Summary of the Management Committee Meeting Minutes

1. Date: Monday, March 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, Yasunori Yamashita, Tsuyoshi Tohyama, Motoko Kotani, 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), Mami Tanaka (Vice President), Hitoshi Izu (Vice President), Toshiaki Kimura (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),
Masako Nyui (Director of the Global Affairs Department),
Masafumi Haga (Director of the Human Resources and Planning Department),
Akihiro Kimura (Director of the Finance Department),
Tomokazu Furukawa (Director of General Affairs Division)

4. Absentees: (Internal Members)

Yasuhiro Miyata

(External Members)

Hidefumi Kobayashi, Yayoi Komatsu, Alison Beale

5. Proceedings

○Confirmation of the draft summary of the previous Management Committee Meeting (January 23, 2026) 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 January 2026.

(1) New Administrative Structure

The chairperson explained the new administrative structure from April 2026 based on the materials, and it was confirmed.

(2) Overview of the fiscal 2026 budget (for Deliberation)

The chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain this agenda item. Vice President Izu explained based on the materials, and after deliberation, it was approved.

(3) Establishment of Tohoku University Operating Fund (for Deliberation)

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

- It is necessary to enhance the intellectual property strategy and expand the scale of joint research. Furthermore, from a long-term perspective, such as 10 years from now, it is important to promote both basic research and research leading to social implementation, actively generating and disseminating research results that meet society's expectations.
- For the sustainable development of the university, it is important to attract outstanding young researchers who will lead the next generation and to establish a research environment and institutional framework that enables high-quality research. In doing so, it is advisable to broadly refer not only to university strengthening policies through US-style funds, but also to initiatives and researcher support systems in European countries such as Germany and Sweden.
- To improve investment returns, it is important to strategically strengthen fund management while closely monitoring future changes in global economic conditions and their associated risks.

(4) Report of the President Selection and Scrutiny Committee

The Chairperson Onodera of the President Selection and Scrutiny Committee reported on the amendment of the President's term of office and reappointment system based on the materials, and it was confirmed.

(5) Establishment of Regulations (for Deliberation)

Executive Vice President Ueki explained the establishment of a total of seven regulations, including the regulations to partially amend the Tohoku University Organizational Operations Regulations based on the materials, and after deliberation, it was approved.

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

The chairperson, Executive Vice President Aoki, and Vice President Yamaguchi 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 members is as follows:

- The university should deploy strategic lobbying, intellectual property acquisition, and recruitment of specialized personnel in the Tokyo metropolitan area. This could be achieved by positioning the Tokyo Hub to function as a new "signboard" for Tohoku University, thereby actively attracting diverse stakeholders from the Tokyo area to Sendai.
- Following the selection of new candidates for certification as Universities for International Research Excellence, rather than simply viewing them as competitors, we should pursue mutual complementation and address common issues cooperatively, while actively fostering collaboration through initiatives such as joint research.
- The LEAP program is highly commended as an effective measure to maintain and strengthen financial support for Ph.D. students. To enhance the sustainability of this initiative, KPIs should be introduced to measure outcomes, such as the acquisition of private and joint research funds, as well as corporate collaboration—and a framework should be established to encourage further donations and cooperation from society and industry.
- Towards the creation of innovation, which is the primary purpose of the university fund, it is desirable for Tohoku University, as a University for International Research Excellence, to take the lead. Furthermore, strengthening the hub function in Tokyo is highly effective given the concentration of large corporations in the metropolitan area; it is crucial to deploy these efforts strategically, for instance, by leveraging the hub to drive industry-academia collaboration.