Summary of the Management Policy Council Meeting Minutes

1. Date: Friday, November 28, 2025
2. Venue: Web Conference
3. Attendees: Teiji Tominaga (President)
   Takafumi Aoki, Kuniko Ozaki, Kumiko Obino, Masaki Sakaida, Tetsuro Higashi, Yasuhiro Miyata, Geoffrey David Price, Marie-Pierre Favre
   (Attendants)
   Toshiya Ueki (Executive Vice President), Masahiro Yamaguchi (Vice President), Hitoshi Izu (Vice President), Hiroyuki Fukuda (Auditor), Kuniko Taguchi (Auditor)
   (Administrative Office)
   Akira Abe (General Administrative Manager),
   Akihiro Kimura (Senior Management Planning Officer),
   Tomokazu Furukawa (Director of General Affairs Division)
4. Absentees: None

5. Proceedings

○ Confirmation of the draft summary of the previous Management Policy Council Meeting (September 30, 2025) minutes

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

○ Proceedings

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

President Tominaga stated that Vice President Masahiro Yamaguchi would provide an explanation regarding this agenda item. This proposal was accepted, and based on the provided materials, Vice President Yamaguchi gave an explanation of providing and expanding high-quality education for international students. Notably, the key points raised by the Management Policy Members are as follows:

・Given the increasingly difficult international environment for student recruitment in recent years, it is important to carefully consider how confident we are about the ability to reach our targets, and to examine the measures being taken to do so. In addition, particularly for PhD students, many of whom may be married or have a family, it is essential to have plans to help integrate the family into Japan as well as the PhD students into the university.

・In accepting international students, it is important to set strategic tuition fees by country or region,

as well as tuition fee levels that clearly convey the value of doctoral education. At the same time, with a view toward a future in which no distinction is made between domestic and international students, it is important to promote an integrated learning environment, enhance living support and scholarships including for families, strengthen approaches to African countries and other regions with strong future potential, and advance comprehensive internationalization.

- With regard to the admission of international students at the undergraduate level, it is important to clearly articulate the concrete benefits, including the educational value for the students themselves and their future career paths.
- In light of the ongoing depreciation of the yen, it is important to clarify the international positioning of the impact of the recent tuition fee revision.
- As the proportion of international students at the undergraduate level increases, it is important that challenges—including effects on Japanese students—are carefully reviewed, and that flexible systems are developed in consideration of national policy developments.
- Recognizing that coexistence with foreign nationals has become an important policy consideration, it is important, when accepting international students and foreign researchers, to work closely with local governments and to continue strengthening support systems, including educational environments for accompanying family members.

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

Based on the provided materials, President Tominaga gave an explanation of the actions related to the Research System Strengthening Plan as a University of International Research Excellence. Subsequently, President Tominaga stated that Vice President Hitoshi Izu would provide an explanation regarding the revenue and expenditure simulation for the corporate strategy budget among the agenda items. This proposal was accepted, and Vice President Izu then gave an explanation. In addition, a Management Policy Member pointed out that a lot depends on the government's budgetary decision and suggested that the risk of the plan not developing as expected.