Summary of the Management Policy Council Meeting Minutes

1. Date: Thursday, January 29, 2026
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), Hitoshi Izu (Vice President),
   Hiroyuki Fukuda (Auditor), Kuniko Taguchi (Auditor)
   (Administrative Office)
   Akira Abe (General Administrative Manager),
   Kenichi Kimura (Director of General Affairs and Planning Department),
   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 (November 28, 2025) minutes

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

○ Proceedings

(1) Changes to Mid-term Goals and Plans

Based on the provided materials, Takafumi Aoki gave an explanation of the changes to Mid-term Goals and Plans. After the matter was put to deliberation, it was resolved as proposed.

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

Based on the provided materials, President Tominaga and Takafumi Aoki gave an explanation of the actions related to the Research System Strengthening Plan as a University of International Research Excellence. Notably, the key points raised by the Management Policy Members are as follows:

- Including in your KPI reporting a metric charting the number of times papers with Tohoku authors have been cited as a function of time would greatly help to illustrate the extent to which Tohoku's research is recognized globally.

- To raise your profile internationally, it would be highly effective to utilize AI so that all materials produced in Japanese can be instantly available in translated form in English, French, or other major global languages, thereby enhancing multilingual dissemination.
- The enhancement of e-book resources was emphasized as an essential component of the University's fundamental academic infrastructure.
- It was noted that Tohoku University should make even greater use of its strengths in the humanities by involving humanities researchers more extensively in university-wide projects.
- It was emphasized that, at a time when Tohoku University is attracting nationwide attention, developing an advanced public relations strategy that also gains the empathy of other universities is crucial.
- It was noted that, amid nationwide discussions on tightening regulations for international students, it is important for the University to request necessary institutional revisions and deregulation.
- It was highlighted that, to recruit excellent international students from a broad range of countries and regions, the University should explore a new strategy that leverages international networks such as the Hasekura League to provide scholarships and tuition support.
- It was noted that measures should be considered to further expand the already high level of competitiveness in the international recruitment of researchers.