explained regarding the amendment of the Mid-term Goals & Plans based on the materials. This amendment follows the temporary increase in undergraduate enrollment capacity intended to secure medical doctors in local communities. After deliberation, it was approved.

(2) FY2026 Government Budget Draft and FY2025 supplementary budget

The chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain the Management Expenses Grants, and Executive Vice President (for Human Resources, Personnel Administration, Environmental Security and Facilities) Yasunori Yamashita would explain the Facilities Improvement Grants. Subsequently, Vice President Izu and Executive Vice President Yamashita explained based on the materials, and it was confirmed.

The summary of comments from external members is as follows:

- Regarding the allocation of Management Expenses Grants based on performance and results, Tohoku University should engage in each project keeping in mind both the expectations from the government and the rigorous scrutiny from other universities as a University for International Research Excellence. Furthermore, it is necessary to closely examine the impact of responding to the National Personnel Authority recommendations on university management and the System Strengthening Plan.
- Since the Kawatabi area holds many memories for Tohoku University students, the University should explore ways to utilize the area effectively for facility development, such as coordinating with various research plans and considering strategies for securing development funds.
- While it is necessary to improve performance indicators in the short term as a University for International Research Excellence, Tohoku university should also ensure that engage in efforts that consider long-term research growth so that basic research is not neglected.
- Regarding the ratio of young researchers, instead of seeking rapid changes, Tohoku University should aim to build a sustainable organizational population pyramid with a 20-to-30-year long-term perspective.
- Efforts should be focused on increasing the international student ratio in the future by accepting students from a diverse range of countries.

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

The chairperson explained regarding the progress of the Research System Strengthening Plan as University for International Research Excellence based on the materials.

The summary of comments from external members is as follows:

- In addition to promoting collaboration with global companies, Tohoku University should strengthen partnerships where the university handles basic research while companies focus on social implementation. It is also important to strategically secure diverse international talent, including those from Global South countries.
- In light of the current trend of collaboration between companies and other universities in Japan's semiconductor strategy, Tohoku University, with its achievements in the semiconductor field, should demonstrate its presence and further strengthen industry-academia collaboration and information dissemination.
- As the establishment of Joint Research Laboratories progresses, attention must be paid to patent rights and licensing. Regarding rapidly evolving AI, the University should take a broad and strategic approach to its utilization, applying it not only to research but also to transforming education and business processes.
- The newly established Disaster Science Course can derive value from various perspectives—such as joint research with the insurance industry, utilization as a hub for acquiring international talent, interdisciplinary expansion through collaboration with the humanities, and synergy creation by introducing expertise from working professionals. Active information dissemination through the media should be considered.
- When implementing AI in society, collaboration with social sciences such as philosophy is crucial. Leveraging the strengths of a comprehensive university, we expect the promotion of new value creation and social implementation through the co-creation of the arts and sciences.
- To improve the diversity environment, it is important to objectively analyze the university itself and learn from leading examples at other institutions.
- While national universities as a whole are forced to respond to the National Personnel Authority recommendations by streamlining their organizations while simultaneously strengthening them, Tohoku University should push forward with personnel affairs to strengthen research capabilities as a University for International Research, while concurrently proceeding with the efficiency of its traditional organization.