

	Scenario I: The "survey says" university		Scenario II: The reactive university focuses on industrial R&D		Scenario III: The proactive university focuses on individual human capital development	
	US	JP	US	JP	US	JP
Academic research	University continues to create academic research	University continues to create academic research	Decreases to meet the needs of industrial R&D	Decreases to meet the needs of industrial R&D	Individual-driven academic research increases	Individual-driven academic research increases
Industrial research and development	Engages in industrial R&D	Engages in industrial R&D	<i>University focus on industrial R&D</i>	<i>Academia actively seeks out partnerships and collaborations with industry</i>	<i>Increases</i>	<i>Academia actively seeks out partnerships and collaborations with industry</i>
Personal education	<i>Provides personal education for students</i>	<i>Declining focus on providing personal education</i>	Personal education almost eliminated, as the focus moves to technical/vocational education	Personal education almost eliminated, as the focus moves to technical/vocational education	<i>Emphasis on individual capital development</i>	<i>System is slow to develop individual capital development</i>
Life-long learning	Committed to providing life-long learning	Committed to providing life-long learning	Provides life-long learning to enhance learners' job skills	Provides life-long learning to enhance learners' job skills	Increased life-long learning for individual capital development	Increased life-long learning for individual capital development
Economic growth	<i>Contributes to the economic growth of the community</i>	<i>Somewhat contributes to the economic growth of the community</i>	University is concerned about creating economic growth in the community	University is concerned about creating economic growth in the community	Indirectly enhances economic growth in community through increased individual capital development	Indirectly enhances economic growth in community through increased individual capital development
Public knowledge creation	<i>Contributes to the creation of public knowledge</i>	<i>Somewhat contributes to the creation of public knowledge</i>	<i>Most knowledge created is not within the public domain</i>	<i>Public knowledge generally is not created</i>	Not as emphasized as in 2005	Not as emphasized as in 2005
International competitiveness (for the community)	<i>Enhances international competitiveness for the community it serves</i>	<i>Declining contribution to international competitiveness for the community it serves</i>	Role of university is to enhance the community's international competitiveness	Role of university is to enhance the community's international competitiveness	Personal capital development improves competitiveness	Personal capital development improves competitiveness
Technological innovation	Contributes to technological innovation	Contributes to technological innovation	Focus on improving technological innovation	Focus on improving technological innovation	Focus on improving technological innovation	Focus on improving technological innovation
Employability of students	<i>Contributes to the employability of students</i>	<i>Declining contribution to the employability of students</i>	University-industry collaborations enhance student employability through internships and mentorships	University-industry collaborations enhance student employability through internships and mentorships	Student training as knowledge workers enhances employability	Student training as knowledge workers enhances employability
Universities will serve...	<i>Private industry</i>	<i>Uncertain, but open to meeting needs of private industry</i>	Private industry	Private industry	<i>Innovators in industry and academia</i>	<i>Innovators, entrepreneurs</i>
Role of multi-/transdisciplinary studies	<i>Supports the creation of transdisciplinary studies</i>	<i>Cautious to support the creation of transdisciplinary studies</i>	<i>Departments reorganize to support transdisciplinary studies</i>	<i>Departments <u>reluctantly</u> reorganize to support transdisciplinary studies</i>	<i>Departments reorganize to support transdisciplinary studies</i>	<i>Departments <u>reluctantly</u> reorganize to support transdisciplinary studies</i>
Academic freedoms will...	Decrease	Decrease	Decrease	Decrease	Remain the same or increase, depending on market demand	Remain the same or increase, depending on market demand
Prestige associated with being a member of the academic community will...	Decrease	Decrease	Decrease	Decrease	Remain the same or increase	Remain the same or increase
Job satisfaction among academic professionals will...	Decrease	Decrease	Decrease	Decrease	Increase due to increased valuation of personal capital development; but job security as knowledge workers reduces	Increase due to increased valuation of personal capital development; but job security as knowledge workers reduces
Today's academics will work in...	Within academia or retired	Within academia or retired	Retired, within academia or private industry	Retired, within academia or private industry	<i>Retired, within academia or private industry</i>	<i>Academia, industry, as entrepreneurs and consultants</i>