

Graduate School of Management, Kyoto University
Kyoto-Cornell International Collaborative Degree Opportunity

2026 Academic Year Intake
Application Guidelines (Second Round)

The Kyoto-Cornell International Collaborative Degree Opportunity (KC-CDO) is a two-year program in collaboration with the Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University. This program offers an educational curriculum in management and hospitality for the purpose of nurturing highly advanced global professionals. Participating students will attend the Graduate School of Management at Kyoto University for two semesters and the Nolan School of Hotel Administration at Cornell University for the other two semesters. Upon the completion of the degree requirements, each university will award an academic degree to the student: Master of Business Administration (MBA) from Graduate School of Management, Kyoto University and Master of Management in Hospitality (MMH) from the Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University, which are legally recognized in Japan and the USA respectively.

1. Objective and Basic Approach

The Graduate School of Management at Kyoto University develops an educational system that draws upon the latest research in management, as well as advanced and specialized business practices. The Nolan School of Hotel Administration at Cornell University offers the premier graduate management program to launch or propel the participant's career as a future leader in the hospitality industry. The KC-CDO aims to contribute to the diverse yet harmonious development of society through nurturing of highly advanced professionals in the areas of management of service and hospitality.

The following are the main approaches to realize this objective.

- (1) Students participating in the KC-CDO will attend the Graduate School of Management at Kyoto University for two semesters (semesters 1 and 4) and the Nolan School of Hotel Administration at Cornell University for the other two semesters (Semesters 2 and 3). Enrollment will be in April.
- (2) At the Graduate School of Management, Kyoto University, KC-CDO students will be provided with the standard MBA courses taught in either English or Japanese (Core courses will be offered only in English). While at Cornell University, KC-CDO students will be provided with the standard MMH courses taught in English.
- (3) The total duration of the KC-CDO shall be two years.

2. Enrollment Capacity

20 Students will be admitted in the academic year 2026. The number is subject to change.

3. Admission Requirements

To participate in the KC-CDO, **applicants must submit separate applications and be admitted to both the Graduate School of Management, Kyoto University and the Nolan School of Hotel Administration.**

SC Johnson College of Business, Cornell University. Applications submitted to the Cornell Nolan School of Hotel Administration's MMH program should clearly indicate that they are applying for the KC-CDO.

4. Application Eligibility Requirement and Preliminary Eligibility Screening for the Graduate School of Management, Kyoto University

Applicants must match at least one of the following requirements (by March 31, 2026):

- (1) Individuals who have graduated (or are expected to graduate by March 31, 2026) from a Japanese university.
- (2) Individuals who have received (or are expected to complete by March 31, 2026) a bachelor's degree in accordance with the regulations stipulated in Section Paragraph 4, Article 104 of the School Education Law.
- (3) Individuals who have completed (or are expected to complete by March 31, 2026) 16 years of education. [See note 1.]
- (4) Individuals who have completed an equivalent of 16 years of foreign school education through distance learning while residing in Japan.
- (5) Individuals who have completed a foreign university curriculum in Japan (only if completion of the curriculum is treated as completion of 16 years of school education in the said foreign country) at an educational facility that has been accredited as having an approved curriculum under the educational system of the said country and is also designated by the Minister of the Ministry of Education, Culture, Sports, Science and Technology (hereinafter referred to "the Minister of MEXT") in Japan.
- (6) Individuals who have received (or are expected to complete by March 31, 2026) a bachelor's degree (including degrees equivalent thereto) by completing at least 3 years of education in a foreign university or a foreign institution (including by completing a foreign school education through distance learning while residing in Japan and by completing a foreign university curriculum in Japan at an educational facility accredited as having an approved curriculum under the educational system of the said country and is also designated by the Minister of MEXT).
- (7) Individuals who have completed an advanced professional course at a higher vocational school designated by the Minister of MEXT, on or after the date designated by the Minister of MEXT.
- (8) Individuals designated by the Minister of MEXT.
- (9) Individuals who have been enrolled more than 3 years in a university and are determined by the Graduate School of Management to have received excellent achievement ratings in prescribed subjects. [See note 2.]
- (10) Individuals who are determined by the Graduate School of Management to have completed an education equivalent to a university degree and are at least 22 years old by March 31, 2026. [See note 2.]

Note 1: Requirement (3) includes individuals who have completed an equivalent of 16 years of education but have less than 16 years due to skipped (advanced) grades.

Note 2: **Those who are applying under requirement (9) or (10) must undergo a preliminary eligibility screening process before applying.** Applications under the requirements (9) or (10) which have not undergone the preliminary eligibility screening will not be accepted. Please submit the designated form and all other necessary documents to the Graduate School of Management by the deadline.

**Deadline for Preliminary Eligibility Screening Application:
October 9, 2025, 5 p.m.**

Send the documents via email. Preliminary Eligibility Screening results will be sent to the applicant via email. Until you receive the results, do not proceed with any further application process.

5. Application Process to the Graduate School of Management, Kyoto University

(1) Eligibility Verification (Only required for those who graduated from a university outside Japan)

For those who graduated (or are expected to graduate) from a university outside Japan, you are required to verify your eligibility via Admissions Assistance Office (AAO) prior to application.

Admissions Assistance Office (AAO)

<https://www.kyoto-u.ac.jp/en/education-campus/education-and-admissions/graduate-degree-programs/how-to-apply/for-graduates-of-overseas-universities>

Instructions

- Follow the instructions on the “AAO Application Procedures” file on the page.
- On the AAO application, *neither* finding your prospective supervisor nor your research theme information is required. Please proceed to fill out the online form.
- In the section of “Supervisor of Interest” and “Research Topic” on the online form, enter “KC-CDO”.
- In the “Statement of Purpose (Research Plan)” section, upload a blank text file with a file name “KC-CDO”.
- Please skip the “Letter of Recommendation” section.
- Once your AAO application has been received, you will be notified of a five-digit AAO ID. This ID will be used in the following Online Application process.
- The result of your eligibility check will be informed to the Graduate School of Management directly. You do not need to submit any document about your result.
- If you already completed the Eligibility Verification in the past, prepare your AAO ID issued last time. If you have lost your past AAO ID, contact the AAO.

(2) Online Application

Complete application on the following website.

https://kjs.gakusei.kyoto-u.ac.jp/gsm_kccdo_202511

Online Application Period:

November 17 - December 1, 2025, 5 p.m.

(3) Application Fee Payment

Application Fee: 10,000 Yen

Payment Period: **November 17 - December 1, 2025, 5 p.m.**

- The application fee is not refundable.
- Complete your payment via Kyoto University Examination Settlement System. You can choose a payment method from convenience store payment, credit card, bank ATM, internet banking.
On the payment process, please use your email address that you check frequently.

Kyoto University Examination Settlement System (EXSS)

<https://www3.univ-jp.com/kyoto-u/en/man/>

(4) Application Items

	Notes
1. Basic Information	Your ID photo is required. The photo must be taken within the past three months, and you must be facing forward with no hats in the photo.
2. Educational Background and Employment History	List all of your educational and professional background from primary education to present.
3. Official Transcript of Academic Record	Submit an official academic transcript showing the completion of an undergraduate degree certified by your university. Only English and Japanese language documents will be accepted. If your certificate is neither of them, translation by authority must be attached to the original copy. If you have a graduate degree, please also submit its academic transcript.
4. Official Certificate of Undergraduate Degree or Expected Undergraduate Graduation	Submit an official undergraduate degree certificate of your university. If the degree and the date it was conferred are indicated in your academic transcript, this document is not required. Current students enrolled in universities that do not provide prospective degree completion certificates may submit an official letter or certificate instead. This document must state the date of prospective degree completion.
5. Two Letters of Recommendation (Form 3)	Submit two letters of recommendation by professionals and individuals who have relationships with you as an applicant. The forms must be completed in Japanese or English and submitted via email directly from the recommender's official working email address. <u>Send it to: kc-cdo@mail2.adm.kyoto-u.ac.jp</u> <u>Subject: Recommendation for *** (your name)</u> In the online application, provide the list of your recommenders. Provide their name, organization and official working email address.

6. Essays (Form 4)	Answer each question within the designated length. Attach the “Essay Questions” form as a cover sheet.
7. Interview: Video Essay	After you complete the application fee payment, you will be invited to record an online video essay. Details will be sent to your email address that you use during the payment process. Please plan ahead to allow sufficient time to receive the email and record the video after making the payment.
8. Evidence of Application Fee Payment	After you complete the payment, you will receive confirmation email. Submit the confirmation email as evidence of your payment.
9. TOEFL/IELTS/ Duolingo English Test Scores	<p>Scores must be dated within two years of the application deadline. See the details below. Photocopy of the official score report is accepted.</p> <p>If you think you meet one of the criteria for English proficiency requirement waiver (see the ATTENTION section below), please provide the details and supplementary documents to explain why the requirement is waived for you.</p>
10. GMAT or GRE Scores	<p>Scores must be dated within five years of the application deadline. Photocopy of the official score report is accepted.</p> <p>Candidates who demonstrate analytical and quantitative abilities through academics or work experience may request a waiver. Find the details in the ATTENTION section below.</p>
11. Passport Copy	The copy must include the applicant’s name, photo, passport number, expiration date, and place of issue.
12. [Only required for international applicants residing in Japan] Photocopy of Residence Card or Residence Certificate	<p>Submit a photocopy of your residence card or a residence certificate issued by your city office within three months.</p> <p>[Photocopy of Residence Card] Make sure to copy both sides of the entire card.</p> <p>[Residence Certificate] Should state name, nationality, date of birth, residence status, period of stay, and current address.</p>

ATTENTION

- Please use a single email address for all application procedures.
- Applications which are incomplete, incorrect, missing supporting evidence, or which arrived after the deadline will not be accepted.
- **TOEFL/IELTS/Duolingo English Test Scores**
 - a) TOEFL: The Official Score Record of TOEFL iBT scores will be accepted.
 - b) IELTS: The Test Report Form or its photocopy will be accepted.
 - c) Desirable English language proficiency: TOEFL iBT score of 100 or higher. Suggested section minimums are: Speaking: 22, Reading: 20, Listening: 15, and Writing: 20. IELTS overall band score

of 7.0 or higher. Duolingo English Test score of 130 or higher.

d) English proficiency test scores are not required if you meet at least one of the following criteria:

1. Speak English as a first language **and** are a citizen or permanent resident of a country where [English is an official language](#).
2. At the time of enrollment at Kyoto University, will have earned a bachelor's degree from an accredited U.S. college or university located in the U.S. (Please note that you must have been physically present in the U.S. for the majority of your enrollment.)
3. At the time of enrollment at Kyoto University, will have earned the [international equivalent of a U.S. bachelor's degree](#) from a college or university located in a country where [English is an official language](#), and where English is the language of instruction. The medium of instruction must be indicated on the transcript or easily verified on the institution's website. (Please note that you must have been physically present in the exempt country for the majority of your enrollment.)
4. At the time of enrollment at Kyoto University, will have studied and/or worked full-time for at least 2 consecutive years* within the last 10 years in a country [where English is an official and widely spoken language](#). This experience must be noted on a transcript and/or described on a resume or CV. We will accept a combination of study and work—e.g., an applicant who completed a 1-year master's degree in the U.S. followed by 1 year of OPT. If you are or were a student, the full-time study must have been for at least 2 consecutive academic years (potentially slightly less than 24 months) AND English must have been the language of instruction for your studies. (Please note that you must have been physically present in the exempt country for the majority of your enrollment.)

- **GMAT/GRE Scores**

GMAT/GRE is one way to demonstrate your quantitative competency. There is no minimum score requirement to apply to the KC-CDO.

Waiver Request

Candidates who demonstrate analytical and quantitative abilities through academics or work experience may request a waiver from the GMAT or GRE test requirement. Send us your waiver request via email.

- a) An academic waiver request must refer to specific completed courses on the submitted college transcript (e.g. microeconomics, finance, accounting, calculus, and statistics with regression).
- b) Work experience waiver requests must include a description of the nature of work, and one of the two required letters of recommendation must come from a current supervisor who specifically addresses the quantitative/analytical nature of your work. As described in the "6. Two Letters of Recommendation (Form 4)" in the table above, the letter must be sent by the recommender.
- c) Waiver requests based on other personal circumstances are evaluated on a case-by-case basis.

If you plan to request a waiver, we encourage you to do so prior to the application period. If your test

waiver is not approved, your application will remain incomplete until a test score is submitted. We will try to respond to waiver requests within approximately 2 weeks via email. Please allow sufficient time to request a waiver and complete an application.

6. Application Process to the Nolan School of Hotel Administration, Cornell University

Applicants must submit a separate application to the Master of Management in Hospitality (MMH) program of the Nolan School of Hotel Administration, Cornell SC Johnson College of Business. A separate application fee shall be paid to Cornell University. The application information for the program can be found on the following website.

<https://sha.cornell.edu/admissions-programs/graduate/mmh/admissions/application-requirements/>
<https://sha.cornell.edu/admissions-programs/graduate/mmh/kyoto-mba-mmh/>

Applicants should clearly indicate that they are applying for the KC-CDO.

Application Deadline to Cornell University

December 1, 2025 (EST)

Questions and concerns regarding the application process to Cornell University shall be directed to the Cornell Nolan School of Hotel Administration: mmh@sha.cornell.edu

7. Selection Process at the Graduate School of Management, Kyoto University

Document Evaluation

Based on the submitted application, the applicant will be evaluated regarding his/her desire to study, the suitability of that desire, and his/her fundamental ability to study various areas of management.

8. Announcement of Successful Applicants

(1) Time of Announcement

January 23, 2026 at 3 p.m.

(2) How to Check the Result

Decisions will be notified on the Online Application System. Login to the system to find whether you are admitted or not. Please be advised that the page will be closed in a few weeks after the announcement.

To become a student of the KC-CDO, applicants must be admitted to both Kyoto University and Cornell University. Applicants who are not admitted to one of the universities may still be eligible for admission to the other university if they satisfy its admission requirements. Once you are admitted to both of Kyoto University and Cornell University as a KC-CDO student, you are expected to enroll in both of them.

9. Enrollment Date

April 1, 2026

10. Admission Fee and Tuition

Students must pay admission fees/ tuition to Kyoto University and Cornell University separately. The notice of admission and enrollment procedures of Kyoto University will be sent to all successful applicants in mid-February.

For Kyoto University:

Admission Fee:	282,000 Yen
Tuition:	267,900 Yen per semester

The fees above are subject to change. If the above amounts are revised at or after enrollment, the new amounts shall apply thereafter. The tuition exemption at Kyoto University may be available for a limited number of students.

The tuition and financing information of Cornell University can be found on the following website. Please make sure to check the latest information before applying.

<https://sha.cornell.edu/admissions-programs/graduate/mmh/admissions/tuition-financing/>

11. Degree Requirements and Curriculum Guidelines

(1) Kyoto University's MBA Degree Requirements

42 Credits required for graduation, with no more than 20 credits transferred from the Nolan School of Hotel Administration, Cornell University

(2) Cornell University's Nolan School of Hotel Administration MMH Degree Requirements:

48 credits required for graduation, with no more than 12 credits transferred from the Graduate School of Management, Kyoto University

(3) Sample Course Schedule

Sample course schedule and further details of degree requirements can be found here:

<https://www.gsm.kyoto-u.ac.jp/en/education/mba/kc-cdo/>

12. Scholarship

Scholarships are available for KC-CDO students. Details for application will be provided to the admitted

students after they start the first semester.

13. Important Notices

- (1) Unless otherwise stated, all indicated dates and times are Japan Standard Time (JST).
- (2) You may not apply for both KC-CDO and the i-MBA Program in the same academic year.
- (3) Applicants are only allowed to apply once per academic year.
- (4) If your contact information changes, notify the Graduate School of Management Administrative Office immediately. Notification will only be accepted by email.
- (5) Individuals with physical disabilities and those who require special assistance at the time of the entrance examination or following enrollment should contact the Graduate School of Management in advance.
- (6) Applicants who have decided not to enroll in the Graduate School of Management must inform the Administrative Office immediately.
- (7) Once you are admitted to both of Kyoto University and Cornell University as a KC-CDO student, you are expected to enroll in both of them.
- (8) Admitted students shall apply for a student visa for both Japan and the United States. Those who possess visas other than a student visa may not be eligible for services offered to individuals with a student visa (scholarship, student housing, etc.).
- (9) In case there is any change on admission, it will be announced on our website. Please watch for an update.
<https://www.gsm.kyoto-u.ac.jp/en/admissions/guidelines/cornell/>
- (10) Students must attend to in-person classes held at Kyoto University in order to complete the program.

14. Handling of Personal Information

- (1) All personal information will be handled according to the “Act on the Protection of Personal Information Held by Administrative Organs” and Kyoto University’s regulations regarding the protection of personal information.
- (2) Your name, address, and other personal information submitted at the time of application will be used for [1] selection of students (application screening and applicant selection), [2] announcement of successful applicants, and [3] to conduct enrollment procedures.
- (3) The entrance examination data used to select admitted applicants will be included in documents used to determine future selection processes.
- (4) Personal information of enrolled students submitted at the time of application will be used for [1] educational affairs (school registrar, educational guidance, etc.), [2] student support (health management, employment support, tuition exemption, scholarship applications, etc.), and [3] collection of tuition.

15. Contact

Graduate School of Management Administrative Office, Kyoto University
Yoshida-Honmachi, Sakyo, Kyoto 606-8501, Japan
Email: kc-cdo@mail2.adm.kyoto-u.ac.jp