Waseda University Innovation Ecosystem Program for Next-Generation Al Pioneering Research (W-SPRING-AI)

AY2025 Application Guidelines (Spring)

[Eligible Applicants: As of April 1, 2025]

Doctoral program	1 st and 2 nd year
5-year doctoral program	3 rd and 4 th year

*For more details, see "Application Eligibility". Please note that if any discrepancies are found in the application form or pre-registration form (e.g., the stated academic year or enrollment period differs from the actual one), the support may be retroactively canceled.

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1. Aims and Outline

Waseda University (hereinafter, "the University") aims to achieve Next-Generation Al Innovation Ecosystem that continues to produce Al innovations across fields, aims to foster doctoral resources who leads research on global Al technologies and applications.

The "Waseda University Innovation Ecosystem Program for Next-Generation Al Pioneering Research (W-SPRING-AI) (hereinafter, "the Program")" provides financial support in terms of both living and research expenses for up to three years to doctoral students who have the ambition and ability to pioneer and lead the Next-Generation Al field, which is designated as a national strategic field in Japan, to help them promote and lead research in this field and become leading scientists. In addition, W-SPRING-AI will provide opportunities for students to acquire advanced expertise and research capabilities in the field of Next-Generation Al through various supports including training contents.

We hope young researcher who receive the Program to become very active in industry and eventually contribute to developing the University into a world-class research university, to the creation of innovations in the field of Next-Generation AI and strengthen Japanese industrial competitiveness.

Moreover, the Program is managed by the "Committee of the Pioneering Research Program for Waseda Open Innovation Ecosystem (W-SPRING Committee)" and "Waseda University Talent Development Team for Next-Generation AI" those are part of the University's Research Enhancement Head Office, with the support of the "Program for Broadening Opportunities for Outstanding young researchers and doctoral students in STrategic areas (BOOST): Next-generation AI Human Resource Development Program" conducted by the Japan Science and Technology Agency (hereinafter, "JST").

2. Application Eligibility

Applicants must be willing to promote and lead research in the field of Next-Generation AI and develop into a leading scientist and must be willing to participate in the training content provided by the Program to acquire advanced expertise and research execution skills in the same field. In addition to this, applicants must meet the following criteria (1) to (6), as well as either (7) or (8).

It is possible to apply for both the Program and "Pioneering Research Program for a Waseda Open Innovation Ecosystem (hereinafter, "W-SPRING")" which are recruited separately.

Students who currently receiving W-SPRING support at the time of application for the Program, who have not applied to the Program and W-SPRING in the past, and who have applied to the Program and W-SPRING in the past but were not adopted may also apply to the Program if they meet the following requirements. However, since duplicate support for the Program and W-SPRING is not allowed, the treatment shall be as follows.

- Those who are currently receiving support from W-SPRING and are selected for the Program will change over support from W-SPRING to the Program (Supported by W-SPRING until March 31, 2025, and by the Program after April 1, 2025)
- Those who have been simultaneously accepted into both the Program and W-SPRING will receive support from the Program (and will decline W-SPRING adoption).
- (1) (1) Those who enrolled in the 1st year of the doctoral program or in the 3rd year of the 5-year doctoral program at the University as of April 1, 2025

As of April 1, 2025, among those who enrolled in April 2024 and will be in the 2nd year of the doctoral program or in the 4th year of the 5-year doctoral program, those who were previously ineligible to apply due to reasons such as leave of absence.

The following explains the relationship between D1, D2 and D3 as described in this Application Guidelines and each academic years of the doctoral and 5-year doctoral programs.

	Doctoral program	5-year doctoral program
D1	Year 1	Year 3
D2	Year 2	Year 4
D3	Year 3	Year 5

(2) Applicants are invited from individuals whose current research theme in the Next-Generation AI field (AI and emerging/combined fields in AI) and intend to become a leading scientist who will promote and lead research in this field.

Examples of chief research themes

Next-Generation AI algorithm, Next-Generation AI agent, AGI, Quantum AI, Generative AI, Foundational model/Large language model, AI/Machine learning Engineering, AI security/safety, Human/society/AI alignment, AI sustainability (environmental AI, biological AI green AI etc.), AI digital transformation (language processing AI, image processing AI, media/communication AI, sound/dialogue AI, robot AI etc.) etc.

(3) Applicants who are willing to contribute to the creation of innovation and strengthening of industrial

- competitiveness in Japan in the future.
- (4) Applicants who are willing to take the various training contents listed in the Program.
- (5) Applicants must be recommended by their PhD supervisor or a prospective PhD supervisor.
- (6) Applicants must have completed research ethics training (APRIN e-learning program (eAPRIN) "Responsible Research Activities") or must complete before the commencement of research expenses. Note: Details of how to take the program will be announced later.
- (7) Applicants must be Japanese citizenship, special permanent residence, status of residence according to Appended Table II of the Immigration Control and Refugee Recognition Act, such as permanent resident, long-term resident, spouse or child of Japanese (permanent resident).
- (8) Applicants must be qualified to study in Japan as an "international student" and be a privately funded and formally enrolled in a program.

Those who meet any of the following criteria at the start of the support are ineligible for the Program.

- Japan Society for the Promotion of Science (JSPS) Research Fellowship for Young Scientists
- Research Associate, Research Associate for a research project
- W-SPRING students (If W-SPRING students are selected for the Program, Changing over support from W-SPRING to the Program)
- Students who are recognized as receiving a *stable income such as salary, director's remuneration from their university or company, at a level sufficient to cover living expenses (2.4 million yen per year).
 - * "Stable income" refers to fixed income such as salary as a full-time employee, remuneration as a director of a venture company, or salary as a part-time lecturer. Income from paid internships, TAs, RAs and part-time jobs, as well as support in the form of research funds, are not included in "stable income".
- International students who are receiving support through the Japanese Government Scholarship Program, including JICA Scholars, or who are receiving financial support such as scholarships from their home country.

Students who are receiving or scheduled to receive scholarship may also apply for this Program. However, depending on the terms of scholarships, there is a possibility that you may be asked to cancel or refund the scholarship you have already received if you are selected for this Program.

- (Note 1) Students who are currently receiving or are scheduled to receive scholarships from private organizations, local governments are encouraged to confirm the conditions with the organization in advance.
- (Note 2) It is not possible to receive a scholarship (benefit type) from Japan Student Services Organization (JASSO) in addition to the Program support.
 It is possible to receive a scholarship (loan type) from JASSO in addition to the Program support. However, for category 1 scholarship loan from JASSO recipients since AY2023, who also receive the Program support, are not eligible for recommendation as "candidates for exemption from repayment based on outstanding achievement" in the doctoral program.

(Note 3) If you plan to apply for the "Scholarship for Fostering Researchers in Doctoral Programs"

(Internal Scholarship), please read thoroughly the application guidelines, such as income restriction. The application website: https://www.waseda.jp/inst/scholarship/en/doctoral/

3. Number of Positions and Support Duration

Status	when the support starts	Number of	Support Duration
Academic Year*	Period of Enrollment	Positions	(maximum)
	0.0 year		From April 1, 2025
D1	(Enrolled in April 2025)	Approximately	To March 31, 2028
וט	0.5 year	6	From April 1, 2025
	(Enrolled in September 2024)		To September 30, 2027
D2	1.0 year	A few	From April 1, 2025
D2	(Enrolled in April 2024)	Alew	To March 31, 2027

^{*}The enrollment period in brackets above applies to a student who has not taken a leave of absence since starting the doctoral program. If you have questions about how leaves of absence, study abroad, or other factors may affect your enrollment period after enrolling in a doctoral program, please contact us listed in "13. Contact".

The support duration end at the conclusion of the standard D3. However, if you are employed as JSPS Research Fellowship for Young Scientists, an assistant at the University, or otherwise do not meet the criteria for the Program support, the support will be canceled.

As the JST will review the University's situation annually, there may be changes in support duration or the amount in FY2026 and beyond.

^{*}If the student has a period of non-enrollment due to a leave of absence after commencement of support, support will be suspended during that period.

4. Research Incentives

The following is the research incentives (living expenses*1, research expenses*2).

Research Incentives

3.9 million yen a year (living expenses 3.0 million yen + research expenses 0.9 million yen)

- *1 In fiscal law, "living expenses" is considered "miscellaneous income", meaning that it is subject to income and residence taxation, and it must be declared annually. Moreover, as living expenses also affects health insurance, dependent support, and others, make sure to discuss this with supporters (parents, etc.) before applying for the Program.
- *2 "Research expenses" are considered public research funds and therefore generally fall under scientific research assistance projects for the purposes of the University procedures. For specific procedures, adhere to the "Research Expenses Execution Manual." However, the use of expenses may be defined separately for this program.

Research Expenses Execution Manual

https://waseda-research-portal.jp/en/how-to-use/research-expenses-execution-2/

(1) Support duration and payout amounts

The following outlines the support duration and payout amounts. The support duration varies based on your academic year and period of the enrollment when the support starts.. The support duration may also be shortened if support is suspended.

International students who are unable to come to Japan and are engaged in educational or research activities outside of Japan are not eligible to receive the research incentives during the period prior to their arrival in Japan. Upon arrival in Japan, they will be eligible to receive research incentives (living expenses) based on the duration of their stay in Japan, provided that the Program support is continued. While the research incentives (research expenses) is provided in full as stipulated, but the amount may be reduced depending on the time of arrival date in Japan.

(Start of	Type of Incentives	2025		20	26	2027	
S	Support)	Type of incentives	Spring	Fall	Spring	Fall	Spring	Fall
	0.0	Living expenses	3.0 million yen		3.0 mill	ion yen	3.0 million	yen
D4	0.0 year	Living expenses Research expenses	0.9 million yen 3.0 million yen 0.9 million yen		0.9 mill	ion yen	0.9 million	yen
D1	0 E voor	Living expenses			3.0 mill	ion yen	1.5 million yen	-
	0.5 year	Living expenses Research expenses			0.9 mill	ion yen	0.45 million yen	-
Da	1.0 year	Living expenses	3.0 million yen		3.0 mill	ion yen	-	-
DZ	1.0 year Research expenses 0.9 million yen		0.9 mill	ion yen	-	-		

(2) Payout times for incentives (living expenses, research expenses)

Living expenses	0.25 million yen per month will be paid to the student's personal account registered with the University once a month. Only Japanese bank account are acceptable.
Research	A lump sum of payment is distributed once a year. For AY2025, 0.9 million yen is
expenses	scheduled to be distributed in the end of May 2025.

5. Obligations

- (1) Taking the training contents designated by the Program.
- (2) They are reviewed an interim review conducted at D1 and D2, final review conducted at support end.
- (3) They are strongly recommended to participate in medium-to long-term overseas internships at overseas Al-related research institutions.
- (4) They are recommended to participate in Al-related research with industry-academia collaboration or participating in corporate internships.
- (5) They should write and submit a "Program Progress Report" in a specified format at the end of every academic year. D3 students will make a presentation in the final semester of their support.
- (6) Upon completing their PhD, they should conduct research with a strong orientation toward generating innovation in industry.
- (7) If requested by the University, they should assist the program's PR and research activities as much as possible.
- (8) They should answer various surveys after the end of the Program. The Program is conducted with the support of the JST's "Program for Broadening Opportunities for Outstanding young researchers and doctoral students in STrategic areas (BOOST) Next-Generation AI Human Resource Development Program", so we may survey participants' employment for approximately 10 years after the end of the program.
- (9) After attending and passing the research ethics training (eAPRIN) designated by this program, the research expenses must not be used in research malpractice.
- (10) As the research expenses are for the students to conduct independent research, they need to agree to documents that concern the handling of intellectual property, etc.
- (11) There may also be other items stipulated by the University as needed.
- (12) It is recommended to apply for JSPS Research Fellowship for Young Scientists (DC2) for 2026. If you are selected as a JSPS Research Fellowship for Young Scientists, you will not be eligible for the Program support, and it is recommended that you work as a JSPS Postdoctoral Fellow.
 - * If you are selected as a JSPS Research Fellowship for Young Scientists, you will not be able to take any post during the period (e.g., being an officer of a company, organization, or running one's own commercial enterprise, with or without compensation). Please note that if you are considering starting a business.

6. Suspension and Repayment

Research incentives and other support will be suspended if any of the following apply.

- (1) You are no longer enrolled at the University due to expulsion, etc.
- (2) You are not enrolled at the University for a period of time due to taking a leave of absence. (The support is suspended for the duration of the leave of absence.)
- (3) You are suspended from school as a disciplinary measure.
- (4) You committed research fraud or misused research funds, etc.
- (5) You were deemed to neglect your obligations after registering with the Program.
- (6) Your progress is deemed to be considerably insufficient based on the interim review conducted at D1 and D2, and the end-of-year review of your "program progress report."
- (7) You do not meet the eligibility criteria for application, or you become ineligible after selection.
- (8) When an international student is unable to come to Japan and is conducting educational or research activities outside of Japan. However, this excludes the case where the student is conducting activities overseas based on participation in an overseas internship imposed by this Program.
- (9) You are found to be unsuitable for the Program, aside from (1) to (8) above.

If you have received research incentives despite not being eligible due to causes for support suspension or cancellation, including deletion of your school register due to unpaid tuition fee, you need to repay these incentives to the University any part of the support for which you are not eligible.

7. Taking training contents and other courses

(1) Policy

Students supported by the Program must take the training contents and other courses provided by the Program due to acquire the "expertise" to cover all areas from theory to engineering and application in a cross-disciplinary manner, the "advanced expertise" to capture the direction of remarkable Next-Generation AI technologies and applications, as represented by generative AI, and to pioneer the Next-Generation AI field, and the "deploy ability" to grasp the needs and issues in various fields and create innovative technologies and applications as AI becomes the foundation of society and industry in the future, which are necessary for leading scientists who will pioneer and lead the Next-Generation AI field.

In addition to the required content common to all students, the Program also provides recommended content according to the specialty and current knowledge level of the supported students, who specialize in Al technology and applications, in other fields aiming to lead the Next-Generation Al field, so that aim all students can acquire the necessary knowledge equally through the three years of support.

Depending on each student's career plans, etc., they may also voluntarily take courses related to "Entrepreneurship and communication/presentation skills" set in W-SPRING, which are supported by the JST doctoral support program and conducted at the University in the same way as this Program (Registration for the courses is mandatory, so please refer to "(2) conditions" below to confirm how to do so).

Required item for supported students D3 Fall Final review D3 To write a paper-Next-generation AI research Spring Interim review Overseas D2 Fall Data science Internships 2 certification system courses D2 Programs for Team Workshop-(Advanced) Research AI-related Smart SE Spring career development course at Smart Practice-Next-generation Interim review and training-W-SF D1 Fall Data science **SPRING** (Summer school, etc.) certification system courses Advanced course-Research with D1 (Intermediate) **Next-generation** industry-academia Spring collaboration ΑI

<Table*: The Program's general picture including training contents and other courses>

(2) Conditions

The training contents in AY2025 are shown in the table below. If there are any changes in the contents from the following academic year onward, we will notify supported students of the changes as appropriate. The students are required to take the "① Required contents" during the period of support.

^{*}A typical example of students enrolled in Spring. The time of taking the course does not necessarily have to be the above.

① Required contents 【All students】

	I		
No.	Contents name	Overview	Registration, period, and requirement of taking the courses
1	Advanced course- Next-Generation Al	By taking the courses (non-degree courses) taught by on-campus faculty and external experts, the program aims to help students will acquire thorough mastery of the theory, structure, and prospects of Next-Generation AI.	We will provide Information after the support is decided.
2	Practice-Next- Generation AI	By participating in practices (summer school and other non-degree courses) accredited by the Program, the program aims to help students will acquire thorough knowledge of Next-Generation Al practices.	We will provide Information after the support is decided.
3	Data science certification system courses (Intermediate) *2	By taking the designated graduate student common courses (regular courses), the program aims to bring students to a level where they can apply data science to their own professional research and work (i.e., be able to apply data science to research in their own field of expertise).	 Register for the courses on web course registration system during the course registration period for the courses common to all graduate students. The requirement is to take 3 credits from the intermediate courses of the "Data Science Certification System courses" offered by Global Education Centre. We recommend taking "Intermediate" of the "Data Science Certification System".

②-1 Recommended contents A【All students】

No.	Contents name	Overview	Registration, period of taking the courses
4	W-SPRING courses*1	By taking the designated graduate student common courses (regular courses), the program aims to help students will acquire entrepreneurship and communication/presentation skills, which are among the competencies that doctoral candidates will need to be active in diverse career paths in the future.	Register for the courses on web course registration system during the course registration period for the courses common to all graduate students
5	Data science certification system courses (Advanced)*2	By taking the designated graduate student common courses (regular courses), the program aims to bring students to a level where they can also make data science their primary career (i.e., use data science in areas outside of their own specialty).	Register for the courses on web course registration system during the course registration period for the courses common to all graduate students

6	Team Workshop- Smart SE*3	By taking the designated team workshop courses with worker from different fields (non-degree courses), the program aims to help students will acquire knowledge and experience in different fields and emerging/integrated	We will provide Information after the support is decided.
		different fields and emerging/integrated	
		areas.	

②-2 Recommended contents B [students who specialize in other fields aiming to lead the Next-Generation Al field]

No.	Contents name	Overview	Registration, period of taking the
140.	Contents name	O VCI VICW	courses
7	Al-related course at Smart SE*3	By taking the designated courses (non- degree courses), the program aims to help students will complement basic knowledge for Next-Generation AI.	We will provide Information after the support is decided.

*1 W-SPRING courses

Confirm the courses and course registration method from the following.

•Global Education Center (GEC): Course Registration (Refer to "Common Courses among Different Graduate School")

URL: https://www.waseda.jp/inst/gec/en/graduate/registration/

•The courses (Global Education Center "Business creation courses": Refer to page 14)

URL: https://www.waseda.jp/wspring/wp-content/uploads/2024/03/0515799f1f4db4afe0cade94801c2be0-2.pdf

*2 Data science certification system courses

Confirm the courses and course registration method from the following.

•Global Education Center (GEC): Course Registration (Refer to "Courses Open to Graduate school students")

URL: https://www.waseda.jp/inst/gec/en/graduate/registration/

•The courses (Data science certification system: Refer to pages 6)

URL: https://waseda.app.box.com/s/aw0exl8wsiunq45lguch7n71k3untx9n

*The Guide is Japanese only. Students may not be allowed to take the advanced course "Comprehensive Exercise for Data Science" due to course enrollment limitations.

*The courses which could be taken in English is currently limited. We will inform the course requirement to students who have difficulty taking courses in Japanese after the selection is decided.

*3 Al-related course at Smart SE

Confirm the aim and overview of Smart SE. For details on courses and how to take them, follow the instructions provided separately.

Smart SE website

URL: https://www.waseda.jp/inst/smartse/en

8. Participating in overseas internships (strongly recommendation)

(1) Policy

We strongly recommend participating medium-to long-term overseas internships at overseas Al-related research institutions during the period of support for supported student's succeed globally.

You need to consult your supervisor about internship corporates before participating in an internship.

(2) Conditions

Program name	Overview and Requirements
Participating in overseas internships	Report about your internship status in your program progress
(strongly recommendation)	report if you participate in an internship.

9.Conducting research with industry-academia collaboration or participating in corporate internships (recommendation)

(1) Policy

We recommend conducting Al-related research with industry-academia collaboration or participating in corporate internships for widely succeed in industries, etc.

For corporate internships, we recommend that students make use of the "job-type research internship" program implemented by the government.

*Reference: Job-type research internship outline

- ① https://waseda.box.com/s/6ql7t936oz4c1wijqyxqd011j593evwv
- 2 https://waseda.box.com/s/nx3iplgj4lcz1zprmsthsnyy7mpzzgpn

(2) Conditions

Program name	Overview and Requirements
Conducting Al-related research with	Report about your internship status in your program
industry-academia collaboration or	progress report if you participate in an internship.
participating in corporate internships	

10. Program progress report

(1) Submitting the Program Progress Report

You complete the Program Progress Report once a year by submitting the following documents.

Submission Documents

- Program Progress Report
- ② Documents related to ① (transcripts, the documents showing participation in research with industry-academia collaboration, overseas internships and corporate internships, etc.)
- Submission Deadlines (tentative)

Submit the above-mentioned documents by the following deadlines.

For April entrants: March 15 in the year after the support year For September entrants: September 15 in the year after the support year

(★=submission Deadline)

(Start of Support)		2025	2026		2027		2028
Academic Year	Period of Enrollment	Sep.	Mar.	Sep.	Mar.	Sep.	Mar.
D1	0.0 year		*		*		*
	0.5 year	*		*		*	
D2	1.0 year		*		*		

(2) Program results presentation

D3 students will have a presentation in their last semester of support (tentative).

(3) Interim review and final review

The Interim Review at the end of D1 and D2 and the Final Review at the end of D3 will be conducted to provide research guidance from researchers and practitioners of the Waseda Next-Generation Al human resource development team (other than supervisors in your laboratories). It aims to ensure the advanced and cross-disciplinary of Next-Generation Al at the global level, depending on the research content and progress of students supported under this Program.

11. Application Procedure

Before submitting your application documents

If you are applying, register your information using the form below.

Registration Form: https://bit.ly/4aofruA

Registration Period: From 9 AM, Thursday, January 30, 2025 to 5 PM, Monday, February 10, 2025

AFTER registering in advance, follow the procedure below.

(1) Application Period

From 9 AM, Thursday, January 30, 2025 to 12 PM (noon), Thursday, February 13, 2025

(2) Application Form

Download the documents from the following website.

URL (Japanese): https://www.waseda.jp/inst/research/wspring-ai
URL (English): https://www.waseda.jp/inst/research/en/wspring-ai

Applicants must consult with their current supervisor prior to applying and obtain their approval.

(3) Application Procedure

• Complete the application on the following website and attach the "Application From" in PDF format.

URL (Japanese): https://www.waseda.jp/inst/research/wspring-ai
URL (English): https://www.waseda.jp/inst/research/en/wspring-ai

Make sure to name the files as follows.

Application Form: Academic year_Family name, First name

e.g.) D1 Waseda Taro.pdf

The academic year should be written as follows:

Academic year	PhD	5-year doctoral program
D1	Year 1	Year 3
D2	Year 2	Year 4

(4) Precautions

- Be sure to follow the prescribed amount and instructions.
- You cannot change the application documents once submitted. Applications will be processed as submitted, even if the documents are missing or incomplete. Submitted application documents will not be returned.
- The personal information collected at the time of application (address, name, birthdate, etc.) will only be used for reviewing applications, announcing the successful applicants, registration procedures, and any associated tasks. In doing so, we will take necessary and appropriate measures to prevent any leakage, loss or misuse of such information. We may also outsource all or part of the procedures. In such case, we will require the other party to manage the information as necessary and appropriate through an agreement.
- In the document review and interview, describe and make a presentation in an easy-tounderstand manner since the interviewers will be from diverse fields of expertise.

(5) Inquiries

If you have any questions regarding this program, please contact us using the following inquiry form.

Inquiry Form URL: https://bit.ly/4cPGEr3

12. Selection

(1) Selection Process

The selection process is conducted based on a comprehensive evaluation of the two stages of document review and interview (via Zoom). The interview will be conducted with applicants who have passed the document review.

Each interview will be conducted individually for 6 minutes long. Punctuality is essential. Prepare materials (e.g., PowerPoint) to explain the following points within the time limit.

can be completed within the time allotted.

- To clarify the definition and positioning of Next-Generation AI in your research
- · Social significance of the research
- Future plans
- · Research methods and schedule
- · Characteristics, originality, and challenge of the research
- Progressiveness as Next-Generation AI research and prospects for deployment in society and various fields

If you submit your application documents in English, the interview will be conducted in English.

(2) Schedule

	Period	Remarks
Registration	From 9:00, January 30 (Thu.) to	Applicants required to register before
	17:00, February 10 (Mon.), 2025	applying.
Application	From 9:00, January 30 (Thu.) to	
	12:00 (noon), February 13 (Thu.),	-
	2025	
Document	Middle of February, 2025	We will notify applicants of the result of the
Review		document review and the date of the interview
		by email on the following date:
		February 25 (Tue.) or 26 (Wed.), 2025
Interview	February 28 (Fri.), 2025	We will notify applicants of the result of the
(Zoom)	14:00-17:00	interview by email on the following date:
		After March 21 (Fri.), 2025
		* The date at above may be changed.
		* No changes to the scheduled interview date
		and time will be accepted, regardless of the
		reason.
		* The interview will be recorded for review purpose.
Registration	Late March 2025	For those who do not pass the interview may
Process &		be offered a position as an alternate
Submission of		candidate.
Oath		Details including deadlines will be announced
		separately.
Start of	April 1 (Tue.), 2025 (tentative)	Start of research expenses utilization.
Support		*Orders can be started.
	End of April 2025 (tentative)	Remittance of living expenses for April.
		Execution of research expenses will start.

13. Contact

W-SPRING-AI Committee Secretariat

URL: https://bit.ly/4cPGEr3