THE J-PARC INTERNATIONAL ADVISORY COMMITTEE REPORT

Meeting held March 10, 2026

Contents

EXECUTIVE SUMMARY

The J-PARC International Advisory Committee (IAC) met on-line to review the progress and prospects since the last meeting in March 2025.

The committee was able to fulfill its mandate as set by the director (see Appendix III). The IAC thanks J-PARC staff for the considerable efforts put into the preparation of the material and the efficient running of the meetings.

The IAC thanks J-PARC for having addressed the recommendations in their 2025 report.

GENERAL STATUS

Findings:

J-PARC continues to demonstrate its **technical excellence,** underpinning its **scientific excellence**.

- As a single facility J-PARC delivers a uniquely diverse scientific portfolio
- Accelerator capability is continually improving, e.g. during 2025 1MW has been delivered to MR, on the way to delivering 1.3 MW to Hyper-Kamiokande in 2028.
- J-PARC has a sustained safety culture and record.
- The SOKENDAI building is complete and in use; the access road is funded and construction will start soon.
- The MLF target at 800kW is aiming for 2 years operation.
- There are broad science programmes with neutrons and muons at MLF, and there is high international use.
- The MLF Double programme is underway, aiming to improve capability and throughput; the community is being consulted on plans for MLF development including future TS2.
- K program and Space Strategy funding has been obtained for new muon and proton capabilities.
- A Digital Transformation initiative aims to exploit Machine Learning developments. The previously proposed T-TEF facility has been refocussed as the Proton Beam Irradiation Facility, providing a range of proton and neutron irradiation capabilities. Organisational restructuring is planned to reflect these changes.

A number of factors raise concerns about whether this excellence is sustainable. These are described in more detail in following sections.

- Safety and processes.
- Ageing equipment leading to low accelerator availability in FY2023 and FY2024, though so far improved in FY2025.
- Flat budget being eroded by inflation and poor exchange rate, rising electricity cost, ageing equipment, and a continually growing portfolio of activities.
- Staffing challenges, including ageing.
- The stability of the national user communities.
- Publication numbers are lower than hoped for.

Recommendations:

- Continue to engage with local government concerning the processes surrounding fire incidents, aiming to reduce the time taken to restart operation after minor incidents.

- Continue the programme to systematically renew ageing items before they cause major downtimes, accelerating this as much as possible. This will become increasingly more important and must be the top priority.
- The IAC would like to stress to KEK management that if the budget available for equipment ageing continues at the current (2026) level this will extend the programme of work well into the 2030's, and represents a severe risk for reliable operation of the Main Ring for Hyper-Kamiokande from 2028. This is a high profile scientific research project both nationally and internationally, with the potential for a Nobel prize, and it would be very damaging for J-PARC's and Japan's reputation if data could not be collected for extended periods due to equipment failures.
- The J-PARC programme is still expanding but the operational budget is flat, and costs are increasing. The IAC recognises the challenges of responding to the demands for greater societal relevance while still maintaining the quality of the fundamental physics programmes. Increased government funding for research may offer some opportunities to address this. But the IAC cautions that decisions on what not to do, if new funding is not obtained, can only be made strategically if made early.
- The IAC supports the decision to prioritize stable operation for MLF at 700-780 kW for the coming two years over operation aiming at 1 MW.
- A more detailed study of the national user community (MLF) is needed. The proportion of international use is comparable to that of e.g. national neutron facilities in Europe and is a clear sign that the facility is internationally competitive. However, J-PARC need to assess the specific risks in their national context. For example, are international users out-competing national users, or are there just not enough potential national users? Will high use from China continue as CSNS expands, or could MLF be left with insufficient demand?
- The idea to create a dedicated Target Advisory Committee, potentially including all J-PARC proton beam targets, should be further explored. Although the various targets are technically different, target issues are also quite different to other topics considered in the NAC and MAC.

SAFETY AND PROCESSES

Findings:

- J-PARC has an excellent safety record.
- For a facility of this size and technical complexity, safety incident numbers are low.
- Internal fire alarm processes have been streamlined, but potentially lengthy local government fire processes have not changed. This is still a concern.
- The number of fire ‘incidents’ is low, but clearly increasing due to ageing equipment.
- Each incident, regardless of the severity, can cause a lengthy outage and seriously disrupt the science programme.

Recommendations:

- Continue with the current emphasis on safety, including annual safety days, staff surveys, ‘near miss’ reporting and ‘KY’ meetings etc.
- Continue to engage with local government concerning the processes surrounding fire incidents, aiming to reduce the time taken to restart operation after minor incidents.

AGEING EQUIPMENT AND ACCELERATOR AVAILABILITY

Findings:

- Accelerator availability in JFY2023 was 65% and JFY2024 39%, but has improved so far during JFY2025.
- Low availability risks decreasing the user community, perhaps irreversibly. For example, supervisors may switch students to other projects or not take on students for J-PARC projects.
- The JAEA equipment ageing programme seems viable if funding remains at the current (2026) annual level, though some planned work for 2027-28 will be delayed until 2029-31.
- The KEK equipment ageing programme does not seem viable at the current (2026) annual funding level. The programme will extend into the mid-2030's or later. This is a big risk to beam delivery to the neutrino programme and Hyper-Kamiokande, which is a very high profile project for J-PARC and for Japan.

Recommendations:

- J-PARC has prioritised the equipment ageing programme over operating more cycles. IAC recommends to continue with this approach. Deferred maintenance is cumulative. It doesn't go away if you don't do it, the outcomes just get worse.
- J-PARC should aim for an availability over 85%. A level below this, particularly if repeated over several years, represents a real risk to the user community and science programme.
- The IAC would like to stress to KEK management that if the budget available for equipment ageing continues at the current (2026) level this will extend the programme of work well into the 2030's, and represents a severe risk for reliable operation of the Main Ring for Hyper-Kamiokande from 2028. This is a high profile scientific research project both nationally and internationally, and it would be very damaging for J-PARC's and Japan's reputation if data could not be collected for extended periods due to equipment failures.

BUDGET AND STAFFING

- Electricity cost is a high proportion of the available budget. This dominates the strategy for sustainable operation. MR operation is determined by the KEK budget, MLF by the JAEA budget.
- MR experiments require integrated power. Reducing the power, by e.g. reducing the number of RF cavities, requires longer running and will end up costing more.
- MLF power is now determined by the aim for a 2 year neutron target lifetime. Most experiments require reliable beam over a few days rather than peak or integrated power, so this should not have a noticeable effect on the science programme.
- MLF could operate fewer cycles and maintain science output as a result of MLF Double, but only with more staff to support shorter experiments.

- Reliance on an uncertain annual supplemental budget does not enable a strategic approach and work programme, and the likelihood of getting a supplementary budget may be decreasing due to government policy changes.
- J-PARC has diversified its funding streams, for example getting funding from the K programme and Space Strategy Fund. However, this only supports construction. Future operations funding will be needed.
- The Proton Beam Irradiation Facility is expected to raise some operating costs from commercial use, but not all.

- Buildings are proposed for the Hadron hall extension, the muon H-line extension, and a future PBIF.
- To reduce initial costs, it is proposed to build both the H-line extension and Hadron hall extension in two stages. However, this is normally more expensive overall than building in one stage.
- From 2028 Hyper-Kamiokande and COMET will dominate the use of MR cycles, so the time available for other Hadron Hall experiments will be very limited.

- The staff age profile is not a problem unique to J-PARC, but the actions that J-PARC can take to address it are constrained by KEK and JAEA recruitment rules.
- JAEA average staff age is still increasing. 12 recruitments are planned over the next 3 years but there are 12 retirements in the next 5 years, and a big peak in staff aged 51-55, i.e. there could be a big problem in 10-15 years.
- KEK have a staff peak aged 61-65 so the problem is now.

- The high ratio of physicists to engineers among the J-PARC accelerator staff is a concern. Specific expertise is needed among the engineers, which cannot typically be obtained from contractors.
- There has been no improvement in staff diversity. However, given the low number of recruitments it is difficult to take any specific initiative in this respect.

Recommendations:

- The IAC recognises that, given the current global situation, electricity costs are likely to rise again and put pressure on J-PARC operating cycles, probably after the summer shutdown. However, IAC would still recommend to prioritise the equipment ageing programme.
- While the IAC welcomes the diversification of funding sources, with funding being obtained from the K programme and Space Strategy fund, it is still concerned that when these new facilities come into operation this will put additional pressure on the existing operating budget. If J-PARC continues to diversify it may at some point have to decide which of its previous activities it is not going to continue.
- All opportunities should be taken to increase the rate of recruiting new staff.
- Priority should be given to recruiting engineers rather than physicists among the accelerator staff. Internal mobility between JAEA and KEK staff may be one mechanism to achieve this objective.
- The opportunity arising from the new government's planned increase in research funding (100% over 5 years) must be exploited through persistent persuasion of JAEA (METI) and KEK (MEXT) officials.

PUBLIC AFFAIRS AND COMMUNICATION

Findings:

- There is a new communication strategy, with an excellent summary paragraph and clear aims, but this needs further development.
- 'Local engagement' continues to be a focus and is well developed.
- 'Domestic and international outreach' needs further development, fitting actions to specific stakeholders.
- The benefits of research in addressing societal challenges are increasingly in focus.

- Low publication output has been identified as a cause for concern, but it is not clear what a 'good' output would be.
- Publications from MR experiments have a longer timescale, e.g. results from Hyper-Kamiokande will take many years, but can have a massive individual impact.
- MLF experiments should produce more publications on a shorter timescale, and cumulative impact is more important. However, due to low availability, publications numbers in 2026 and 2027, arising from experiments in 2024 and 2025, are likely to be lower.

Recommendations:

- Look at the CERN communications strategy for an example of a communications plan (pages 14-19) and create something similar. i.e. identify stakeholders and specific actions related to them.
- Scientific publications need to be considered as an integral part of the communication strategy. Identify what you would consider to be a 'good' publication output and then actions to achieve that. e.g. even if MLF experiment numbers in 2024 and 2025 will be lower, there will still be unpublished results from earlier years, so work with users to get these published.
- Develop a clear message to communicate that highlights all aspects of J-PARC capability, for example:
  - J-PARC: **technical excellence** underpinning **scientific excellence** and **value for society**
  - J-PARC is a unique facility worldwide.
  - J-PARC, including its staff, is a valuable asset for Japan.
  - J-PARC is an outstanding example of Japanese technical and scientific capabilities.
  - J-PARC delivers value for society using these capabilities.

DIGITAL TRANSFORMATION

Findings:

- ML has the potential to significantly change the way that facilities like J-PARC operate.
- The creation of a Data Science section is planned.
- A number of early opportunities have already been identified.
- There may be potential for additional government funding.

Recommendations:

- The IAC strongly supports the Digital Transformation initiative and the creation of a Data Science section. Building a pool of expertise also helps to recruit and retain staff in a highly competitive labour market.
- However, IAC notes that additional resources will be required if the opportunities are to be effectively exploited. Any additional government funding programmes should of course be pursued.
- J-PARC should look for opportunities to collaborate nationally (e.g. Spring-8) and internationally (all other similar facilities are also developing ML applications), thus sharing resources.

ACCELERATOR SYSTEMS

Findings:

- Since the IAC meeting in 2025, the J-PARC team has continued to ramp up accelerator capabilities, demonstrating MR beam powers of 954 kW in FX and 100 kW in SX, and performing a system test without beam at 50 Hz in the Linac. Continuous increase in the MR beam power capability is essential to delivering the performance required for the Hyper-Kamiokande program. The achievement of Linac 50 Hz repetition rate is strategically important beyond the current needs of the irradiation facility, expanding the horizon for possible future extensions, including the ADS programs.
- J-PARC facility availability (so-called scheduled availability, defined as achieved hours / scheduled hours) across MLF, NU, and HD varied from 78-91% in JFY2021, 62-87% in JFY2022, 26-65% in JFY2023, 39-59% in JFY2024 and 75-90% in JFY2025 (as of December). In some instances, this is strikingly low. While the main drivers of the downtime in JFY2024 and JFY2025 were the target systems, the main drivers of the downtime in JFY2023 were fire response, maintenance, and utility work.
- In line with the IAC recommendation from last year, the J-PARC team has made efforts to streamline the response protocol to suspected fire incidents with the goal of ensuring safety as the highest priority, yet without unnecessarily sacrificing facility availability and user satisfaction. The J-PARC accelerator team is now advised to study the categories of suspected fires, develop response protocols according to the categories, and train staff accordingly.
- The J-PARC team intends to realize a Proton Beam Irradiation Facility (PBIF), by upgrading the 25 Hz Linac to run at 50 Hz and diverting the additional beam pulses into a new beamline. As a stepping-stone towards realization of a PBIF the team applied to the JAXA Space Strategy Fund to develop a dedicated radiation testing facility for spacecraft, which was one of the original research programs included in the PBIF concept. Such a facility at J-PARC would provide high proton flux, an energy range of 10 – 400 MeV (compared with the current limit of 200 MeV for space use in Japan) and large-area irradiation, ideal for testing radiation effects on electronic devices in low earth orbit satellites, including single event effects. Preliminary funding has recently been awarded.
- In addition to a PBIF, it may be of interest to pursue a heavy-ion-based irradiation program. The plan to collaborate with the Tandem Van de Graaff staff on this initiative is sensible, and the J-PARC accelerator team is also encouraged to study linac-based heavy ion options and capabilities for possible future extensions.
- J-PARC management has initiated plans to consolidate the workforce and to create new sections for new initiatives like the irradiation work. Team consolidation and resource sharing are important to focus efforts in addressing the challenges faced by the J-PARC team.
- Rigorous engineering processes are essential in ensuring fully functional engineered products meeting the high-availability requirements of accelerator operations. Qualified, seasoned, and dedicated engineers are vital to accomplish both operational and development tasks fulfilling J-PARC's mission. It is surprising to learn that among the accelerator workforce, only

20-30% are engineers while 70-80% are physicists, with the shortage of engineers being compensated for through outsourcing. In many other laboratories elsewhere in the world, the ratio between physicists and engineers is roughly reversed. This shortfall in dedicated accelerator engineering workforce at J-PARC is a concern.

- In response to the IAC recommendation, J-PARC has created a ten-year equipment replacement plan and requested budgets based on equipment lead times. The accelerator inventory has been reassessed, with spares prioritisation based on mean time to repair and mean time between failure. This effort is still limited by the available funding.
- Given the lengthy R&D time required to pursue future major initiatives, the J-PARC team must continue to focus R&D efforts on strategically important directions beyond 2028. Work to refine plans for the 1.3 MW MR ramp up has been impressive, but similar effort should now be put into, for instance, J-PARC's plans for an RCS upgrade in preparation for the establishment of a future second target station.
- In line with the IAC recommendation from last year to establish the electricity cost savings associated with operating the facility in different modes or at reduced beam powers, the J-PARC team has examined whether operation with 11 (out of 12) RF cavities in the RCS would be advantageous. Running with 11 cavities gives a 3% reduction in total facility power consumption, allowing an increase in the number of operation days. However, with a corresponding 5-10% reduction in total beam power, this would result in an overall decrease in accumulated beam power. Therefore, the original 12 cavity configuration is preferred.
- While accumulated beam power is the primary consideration for NU and HD experiments, this may not necessarily be the case for MLF users, where the number of operational days is more likely to be important. The J-PARC team could revisit the analysis, dependent on the end use of the beam. It may also be worth looking at other equipment areas and operating regimes, where energy savings may be less than for the RCS RF cavities, but may nonetheless be worthwhile.

Recommendations:

- Consider enhancing the accelerator engineer workforce and strengthening the engineering processes.
- Evaluate the demands and benefits of possible resource sharing among different divisions and sections of the J-PARC organization.
- Assess the benefits and possibilities of developing heavy-ion capabilities, including heavy-ion-based irradiation facilities and possibly emphasizing the advantage of a linac-based facility. However, this is not a current priority.
- In reports to previous IAC meetings the ADS related accelerator work seemed to be disconnected from other J-PARC accelerator work. As part of the re-organisation, consider merging these two activities, as separation does not benefit either.

PARTICLE AND NUCLEAR PHYSICS

Findings:

- Costs related to Hyper-Kamiokande have increased for both the accelerator and neutrino beamline upgrades, as well as for the civil engineering works associated with the intermediate detector facility. Efforts are currently underway to accommodate these cost increases within the budget request for FY2027 by KEK, in order to avoid any delay to the project schedule.
- Hyper-Kamiokande is the future priority for MR operation. From 2028 this will require 5 cycles per year, and funding for a total of 6 cycles is requested.
- COMET will also start early operation from 2028. The cost of running COMET is lower and so more cycles could be possible.
- Hadron Hall experiments are producing interesting publications, for example KOTO from analysis of 2021 data. However, limited operation during 2024 and 2025 considerably extends the time required to publish further data.
- Due to budget constraints, it is being considered that the Hadron Hall extension could be undertaken in two stages. The full extension would cost 6000 M¥; the first stage only would cost 3750 M¥.
- The PAC has approved a number of new (stage-2) experiments.

Recommendations:

- The IAC agree that Hyper-Kamiokande has to be the highest priority for MR experiments, and that it will require the majority of the financially possible operating cycles (assuming high availability).
- The IAC is concerned that the number of operating cycles that will be available for both COMET and Hadron hall experiments is low, and these experiments will take many years to produce meaningful results. The extension of the Hadron hall will enable more simultaneous experiments, but these experiments might take a long time to collect sufficient data due to beam availability, so the priority for this investment should be evaluated.

MATERIALS AND LIFE SCIENCE – NEUTRONS

Findings:

- MLF availability in 2024 and 2025 was reduced due to target mercury and water links.
- Two ‘MLF roadmap’ workshops have been held with the national user community.
- An ‘MLF advancement’ office will be created in April 2026.
- There are discussions with other AONSA facilities on potential technical collaborations. MLF is attending a range of international collaboration meetings.
- The ‘MLF Double’ project is progressing.
- International use is high, but the development of the national user community is a cause for concern. A number of proposal types have been introduced or are being considered to help with this issue.
- ‘Publication productivity’ appears to be steadily decreasing since 2017.
- A number of AI/ML applications have been demonstrated and further opportunities identified.
- DoIs for data will be introduced.

Recommendations:

- The IAC welcomes the initiatives and progress in data science, including AI/ML and the collaboration with Hitotsubashi University, and the creation of a Data Science section related to this in the reorganisation.
- The IAC supports the decision to prioritize stable operation for MLF at 700-780 kW for the coming two years over operation aiming at 1 MW.
- A more detailed study of the national user community (MLF) is needed. The proportion of international use is comparable to that of e.g. national neutron facilities in Europe and is a clear sign that the facility is internationally competitive. However, J-PARC need to assess the specific risks in their national context. For example, are international users out-competing national users, or are there just not enough potential national users? Will high use from China continue as CSNS expands, or could MLF be left with insufficient demand?
- Although publication numbers in 2026 and 2027 related to MLF experiments in 2024 and 2025 will be lower, due to limited source availability, there will still be unpublished results from earlier years, so work with users to get these published.

MATERIALS AND LIFE SCIENCE – MUSE

Findings:

- The last year was extremely difficult due to very limited beam operation, but at the same time highly productive in terms of facility consolidation and development, as well as in science.
- Work on all (D, H, S, U) beamlines made significant progress. Some longer-standing issues such as S-line kicker power-supplies, the D-line refrigerator, and reliable high-power laser operation were resolved. New opportunities arise with the opening of H2 and S3 areas.
- Several technical developments enable new capabilities, including high-pressure cells, 2D-imaging with positron tracking, and TES high-resolution muonic X-ray spectroscopy. The rate of ultraslow muons is increasing and the according user program to start soon. Progress with linear muon re-acceleration has been made, and the muon cyclotron is to be tested soon.
- On many beamlines, high-quality scientific results were produced. The steady increase in scientific output is evidenced by a rising rate of high-level peer-reviewed publications. The particle physics program is beginning to yield results of major world-wide impact, e.g. from the MUSEUM experiment, that will leave a legacy.
- A significant amount of competitive grants came to efforts in all muon beamlines. Muon science was particularly successful with K program projects.
- Some experienced scientists were promoted to management positions.
- The new Research building adjacent to the MLF and J-PARC center buildings is ready to use. It provides space for additional analytic instruments and setup areas that can be utilized by MUSE researchers and users, including those in the field of cultural heritage science.
- To reduce cost for the H-line extension building, the project was split into two phases and building size reduced. The decision about the realization is pending.
- Efforts to strengthen cooperation with universities remain a priority. A new MoU with Hitotsubashi University on data science is an excellent example.
- The muon target performance is under control. Some design improvements to better cope with 1MW beam power will be implemented for the next target (2029). A strategy for the long-term target storage and disposal exists but still needs funding.
- Aging equipment remains a significant risk and replacement plans rest on unsecured funding.
- MLF roadmap workshops were held twice, and facility staff and users exchanged information and opinions, including the TS-2 plan.

Recommendations:

- Prioritize stable operation at lower 700-800 kW power over achieving power records as long as this risks failure of essential equipment and infrastructure resulting in decreased beam availability for user experiments.
- Refill the positions evacuated by retirements, or promotions of experienced scientists to management positions, with promising young scientists to guarantee the long-term future of the facility.
- Decide soon about the H-line extension building with space to at least demonstrate and use muon beams accelerated to a few 10 MeV. Maintain the option for its future extension in case it must be staged for short-term financial reasons.
- In the context of TS2 workshops, develop a unique muon science case and the strategy for a muon target and muon beams as integral part of the TS2 design.
- Continue the successful, leading technological developments, e.g. concerning the high-energy lasers, pressure cells and high-resolution detection systems, and intensify or establish new cooperation with user groups and other muon facilities in this area.
- Continue to engage with the domestic user base and universities to establish more common projects, research MoUs, and joint positions, particularly in view of the facility development plans.
- Continue and enhance outreach initiatives such as the neutron and muon school or the ‘Accelerator Kitchen’.

ADS/PBIF/proton irradiation

Findings:

- The proposal "Development of a spacecraft radiation test facility using the proton beam from the J-PARC Linac," submitted to the Space Strategy Fund, was partially approved by JAXA, providing 2.78 Gyen for construction of a new beamline specialized for space applications using a low proton beam intensity. J-PARC has a plan for the beamline installation and beam commissioning during regular maintenance periods from 2027 to 2029. This beamline could later become the beam delivery system for PBIF.
- A second beamline was also funded which would be placed in the Hadron Hall. The two beamlines would operate at different times and so would provide greater continuity of services.
- Utilization of the new beamlines could act as a trigger for obtaining construction budget for PBIF.
- There has been a change of J-PARC strategy from TEF-T to PBIF, with an accompanying staff re-organisation. PBIF potentially includes multiple facilities – proton irradiation, neutron irradiation, soft error testing of semiconductor devices, radioisotope production, PIE. The planned reorganisation reflects this change of strategy.
- The PBIF would be a major addition to the J-PARC portfolio, motivated by economic/societal benefits rather than scientific (though some research would still be undertaken).
- Even if additional funding could be obtained to construct PBIF, or parts of it, the income from commercial activities would probably not cover the full operating cost. Additional operating funding would therefore be needed from the government.
- A workshop has been held with relevant communities to scope out the requirements for PBIF. Two CDRs have been produced.

Recommendations:

- The new proton irradiation beamline should be designed flexibly to be extendable to PBIF and to be applicable for providing both weak and intense proton beams as the next step.
- The schedule of the installation and beam commissioning of this new beamline should be carefully optimized to prevent interference with other facilities, and to obtain useful information on the business case for PBIF.
- A business case for PBIF is needed. Given that funding for construction of the entire facility in one stage seems unlikely, the case should consider possible staging and priorities for different parts. It should also consider much of the marginal operating costs could be covered by the activities, and how much additional is needed from the government?

- The business case should also consider specific aspects, such as:
  - Maintaining a small ADS related activity could still be a short-term strategy, dependent on the Japanese national strategy (in the international context), but it would need to be better aligned with the rest of the facility and be of added value for closing the nuclear fuel cycle at international level.
  - The costs and risks of different targets; e.g. a liquid Pb-Bi target is probably a higher cost and risk for producing neutrons for irradiation purposes, unless necessary as part of an ADS programme.
  - Medical isotope production would be a complement to production at JRR-3 and JOYO; is it economically viable on its own?
  - Is the PIE facility core J-PARC business?

Appendix I

Agenda for the International Advisory Committee Meeting of J-PARC

Monday March 9th

Question and answer session

Tuesday March 10th

Closed session

Tuesday March 17th

Feedback session

Appendix II

IAC Committee members for 2026

Remote:

Hamid Aït ABDERRAHIM
Ken ANDERSEN
Angela BRACCO
Dmitri DENISOV
Takeshi EGAMI
Mitsuhiro FUKUDA
Shinichi KAMEI
Klaus KIRCH
Robert McGREEVY
Joachim MNICH
Jamie SCHULZ
Yoko SUGAWARA
John THOMASON
Jie WEI
Hiromi YOKOYAMA

Unable to attend:
Cynthia KEPPEL

Appendix III

Charge to IAC2026 from J-PARC by T. Kobayashi, director

Evaluate overall performance of J-PARC Center. Promotion of science with safety. Each facility should have a good balance of user program and facility improvements.

Future vison of the facility.

Review safety activities at J-PARC. Safety culture is well penetrated thru staff and users?

Any suggestions to improve the total performance are welcome. Our concerns include but not limited to

- Public relations
- Open access for users
- More uniform operation combining KEK, JAEA, and CROSS efforts is critical to further success of MLF