

**RIETI Symposium**  
**10 Questions on University**  
**Governance**

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**1) Are universities one social system  
or simply a system for group  
activities?  
(sociological significance of  
universities)**

**A) Is it better if professors and students are not  
mobile? (inbreeding)**

**B) Is it better if professors and students are  
mobile?  
(non-inbreeding)**

## 2) Who creates universities? (mode of establishment of universities)

- A) Missionaries (Divinity School, Doshisha)
- B) Wealthy (Stanford)
- C) State, kings, queens (Oxbridge, ANU)
- D) Prominent figures of era (Keio, Waseda)
- E) Local governments (Land Grant College)
- F) Companies, industry (Carnegie Mellon)

### 3) To whom do universities belong? (social presence of universities)

A) To the professors

(for professors to gain social status, to educate or do research)

B) To the students

(for them to enjoy life, to make lifelong friends, to get a job at a good company, to become a high-ranking executive or legal professional)

C) To the state

(to allocate budget, to produce human resources who will be useful to the state)

# 4) Who determines the ranking of universities? (social status of universities)

A) Market

B) State

C) Magazines such as TIME

D) Accreditation associations

E) Relatives, cram school teachers, high school teachers, etc.

# 5) Do universities grow and wither like plants or are they simply man-made objects?

## (permanence of universities)

A) They grow and go to ruin like companies.

(need for financial management, university president is appointed CEO)

B) They survive if they have excellent students.

(know-how on maintaining prestige as a company secret)

C) Stationary, robust strongholds

(no need for business management, university president is chosen through elections)

D) Measures to give them water so they do not wither

(selection of elite schools in Germany)

## 6) Can universities become investment choices?

(Is it possible to measure financial base and investment effects for universities?)

A) National investment

(Is cost-benefit analysis regarding allowances possible?)

B) Clients

(Student payments)

C) Donations

(Are donors graduates, non-graduates, companies?)

# 7) Are universities transnational? (internationalization of universities)

A) Better to focus on people in country  
(professors, students)

B) Better to have mix with people of foreign  
countries



**8) Is it possible to have an affluent life without going to university?  
(relative advantages of universities)**

A) It is possible. (in order to learn social skills)

B) It is not possible. (only in order to acquire knowledge)

C) It is irrelevant.

(Konosuke Matsushita, persons coming from workman schools in Germany able to have affluent lives)

## 9) What is done at universities? (functions of universities)

- A) Providing knowledge
- B) Supplying society with human resources
- C) Research activities
- D) Supplying seeds of innovation to companies
- E) Making lifelong friends
- F) Attaining status for future

# 10) Is the order among universities passed on naturally or is it designed? (analogy with international politics)

- A) Hegemonic stability-type order (former national universities)
- B) Balance-of-power type order  
(University of California system)
- C) Interdependence-type  
(united graduates schools, collaboration between Waseda and Tsukuba, Cornell and SUNY)
- D) Nation-state-type  
(Universities in Germany, national universities in Japan after becoming independent corporations)