

# MICHAEL K. YOUNG

PRESIDENT EMERITUS

PROFESSOR OF LAW AND PROFESSOR OF PUBLIC POLICY

TEXAS A&M UNIVERSITY

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## PRESENT POSITIONS

President Emeritus, Professor of Law, and Professor of Public Policy  
Texas A&M University, 2020

## FORMER POSITIONS

President  
Texas A&M University, 2015-2020

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

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

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 für 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) (3<sup>rd</sup> Ed., 2017).

*International Environmental Law: Cases, Materials, Problems* (with T. Schoenbaum) (2<sup>nd</sup> Ed., 2014).

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

*International Environmental Law: Cases, Materials, Problems* (with D. Anton & T. Schoenbaum ( 1<sup>st</sup> 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 Imaji 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 Sosho, 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. Yamda).

“Ho wa Nichibei wo Hedateruka”, *JETRO*, (1989)

#### **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).

Updated: 12/4/18

Michael K. Young, President Emeritus,  
Professor of Law and Public Policy, The Bush School of Government and Public Service  
School of Law,  
Texas A&M University

Dear Madams and Sirs,

Thank you for considering me for the presidency of Florida State University. It is an honor. Having spent more than two decades in senior academic leadership positions, I believe my experience may align well with FSU's goals and ambitions. Here is what I see.

FSU is an extraordinary university on a tremendous upward trajectory. Its accomplishments over the past few decades are remarkable and the ambition of its stakeholders to continue and sustain that academic excellence and development is abundantly clear. Its contributions to the economic, social and political development of the State of Florida are also impressive and in the very best tradition of great public universities. It would be a great privilege and opportunity to support the University in its continuing efforts.

As 2022 draws near, it is clear that the University has accomplished or exceeded the goals outlined in "The Future of Florida State: Strategic Plan 2017-2022." Among a new leader's very first tasks will be to both assess the progress over the past five years and develop the next strategic plan, engaging the broadest array of stakeholders possible with an eye to moving the University to the next level, however that is defined. Even now, however, it is clear that past progress presents many opportunities to continue FSU's dramatic development as an educational institution of the highest order.

Expansion of the University's research portfolio will clearly be among the top priorities. This helps not only attract additional world-class faculty and students, but will contribute substantially to the undergraduate learning experience and the contributions the University can make to the growth and development of the State of Florida. NSF funding is strong, but ample opportunities exist for expanding NIH funding, sponsored research and research sponsored by various federal agencies. To expand NIH funding, as well as to build on the teaching base of the medical school, significantly expanded clinical arrangements will be necessary, opportunities that are well within reach.

The University's strength in neuroscience, biophysics, chemistry, statistics, materials science and computation science, to name just a few disciplines, position it extraordinarily well to expand interdisciplinary and cross-disciplinary work not only in the medical and health sciences fields, but also in environmental science and energy. Cross disciplinary work in these various fields will allow the University to become an innovative leader in fields of critical importance across the United States.

This interdisciplinary focus can be applied in other critical ways. For example, the University's unique program in health equity, along with its considerable strength in business, sociology, psychology and political science, could position it to address the most pressing issues in health care in the United States, that of health care delivery and the cost of health care.

Interdisciplinary programs of the sort that FSU has developed and could build upon obviously help attract not only research funding, but also more world-class faculty and graduate students and provide educational opportunities for undergraduates that uniquely prepare them to be the leaders of tomorrow across all disciplines. Programs such as this will also make the University even more competitive for large-scale, multi-institutional, multi-year research grants, as well as Centers of Excellence grants, an essential component of increasing research funding and opportunities.

The University's emphasis on entrepreneurship, tech transfer and commercialization also positions it extremely well to continue to attract younger, entrepreneurially minded faculty whose capacity to secure research funding is particularly strong. Even more importantly, it can provide unique educational opportunities for students as long as they are placed at the center of the tech transfer enterprise. This focus also tends to attract state support and, in turn, increases the university's contributions to the economic and social development of the state. FSU is virtually unique in its creation of an entire college devoted to entrepreneurship and can build on that in a variety of exciting ways.

Such an innovation mindset can – and clearly should – be turned in on the University itself and the timing to do that couldn't be better. During the past year, universities across the country have expanded the ways in which professors can teach and train students. Now is the time to start examining these strategies in granular, data-driven ways to ascertain which are effective and how we might better use technology to enhance learning. If we undertake this task, we might simultaneously address the imperative of life-long learning, as all of our graduates will have multiple careers during their lifetimes, some of which aren't even known careers yet. How do we make this training and learning available once students have left the confines of our campus? How do we ensure that someone is a Seminole from 18 to 80? It is critical for higher education to figure this out and, with its focus on innovation and entrepreneurship in education, I believe FSU is among the best situated universities in the nation to do precisely that. Seminoles must be intellectually nimble movers in this new world.

Like many states, Florida has a large number of people who have some college education, but have not completed their degrees. Work in this area might allow us to invite some large number of those people to complete their education and enhance their lives and their contributions to the State of Florida.

The University is extremely well positioned to build on its historic strength in the humanities and social sciences. Many universities are deemphasizing these disciplines in favor of more support for STEM related fields. And yet, never has the need for these fields been greater. We must train our students not only for great careers, but also to be informed, engaged citizens, prepared to shape their world.

During my time at the University of Utah, Dr. Mario Capecchi was awarded the Nobel Prize in medicine for his work in genetics and gene editing. Dr. Capecchi once illustrated to me so clearly, the importance the humanities-- that he could tell me *how* to clone a mouse, or another species, but he couldn't tell me if we *should* do so. In other words, great science must be paired with equally great philosophy, economics, sociology, political science, psychology, and so on. Already we see our technological capacities running far ahead of our understanding of their impact on our lives. FSU's strengths in the humanities and social sciences, combined with its exceptional in work STEM, will allow it to make impressive contributions in fields that are currently significantly understudied.

The same can be said for Florida State's commitment to the preservation and advancement of The Arts. Its museums, arts programs, motion picture programs and others give it a unique role in the state and the nation. Here again, many universities are deemphasizing or eliminating such programs just as it is becoming more and more evident the need for the pleasure and joy these give us as human beings. FSU can be proud of its reputation and example.

Having moved the University of Utah from the Mountain West athletic conference to the PAC-12 during my tenure as President, I have seen the positive impact an athletic program can have on the academic side of the university. Certainly, the size and scope of athletics at Texas A&M put an exclamation point on this part of my experience. It is critical that the program is conducted with integrity and an emphasis on the well-being and education of the student athletes. FSU seems very much on the right side of these issues and it is important that it continue to develop its great athletic programs in the right way, especially with all the ongoing developments in college athletics.

FSU's emphasis on diversity and inclusion is to be admired. Not only is it the right moral imperative, but it ensures that the University can continue to serve as a first-class educational institution for the entire state and that all students are prepared to work effectively in the world into which they are launched. This issue will only become more important as time goes on. FSU can clearly lead the entire nation.

There are many, many more strengths that I see. But I hope this is adequate to explain my enthusiasm for the University and the opportunities it presents; and I believe my prior experience aligns well with the University's ambitions. The following is a few highlights I'd like to share with you. Together, we could build on the University's exceptionally strong base and move it to even greater heights and accomplishments.

I am an academic at heart, a perspective that frames all of my leadership experience. I was a professor of law at Columbia University for twenty years, during which time I created two research centers at the Law School (The Center for Japanese Legal Studies and The Center for Korean Legal Studies) and one university-wide international research and training program (The Program on Freedom of Religion and International Human Rights).

While Dean at The George Washington University Law School, our rankings increased from the mid-30's to a ranking in the top 20. We substantially increased the academic qualifications of the incoming students and hired a large number of highly productive and accomplished scholars, substantially increasing the academic profile of the school. We also created two significant international academic partnerships to engage in teaching and research regarding international intellectual property with academic institutions in Germany, Tokyo, France, England and Israel.

The number of underrepresented minority students in the law school was far below what I thought appropriate in the beginning. In response, we undertook a recruitment and support program and within a few years the law school had the highest number of Black law students and the third highest number of Hispanic law students of any highly selective law school in the country.

In my time as President of The University of Utah, we again increased the academic profile of the faculty and the student body, increased retention and graduation rates by a significant margin, while reducing the time to graduation by almost a full semester. We expanded the health care system, ultimately serving almost a quarter of the entire population of the State of Utah. We also restructured our technology transfer program and, in short order, the university led the nation in the number of companies created from university technology on an annual basis. We also commenced and concluded the largest capital campaign in the University's history. We constructed over two million square feet of academic space and significantly expanded research. Those efforts were ultimately rewarded with membership in the American Association of Universities (AAU).

While President of the University of Washington, we secured almost a billion and a half dollars of research funding every year and provided health care to over 50 % of the population in the four-county area surrounding Seattle. We further expanded the health care program, acquiring two additional hospitals (for a total of four), adding additional community and specialized clinics, and creating the first university-based Accountable Care Organization (ACO) that began to serve as a major health care provider to a number of large companies, as well as to employees of the state of Washington.

With the support of Microsoft, we also created an international campus in Bellevue, Washington, called the Global Innovation Exchange (GIX), a research and teaching partnership between the University of Washington, Tsinghua University and Cambridge University. Students and professors from all three universities study and conduct research at the GIX and secure both Bachelors and Masters degrees. Companies in the Seattle area provide internships, projects, mentoring and instruction to our students. We also restructured our commercialization and technology transfer operations and now UW leads the nation in the number of active licenses of any university on an annual basis.



Texas A&M University is a large, complex AAU university, but, unlike Washington and Utah, is also a land-grant (and space grant and sea grant) university. It educates over 70,000 students on eight different campuses (including a newly created campus in the Rio Grande Valley and an engineering campus in Doha, Qatar, as well as a newly created campus in Washington, D.C., just four blocks from the White House). It is particularly strong in the STEM fields, in which a full third of the student body is enrolled.

Since my arrival at Texas A&M University, we have focused on enhancing the academic reputation and standing of both the faculty and the student body. We have increased by 50% the National Academy members on our faculty and added over 450 faculty. We have significantly increased our extramural research funding (by over 22%), which surpassed one billion dollars in my last full year as President. We have deepened our interdisciplinary and cross-disciplinary work, including the creation of the first fully accredited Engineering Medicine program. We have developed major interdisciplinary programs in engineering and business, science and public policy, city planning and business, architecture and visualization, to name a few. We have added nearly two million additional square feet of space to the University, the vast majority of which is for academic pursuits.

We have increased the profile of our admitted students and increased our applicant pool by over 45%. At the same time, we have substantially increased the percentage of underrepresented minorities in the student body – over 25% of the last two entering classes are Hispanic – as well as first generation students – over 25% of the last two entering classes. We also have the second (or third, depending on the year) highest number of National Merit Scholars of any public university in the nation.

We have focused intensely on the student experience and have improved our first-year retention rate (from the high 80's to the mid-90's in terms of percentile), our four-year graduation rate by over 5 percentage points in the past two years, as well as our six-year graduation rate, and reduced our average time to graduation to 4.1 years. Most of these developments put us at the very top of Texas. We have also worked hard to ensure that all students have an optimal experience at the University and for the first time in each of the past two year the University has earned the Higher Education Excellence in Diversity Award (“HEED” Award) and has been designated a “Diversity Champion” by INSIGHT Into Diversity Magazine. The Lead by Example capital campaign commenced and concluded during my tenure. One of the most ambitious in the United States, we began with a goal of \$4 Billion. We concluded the campaign at the end of 2020 with \$4.25 Billion in donations.

I am looking forward to further conversations about the very real and exciting possibilities that await Florida State University.

A handwritten signature in black ink that reads 'Mike'.

Michael K. Young