MEMORANDUM OF AGREEMENT ON RESEARCH COLLABORATION BETWEEN FACULTY OF ECONOMICS AND BUSINESS UNIVERSITAS NEGERI MALANG INDONESIA AND FACULTY OF ECONOMICS SAGA UNIVERSITY JAPAN

No. 26.9.2/UN32.4/KS/2026

ARTICLE 1
PARTIES

This Memorandum of Agreement ("Agreement") is entered into by and between Faculty of Economics and Business, Universitas Negeri Malang (FEB UM), Indonesia, represented by [Dr. Heny Kusdiyanti, SPd, M.M, Dean], hereinafter referred to as the "First Party", and Faculty of Economics, Saga University, Japan, represented by [Dr. Haneishi Hiroshi, Dean], hereinafter referred to as the "Second Party."
The First Party and the Second Party are collectively referred to as the "Parties."

ARTICLE 2
PURPOSE

The purpose of this Agreement is to establish a framework for cooperation in research and academic activities, to strengthen institutional partnerships, enhance international research networks, and produce high-quality research outputs with academic and societal impact.

ARTICLE 3
AREAS OF COOPERATION

The cooperation may include, but is not limited to:

1. Economics, business, management, and finance;
2. Regional and sustainable economic development, and migrant workers;
3. Digital economy, artificial intelligence, and digital transformation;
4. MSMEs, innovation, and entrepreneurship;
5. Comparative economic and business studies between Indonesia and Japan; and
6. Other research areas mutually agreed upon by the Parties.

ARTICLE 4
FORMS OF COOPERATION

The Parties may undertake the following activities:

1. development and implementation of joint research projects;
2. preparation and submission of joint research grant proposals;
3. joint data collection, analysis, and research dissemination;
4. joint publication in reputable international journals, including Scopus/WoS-indexed journals;
5. joint organization of seminars, conferences, workshops, and research colloquia;
6. exchange of researchers, lecturers, and postgraduate students;
7. joint supervision or co-supervision of postgraduate research students, subject to applicable regulations; and
8. other academic and research activities mutually agreed upon by the Parties.

ARTICLE 5
RESPONSIBILITIES OF THE PARTIES

Each Party shall:

1. appoint a coordinator to facilitate and monitor the implementation of this Agreement;
2. provide reasonable academic and research support within its available resources;
3. facilitate access to relevant research facilities, data, and academic resources, subject to applicable laws, ethics, and institutional policies;
4. participate in the development of joint research proposals and publications; and
5. perform other responsibilities specified in mutually agreed research project plans.

Specific research projects may be governed by separate Research Project Agreements specifying research objectives, researchers, activities, budget, outputs, data management, intellectual property, and publication arrangements.

ARTICLE 6
FUNDING

Each Party shall be responsible for its own expenses related to activities under this Agreement, unless otherwise mutually agreed in writing.

For specific joint research projects, funding arrangements, including the allocation and management of research funds, shall be mutually agreed upon by the Parties and shall comply with the requirements of the relevant funding agency and the applicable regulations of both institutions.

ARTICLE 7
RESEARCH ETHICS, DATA AND INTELLECTUAL PROPERTY

The Parties shall conduct all collaborative research in accordance with applicable laws, institutional policies, research ethics, academic integrity, and data protection requirements.

Intellectual property resulting from joint research shall be managed in accordance with applicable laws and institutional regulations and shall reflect the respective contributions of the Parties. Specific arrangements concerning intellectual property, data ownership, confidentiality, and commercialization shall be agreed upon in the relevant Research Project Agreement.

ARTICLE 8
PUBLICATION AND DISSEMINATION

The Parties encourage joint publication of research findings in reputable international journals and other academic outlets.

Authorship shall be determined based on substantive intellectual contributions and accepted publication ethics. Publications resulting from joint research shall appropriately acknowledge the contributions of both Parties and relevant funding sources.

Neither Party shall publicly disclose confidential research information or publish sensitive results without prior consultation with the other Party.

ARTICLE 9
COORDINATION

Each Party shall designate a Research Collaboration Coordinator to facilitate communication, identify potential joint research opportunities, coordinate research activities, and monitor the implementation of this Agreement.

The Coordinators may meet periodically, either physically or virtually, to review progress and develop new collaborative activities.

ARTICLE 10
TERM, AMENDMENT AND TERMINATION

This Agreement shall become effective on the date of the last signature and remain valid for five (5) years (2026-2030).
The Agreement may be renewed or amended by mutual written consent of the Parties.
Either Party may terminate this Agreement by providing written notice at least six (6) months in advance. Such termination shall not affect ongoing research activities already formally agreed upon, unless otherwise mutually decided.

ARTICLE 11
DISPUTE RESOLUTION

Any dispute arising from the interpretation or implementation of this Agreement shall be resolved amicably through consultation and mutual discussion between the Parties.

ARTICLE 12
FINAL PROVISION

This Agreement represents the mutual commitment of the Parties to develop research collaboration. Specific activities, financial arrangements, intellectual property, data management, and other technical matters may be further regulated through separate written agreements.
This Agreement is executed in English in two original copies, each being equally valid.

SIGNATURES

FOR
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS NEGERI MALANG
INDONESIA
Name: Dr. Heny Kusdiyanti, SPd, M.M
Position: Dean
Signature: _____
Date: 1 September 2026

FOR
FACULTY OF ECONOMICS
SAGA UNIVERSITY
JAPAN
Name: Dr. Haneishi Hiroshi, PhD
Position: Dean
Signature: _____
Date: 7 October 2026