

MICHAEL K. YOUNG

PRESIDENT AND PROFESSOR OF LAW, TEXAS A&M UNIVERSITY

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PRESENT POSITIONS

President, Professor of Law, and Professor of Public Policy
Texas A&M University, 2015-

President Emeritus and Distinguished Professor of Law
The University of Utah

FORMER POSITIONS

President and Professor of Law
University of Washington, 2011-2015

President and Distinguished Professor of Law
The University of Utah, 2004-2011

Dean and Lobingier Professor of Comparative Law and Jurisprudence
George Washington University Law School, 1998-2004

Fuyo Professor of Japanese Law
Columbia University, 1978-1998

Director, Center for Japanese Legal Studies
Columbia University, 1985-1998

Director, Center for Korean Legal Studies
Columbia University, 1995-1998

Co-Director, Program on Religion, Human Rights and Religious Freedom
Columbia University, 1994-1998

Member, Trade and Environmental Policy Advisory
Office of the U.S. Trade Representative, Executive Office of the President, 2000-2006

Senior Advisor

Quinn, Emanuel, Urquhart, Oliver & Hedges, 2002-2006

Chair, U.S. Commission on International Religious Freedom, 2001-2002; 2003-2004

Vice-chair, U.S. Commission on International Religious Freedom, 2002-2003

Member, U.S. Commission on International Religious Freedom, 1998-2005

Member, Committee on International Judicial Relations
Judicial Conference of the United States, 1999-2005

Member, *Brown v. Board of Education* 50th Anniversary Commission, 2003-2004

1999-2001 U.S. Air Force Academy, Board of Visitors
Member

1995-1998 POSCO Research Institute
Fellow

1996 U.S. House of Representatives
Select Subcommittee on Transfers of Iranian Arms to Bosnian Muslims
Counsel

1992-1993 U.S. Department of State
Ambassador for Trade and Environmental Affairs

1991-1993 U.S. Department of State
Deputy Under Secretary for Economic and Agricultural Affairs

1989-1991 U.S. Department of State
Deputy Legal Adviser

1986-1989 Skadden, Arps, Slate, Meagher & Flom
Of Counsel

1984-1986 Milbank, Tweed, Hadley & McCloy
Of Counsel

HONORS AND AWARDS

Distinguished Service Award, L.D.S. International Association, 2011

International Leader of the Year (presented by the World Trade Association of Utah), 2008

U.S.-China Educational Collaboration Leadership Award, Chinese Association for Science and
Technology - USA, 2008

Knighthood by His Royal Highness of Portugal into the Order of St. Michael of the Wing, 2007

Helping Hands Award, Utah Youth Village, 2006

Award in Recognition of Excellence in the Promotion of International Religious Freedom, The Church of Jesus Christ of Latter-day Saints, 2006

Distinguished Service Award, J. Reuben Clark Society, Los Angeles Chapter, 2006

Award for Distinguished Service in Promoting Religious Freedom, The International Center for Law Religious Studies at Brigham Young University, 2005

Communicator of the Year Award, Utah Chapters of the Public Relations Society of America and the International Association of Business Communicators, 2005

Award of Excellence in Education, Utah Hispanic Chamber of Commerce, 2005

Award for Excellence in Ethics, Utah Valley State University, 2004

Honored Alumni of the Year, College of Humanities, Brigham Young, 1995

PROFESSIONAL ACTIVITIES

University Research Association, Chair Council of Presidents, 2018-2020

Rocky Vista University College of Osteopathic Medicine Southern Utah Exec Advisory Council, Member, 2016-

Homeland Security Academic Advisory Council, Dept. of Homeland Security, Member, 2016-

Greater Houston Partnership, Board Member, 2016-

Washington State Economic Development Commission, Member, 2012-2015

City of Seattle Economic Development Commission, Member, 2013-2015

U.S. Commission on International Religious Freedom, Chair, 2001-2002, 2003-2004; Vice-chair, 1999-2000

Council on Foreign Relations, Member

American Bar Foundation, Fellow, 1999-Present

Harvard Law Review Board of Overseers, Member, 2008-Present

American Council on Education Commission on International Initiatives, 2007-Present

Trees Fellowships at the Grand Canyon Trust Advisory Council, Member, 2007-2011

Judicial Conference of the United States, Committee on International Judicial Relations, Member, 1999-2005

Project on Religion, Rights and Religious Freedom: An International Exchange and Research Project, Columbia University, Director, 1994-1998

Project on German and Korean Unification, Columbia University, Centrum fur Angewandte Politikforschung, and the Korean Economic Research Institute, Member, 1997-2000

Japan Society Public Affairs Programs Advisory Committee, 1995-1999

World Trade Organization, Consultant, 1997-1998

Japan Society Professional Fellows Selection Committee, Member, 1994-2004

U.S. Department of State, Consultant, 1993-1995

The Japan Business Law Journal, Board of Editors, 1979-1981

Doing Business in Japan (Matthew-Bender), Board of Editors

Association of the Bar of the City of New York, Committee on Federal Legislation, Member, 1981-1983

Association of American Law Schools, Section on Graduate Studies, Chairman, 1989-1990

Association of American Law Schools, Section on Comparative Law, Chairman, 1987-1988

Yale Law School, Lecture-in-Law, 1986-1987

Admission to the Bar – California and New York

PROFESSIONAL ASSOCIATION MEMBERSHIPS

2015-	Southeastern Conference Presidents and Chancellors
2011-	Worldwide Universities Network (WUN)
2011-	Association of American Universities
2011-2015	Association of Pacific Rim Universities
2011-	Association of Public and Land-grant Universities
2011-	Association of Governing Boards of Colleges and Universities
2011-2015	Pac-12 Conference Chief Executive Officers
2018-2020	University Research Association, Chair, Board of Advisors

COMMITTEE AND BOARD MEMBERSHIPS

2016-	Greater Houston Partnership
2011-2015	Washington Council on Aerospace
2011-2015	Technology Alliance
2011-2015	University of Washington Medicine Board
2011-2015	William D. Ruckelshaus Center, Advisory Board
2011-2015	Seattle Community Development Roundtable
2011-	Global Health Nexus
2011-2014	Prosperity Partnership, Co-chair
2011-2015	UW Advisory Committee on Real Estate
2011-2015	UW Investment Advisory Committee
2009-2011	SkyWest, Inc., Board of Directors
2008-2011	The East-West Center Board of Governors
2006-2011	The Craig H. Neilsen Foundation Board of Directors
2004-2011	National Campaign to Stop Violence, Board of Directors
2004-2011	The Herbert I. And Elsa B. Michael Foundation Advisory Board

2004-2011 The Tanner Lectures on Human Values Board of Trustees

EDUCATION

Undergraduate: Brigham Young University, Provo, Utah
B.A., *Summa Cum Laude* with *Highest Honors*, 1973
Degree: Political Science and Japanese

Legal: Harvard Law School, Cambridge, Massachusetts
J.D., *Magna Cum Laude*, 1976

Activities: *Harvard Law Review*, Board of Eds., 1974-75
Harvard Law Review, Note Editor, 1975-76
Japanese Legal Documents Seminar
East Asian Legal Studies Program

Scholarships: National Defense Foreign Language Fellowship (NDEA Title VI) to study Japanese in conjunction with Law School courses, 1975-1976

ACADEMIC HONORS

Brigham Young University: *Summa Cum Laude*
Highest Honors designation in Honors Program
Edwin O. Hinckley Social Science Scholarship, 1972-1973
Elected Phi Kappa Phi Honor Society
Elected Phi Eta Kappa Honor Society
Elected Archon Honor Society
Dean's Honor List (top 2% of class) all semesters

Harvard Law School: Harvard law Review
Magna Cum Laude
Honorable Mention, Ames Moot Court, Best Brief Competition, 1st Year

Postgraduate: Japan Foundation Fellow
Japan Foundation, 1979-1980

LEGAL EXPERIENCE

Department of State: Head of Delegation, Conference on Security and Cooperation Negotiations for a Multilateral Pacific Settlement of Disputes Mechanism, Valletta, Malta, 1990

Alternate Head of Delegation, United Nations Conference on Environment and Development (UNCED), Rio de Janeiro, Brazil, 1992

Chief Counsel, U.S. Delegation, 2+4 German Unification Negotiations, 1989-90

Visiting Scholar: University of Tokyo
Faculty of Law
Tokyo, Japan
1978-80, 1983

Visiting Professor: Waseda University
Tokyo, Japan
1989

Nihon University
Tokyo, Japan
1985

Fellow: POSCO Research Institute, 1996 to Present

Judicial Clerkships: The Honorable William H. Rehnquist
Associate (Chief) Justice, United States Supreme Court
1977 Term

The Honorable Benjamin Kaplan
Associate Justice, Supreme Judicial Court of Massachusetts
1976 Term

Other: Baker & McKenzie, Tokyo, Japan
Law Clerk - Translator, Summer 1974

Munger, Tolles, Hills & Rickershauser
Los Angeles, CA
Law Clerk, Summer 1975

Orrick, Herrington, Rowley & Sutcliffe
San Francisco, CA
Law Clerk, Summer 1976

Quinn, Emanuel, Urquhart, Oliver & Hedges
Los Angeles, CA
Senior Advisor

Natl Advisory Comm for the North American Agreement on Labor Cooperation
Chair, 2000-04

OTHER EMPLOYMENT EXPERIENCE

Teaching: Teaching Assistant, Political Methodology
Brigham Young University, 1972-1973

Research: Head Research Assistant, Asian Educational Resource Project
Brigham Young University, 1971-1972

Research Assistant, Political Science Department
Brigham Young University, 1971-1972

Other: Supervisor and Ski Instructor, Utah County Ski Instructors
Sundance Ski Resort, 1967-1973
CrossFit Level 1 trainer, 2014 - present

PUBLICATIONS

Books and Monographs:

International Environmental Law: Cases, Materials, Problems (with T. Schoenbaum) (3rd Ed., 2017).

International Environmental Law: Cases, Materials, Problems (with T. Schoenbaum) (2nd Ed., 2014).

The Fundamentals of U.S. Trade Law and Policy (Carolina Academic Press, 2nd Ed., December 2011).

International Environmental Law: Cases, Materials, Problems (with D. Anton & T. Schoenbaum (1st Ed., 2011).

Japanese Law in Context: Readings in Society, the Economy, and Politics (with M. Ramseyer & C. Milhaupt, 2002, Harvard University Press).

Trilateral Perspectives on International Legal Issues: Relevance of Domestic Law & Policy (ed., 1996).
Ho wa Nichibei wo Hedateru Ka? (Does Law Create a Separation Between Japan and the United States?) (1990).

American Lawyers in Japan: Opportunities and Obstacles for Clients and Practitioners (Japan Society, 1989).

Foreign Acquisitions in Japan: Hurdling the Ultimate Barrier (with W. Ames, 1985).

Articles (English):

“Embarking on a Love Affair,” *Leading Colleges and Universities*, (Stephen Trachtenberg, E. Gordon Gee, Gerald B. Kauvar) (ed., 2018)

“Human Rights, Religious Liberties and the Growth of Democracy,” *The Henry M. Jackson/William J. Van Ness Lectures on Leadership, Henry M. Jackson Foundation*, (May 30, 2012)

“Non-State Actors in the Global Order,” *The University of Utah Law Review*, vol. 2010, no. 1, pp. 81-90 (2010).

“Religious Freedom,” in *Life in the Law 119* (S. Cameron, G. Fletcher, J. Wise, eds.) (2009).

“The Relevance of Religious Freedom,” in *Clark Memorandum*, J. Reuben Clark Law School, Brigham Young University, pp. 14-19 (Spring 2008).

“Footings of Mormon Conceptions of Law: Vantage Points for Understanding Constitutional Law and the Law of Religious Freedom,” in *Faith and Law: How Religious Traditions from Calvinism to Islam View American Law* 149-171, R. Cochran, Jr., ed.; with W.C. Durham, Jr., B. Scharffs (2008).

“Religious Freedom as an International Human Right: A Few Lessons from the Trenches,” (Perspective, vol. 7, no. 2, pp. 62-76 (2007).

“Japanese Attitudes Towards Contracts: An Empirical Wrinkle in the Debate,” 34 *The George Washington International Law Review* 789-852 (with M. Kato & A. Fujimoto) (2003).

- “Lessons From the Battle Front: U.S.-Japan Trade Wars and Their Impact on the Multilateral Trading System,” 33 *The George Washington University International Law Review* 753-790 (October, 2001).
- “And What Surprised You Most About Your New Job? Reflection on Becoming a Dean,” *Symposium: Leadership in Legal Education, Issue II*, 33 *U. Toledo L. Rev.* (Sept. 2001).
- “The Role of the Attorney-Adviser in the U.S. Department of State: Institutional Arrangements and Structural Imperatives,” 61 *Duke Journal of Law and Contemporary Problems* 133 (1998).
- “External Monitoring of Domestic Religious Liberties,” 1998 *Brigham Young University Law Review* 501.
- “The Constitution Ignored: Review of *The Constitutional Case Law of Japan, 1970 through 1990*” (Beer & Itoh, eds., 1996), *Monumenta Nipponica* (1997).
- “Religious Liberties and Religious Tolerance: An Agenda for the Future,” 1996 *Brigham Young University Law Review* 973.
- “International Dispute Resolution: Lessons from Malta,” in *Trilateral Perspectives on International Legal Issues* 431 (Michael K. Young, ed., 1996).
- “Dispute Resolution in the Uruguay Round: Lawyers Triumph over Diplomats” in *The International Lawyer*, Vol. 29, No. 2 (1995).
- “Introduction to Japanese Law,” in *Japan Business Law Guide & 1-050 to & 8-900* (2,001 to 7,294) (M. Matsushita, ed., 1995).
- “The Japanese Legal System: History and Structure,” in 2 *Doing Business in Japan* 3-1 to 3-45 (Z. Kitagawa, ed., 1995).
- “Privatization in Eastern Europe: Experience and Expectations,” in *Privatization in Eastern Europe: Legal, Economic, and Social Aspects* 6 (H.Smit & V. Pechota, eds., 1994).
- “Training for Global Competency in the Legal Profession: One School’s Experience,” in *Educational Exchange and Global Competence* 103 (R. Lambert, ed., 1994).
- “Structural Adjustment of Mature Industries in Japan: Legal Institutions, Industry Associations & Bargaining,” in *The Promotion and Regulation of Industry in Japan* 135 (S. Wilks & M. Wright, eds., 1991).
- “The Legal Profession in Japan: Misleading Comparisons and Unasked Questions,” in *Conflict and Integration: Comparative Law in the World Today* 131 (T. Kojima, ed., 1988).
- “Foreign Law Solicitors in Japan: A Case Study in Transnational Dispute Resolution and Marginal Reform,” 21 *Law in Japan* 84 (1988).
- “Administrative Guidance and Industrial Policy: Participatory Policy Formation and Execution in Japan,” in *EibeiHo Ronshu: Tanaka Hideo Sensei Kanreki Kinen* 569 (K. Fujikura, ed., 1987).
- “Japanese Antitrust Policy and Practice: Competition, Patterns of Governance and Participation,” in *Fragile Interdependence: Economic Issues in U.S. - Japanese Trade and Investment* 77 (T. Pugel with R. Hawkins, eds., 1986).

- “Modern Japanese Law,” in *The World’s Legal Systems: Past and Present* (Condyne Law Tapes, G. Bermann & J. Hazard, eds., 1986).
- “Traditional Japanese Law,” in *The World’s Legal Systems: Past and Present* (Condyne Law Tapes, G. Bermann & J. Hazard, eds., 1986).
- “Structurally Depressed and Declining Industries in Japan: A Case Study in Minimally Intrusive Industrial Policy,” *Japanese Economy and Trade with the United States* 181 (D. Nanto, ed., 1986).
- “Dispute Resolution in Japan: Patterns, Trends and Developments,” in *Legal Aspects of Doing Business with Japan* (I. Shapiro, ed., 1985).
- “The Role of Law and Lawyers in Japan and the United States,” in *1985 Michigan Yearbook of International Legal Studies: Issues of Transnational Legal Practice* 25 (with I. Shapiro).
- “Administrative Guidance in the Courts: A Case Study in Doctrinal Adoption,” *17 Law in Japan* 120 (1984).
- “Judicial Review of Administrative Guidance: Governmentally Encouraged Consensual Dispute Resolution in Japan,” *84 Colum. L. Rev.* 923 (1984).
- “Economic Security: Japan Reviews Its Options,” *2 Journal of Japanese Trade & Industry* 31 (Jan/Feb, 1983).
- The Role of Law and Lawyers in Japan and the United States* (Occasional Paper No. 16, The Woodrow Wilson International Center for Scholars, East Asia Program, 1983).
- Center for Law and Economic Studies: Conference on Industrial Policy 111-140 (L. Kaden, ed., Occasional Papers of the Center for Law and Economics, Columbia University, 1983).
- “The Future of U.S. - Japan Trade Relations and the Need To Do More,” in *Business Transactions with China, Japan and South Korea*, Chapter 6 (H. Smit & P. Saney, eds., 1983).
- “Amendments to Company Law Strengthen Internal Auditing Procedure,” *3 East Asian Executive Reports* 13 (No. 8, Aug. 15, 1981).
- “Developments in the Law – Elections (IV. Post-Election Remedies),” *88 Harv. L. Rev.* 1298-1339 (1975).
- “Supreme Court Note, *Warth V. Seldin*, Standing to Challenge Exclusionary Zoning Ordinances,” *89 Harv. L. Rev* 189-195 (1975).
- “Japanese Prefectural Government,” *6 Asia* 55 (1973).
- “Asian Educational Resources, Project – Developmental Study of Japan,” *B.Y.U. Monograph Series* (1972).

Articles (Japanese):

- “Ho to Nihon no Shakai - Ho wo Kaenai Kaisai Ho (Law and Japanese Society: Amendments that Do Not Amend),” *Ho no Shihai* (April, 1997).
- “Nihonjin no Keiyakukan (Japanese Attitudes Towards Contracts),” in 1096 *Jurisuto* 44 (with M. Kato, 1996).
- “Nihonjin no Kakukuni Imoji to Keiyaku Funso (Contractual Disputes and the Image Japanese Hold of Various Countries),” in 1096 *Jurisuto* 60 (with M. Kato, 1996).
- “Amerikajin Kara Mita Nihonjin no Keiyakukan (Japanese Attitudes Towards Contracts As Seen From the Perspectives of an American),” in 1096 *Jurisuto* 69 (1996).
- “Uruguai Raundo ni okeru Funso Shori: Gaikokan ni taisuru Horitsuka no Shori (Dispute Resolution in the Uruguay Round: Victory of Lawyers over Diplomats),” 23 *Kokusai Shoji Homu* 223 (1995).
- “Amerika no Iken Shinsasei (The System For Determining Constitutionality in America),” in 1037 *Jurisuto* 122 (1994).
- “Amerika no Renpo Saiko Saibansho: Ro Kuraku to sono Eikyo wo Chushin toshite” (The United States Supreme Court: A Comparative Analysis of the Role and Function of the Law Clerk and the Chosakan), 1979-1 *Amerika Ho* 1.
- “Iken Shinsa wo suru Saibankan to Sono Shuhen: Amerika no Iken Shinsasei (Judicial Review of Constitutionality: The American Judicial Review System),” 1037 *Jurisuto* 122 (1994).
- “Shinkyokumen wo Mukaeru Nichi-Bei Kankei: Kurinton Seikenka ni okeru Boeki Seisaku no Aratana Tenkai (A New Phase in U.S.-Japan Relations: Trade Policy Under the Clinton Administration),” 1030 *Jurisuto* 96 (1993) (Part I); 1031 *Jurisuto* 86 (1993) (Part II); 1032 *Jurisuto* 88 (1993) (Part III); 1033 *Jurisuto* 90 (1993) (Part IV).
- “Ho-Nichibei Ishiki Gyappu wo Umu Mono” (Law - Development of Perceptual Gaps between The United States and Japan) *Jetro Sensor* (Monthly articles in every issue from 1987 to 1989, beginning with Vol. 37, No. 1).
- “Beikoku Sumitomo Shoji Jiken Hanketsu ni tsuite no Oboegaki -- Yaya Kotanatta Shikaku Kara” (*Sumitomo Shoji American, Inc. v. Avagliano: A Different Perspective*), 11 *Kokusai Shoji Homu* 308 (May 1983).
- “Amerika Torihiki Ho Kenkyukai no Rensai ni attate” (A Continuing Series of the Studies of the American Commercial Law Study Group), 11 *Kokusai Shoji Homu* 228 (April 1983) (with M. Kato).
- “Nyuyoku Tayori” (New York Tidings), 9 *Law School* 114 (Sept. 1982, No. 48).
- “Nichibei Shiho wo Kataru: Kokyo Soshu, Wakai, Chotei, Shikko nado wo Chushin ni” (A Comparative Examination of Japanese and American Litigation: Public Interest Litigation, Compromise, Mediation, Enforcement, Etc.), 49 *Ho no Shihai* 94 (1981-82).
- “Amerika Saibansho ni okeru Horitsu Chosakan no Yakuwari” (The Role of the Law Clerk in American Courts: A Comparative Analysis), *The Meiji University Gakujutsu Kokusai Koryu Sanko Shiryoshu*, No. 58 (July 1980).
- “Joso no Mondai ni tsuite” (Problems of the Appellate Process), 24 *Hogaku Seminar* 148 (1980).

“Amerika Shiho Seido Shintenkai” (Developments in American Civil Litigation), 721 *Jurisuto* 34 (1980).

“Amerika no Shiho Jujo wo Kataru: Toku ni Renpo Saikosai ni tsuite” (The Present Condition of the American Judiciary: In Particular, of the U.S. Supreme Court), 16 *Shiho no Mado* 2 (May 1980).

“Nihon Ho to Amerika Ho” (Japanese Law and American Law), 15 *Law School* 94 (1979) (with T. Nomura and M. Kato).

“Horitsu Kyoiku to Horitsuka” (Legal Education and Jurists: A Comparative Analysis), 700 *Jurisuto* 72 (1979) (with T. Yamada).

Newspapers & Popular Journals:

“Industry, Academia, and Government Collaboration: A Game Changer for U.S. Economic Future” *Forum for Innovation* (May 17, 2013)

“Turning the University Inside Out,” *Huffington Post* (March 7, 2013)

“Toanai Nairinwa: Chotaikoku no Sekinin Ninshiki Seyo” (Unacceptable Internal Dialogues: Be Conscious of the Responsibilities of a Super-Power), *Hokkaido Shimbun* (October 27, 1986).

“Kado no Izon Dakkyaku: Nichibei Kankei, Seijutai no Dankyu ni” (Breaking Away from Excessive Dependence: U.S. - Japan Relations, In a Stage of Maturation), *Hokkaido Shimbun* (June 13, 1986).

“Nezuyoi Taiwa no Yoko: ‘Bunko no Sa’I’ Manabiau Toki” (The Cross-Section of a Deep-Seated Dialogue: Time to Learn Together from our ‘Cultural Differences’), *Hokkaido Shimbun* (February 17, 1986).

“Tsuyomaru Seiji Kihan: Taishu no Iradachi wo Han’ei” (Strengthening the Political Base: Reflection of the Annoyance of the Public), *Hokkaido Shimbun* (October 21, 1985).

“Jiyu Boeki Hoki mo: Kosei, Byodo Kakuho Sareneba” (Abandonment of Free Trade: In the Absence of Guarantees of Fairness and Equality), *Hokkaido Shimbun* (July 8, 1985).

“Jiyu Boeki ni Rikai: Mondai Wa Gikai no Tsuyoi Atsuryoku” (Understanding in Free Trade: The Problem is Strong Pressure from Congress), *Hokkaido Shimbun* (January 21, 1985).

“Keizai men de Ittaishi: Shijo Kakuran Kyokudo ni Keikai -- Beikoku Kara Mita Nichikan” (A Monolithic View from an Economic Perspective: Market Disturbances, a Severe Warning Regarding Japanese-Korean Relations as Seen from the United States), *Hokkaido Shimbun* (October 22, 1984).

“Monko Kaiho wo Hyoka” (The Value of Opening the Gates), *Hokkaido Shimbun* (June 18, 1984).

“Sakerarenu Bei Senryaku Izon Rongi” (Discussions of the Unavoidability of Reliance of U.S. Military Strength), *Hokkaido Shimbun* (December 7, 1983).

“Seiji Dotoku wo Keishi” (Neglect of Morality in Politics), *Hokkaido Shimbun* (October 26, 1983).

“Nihon no Keiken Kara Manabu Gaikokujin no me Kara Miru” (Learning from the Japanese Experience: A Foreigner’s Perspective), *Hokkaido Shimbun* (June 5, 1983).

“Nihon Kigyotaisei -- Hikanzei Boeki Shoheki Ka do Ka” (Japan, Inc. -- A Nontariff Tradebarrier?), *Hokkaido Shimbun* (February 5, 1983).

“IBM Jiken no Kyokun” (Lessons from the IBM Case), *U.S. Japan Business News* (Aug. 30, 1982).

“Nippon wo Kangaeru” (Thinking about Japan), *Sankei Shimbun* (August 19, 1982).

“Japan, Stung,” *New York Times* (Aug. 17, 1982).

“Kojo Han’o, Kaette Kiken: Keizai Kankei Akka Sasu” (The Dangers of Overreaction: Damaging Economic Relations), *Tokyo Shimbun* (July 25, 1982).

“Keizai Masatsu to Mukankei: ‘Horitsu Shakai’ ni Nareru Hitsuyo” (Economic Friction and Irrelevancy: The Necessity of Operating in a Legalistic World), *Nihon Keizai Shimbun* (July 12, 1982).

“Gokai no Rekishi Aratameru Toki” (Time for Rethinking Our History of Mistakes), *Hokkaido Shimbun* (April 4, 1982).

“Kokusai Shakai e no Yugo wo” (Consolidation Towards an International Society), *U.S. Japan Business News* (January 1, 1982).

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