



Memorandum of Understanding

between

National Formosa University (NFU), Taiwan

and

Universitas Negeri Malang (UM), Indonesia

UM Ref No: 20.7.161/UN32/KS/2026

The purpose of this Memorandum of Understanding is to establish a general framework for academic, research, administrative, and cultural cooperation between the two universities for their mutual benefit. This Memorandum expresses the intentions of both parties to strengthen international collaboration, promote mutual understanding, and encourage sustainable partnerships in areas of common interest.

Whenever feasible, both universities will encourage direct contact and cooperation between their faculty members, researchers, administrative staff, departments, colleges, and schools.

The two universities will endeavor to cooperate in education, research, innovation, and other areas of mutual interest. Within fields that are mutually acceptable, the following general forms of cooperation will be pursued:

1. Faculty member, researcher, administrative staff, and student exchange and mobility programs;
2. Joint research, innovation, and development activities;
3. Joint academic activities, including conferences, seminars, workshops, lectures, symposiums, and short courses;
4. Professional language teaching and cultural exchange programs;
5. Cooperative degree, dual degree, joint degree, and certificate programs;
6. Exchange of academic publications, teaching materials, scientific information, and other materials of mutual interest;
7. Internship, community engagement, and service-learning programs;
8. Joint supervision of undergraduate and postgraduate students;
9. Visiting professor and scholar programs; and
10. Any other academic or research activities mutually agreed upon by both parties.

Themes of joint activities and the most appropriate way of utilizing the results achieved, as well as arrangements for specific visits, exchanges, and other forms of cooperation, will be developed mutually in each specific instance through consultation between both parties. All agreements are subject to review and approval by the respective governing bodies of each institution.

Specific collaborative activities undertaken under this Memorandum of Understanding shall be subject to separate written agreements or implementation arrangements mutually agreed upon by both parties. Such agreements shall specify the responsibilities, financial arrangements, implementation procedures, timelines, intellectual property arrangements, and other necessary conditions applicable to the particular activity.

This Memorandum of Understanding does not create any financial obligation for either party. Each party shall bear its own costs and expenses arising from activities conducted under this Memorandum unless otherwise agreed in writing. Financial arrangements for specific collaborative activities shall be negotiated separately and shall be subject to the availability of funds.



This Memorandum of Understanding serves solely as a statement of the intentions of both parties and does not constitute or create any legally binding obligations under domestic or international law, except where expressly provided in any subsequent written agreement executed by both parties.

Each party shall retain ownership of its respective intellectual property existing prior to this Memorandum. Any intellectual property, research outputs, publications, inventions, data, or other results arising from joint activities shall be governed by separate written agreements mutually agreed upon by both parties before the commencement of the relevant activity.

Any differences arising from the interpretation or implementation of this Memorandum shall be resolved amicably through consultation and mutual negotiation between the parties, without recourse to any court, arbitration, or third party unless otherwise mutually agreed.

Neither party shall be held responsible for any delay or failure in carrying out its obligations under this Memorandum due to events beyond its reasonable control, including but not limited to natural disasters, war, terrorism, civil disturbances, strikes, epidemics, pandemics, governmental restrictions, or any other force majeure events. The affected party shall promptly notify the other party in writing, and both parties shall consult to determine appropriate measures to minimize the impact on their cooperation.

This Memorandum of Understanding shall become effective upon the date of signature by both parties and shall remain valid for a period of five (5) years. It may be renewed, amended, or extended at any time by mutual written consent of both parties.

Either party may terminate this Memorandum by giving six (6) months written notice to the other party. Such termination shall not affect any collaborative activities already in progress under separate written agreements unless otherwise mutually agreed.

All official communications relating to this Memorandum shall be made in writing through the designated contact persons of each institution at the addresses or email addresses officially notified by each party.

This Memorandum is executed in the English language in two (2) original copies, each being equally authentic, with each party retaining one (1) original copy.

IN WITNESS WHEREOF, the authorized representatives of National Formosa University and Universitas Negeri Malang have signed this Memorandum of Understanding on the dates indicated below in the hope of promoting mutual friendship, academic excellence, and long-term institutional cooperation.

For
National Formosa University

Signature: Shinn-Liang Chang
President,
Ph.D. Shinn-Liang Chang
National Formosa University

Date: 20/07/2026

For
Universitas Negeri Malang

Signature: [Signature]
Rector,
Prof. Dr. Hariyono, M.Pd
Universitas Negeri Malang

Date: 20 Juli 2026