



Nichibunken: My First Love

日文研という初恋

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Looking back on my career, I realize that my relationship with Nichibunken now stretches back a quarter of a century. As early as my high school days, I knew that I wanted to study under the economic historian Hayami Akira, and I applied to Keio University with that in mind. But by the time I got there, Professor Hayami had moved to Nichibunken and, although I was still an undergraduate student at Keio, I chased him down at his office in Kyoto. That was the beginning of my association with this institution. In those days Nichibunken was surrounded by fields. In the summer the faculty and staff would help out cutting the grass. What a great place to study, I thought. And when I listened in on the conversations in the common room, the things the professors were saying were so fascinating that I quite forgot the passing of time. After a while, it was suggested that I should apply for a research fellowship for young scientists from the Japan Society for the Promotion of Science and designate Nichibunken as my receiving institution. I rented rooms in front of Katsura station and spent several years commuting to Nichibunken by bus. Everyone at Nichibunken had an astonishingly broad range of learning, and discussions used to cover every conceivable subject, ranging across international borders and disciplines. As a graduate student, I breathed deeply of that atmosphere of freedom, and for me they were happy times indeed. The people I encountered at Nichibunken in those days were quite extraordinary.

I found some engaged in dense academic study as well as others writing plays for the theater and performing music. I was astonished. I realized that this was a group of people with truly intellectual interests and talents. Professor Kasaya Kazuhiko, for example, in addition to his academic research, performed noh in Berlin. I was forty-five when I returned to Nichibunken to join the faculty, but the atmosphere when I was here as a young man is unforgettable. Although the environment and

思えば、私と日文研とのつきあいは、かれこれ25年になります。私は高校生の頃から社会経済史の速水融先生につきたくて慶応義塾に入ったのですが、入学してみると、速水先生は日文研に移っておられ、学部生ながら、速水先生を追いかけて、日文研の研究室をたずねたのです。それが、私と日文研のかかわりあいのはじめでした。そのころの日文研はまったく原っぱのなかにありました。夏になると、教官も職員もみんなで草刈りをやっていて、いい研究所だと思いました。またコモンルームで先生方の会話を盗み聞きしてみると、内容が学問的に面白く、時が経つのを忘れるほどでした。そのうち、日文研を受け入れ機関にして学術振興会特別研究員をやらないか、という話になりました。私は桂駅前に部屋を借り、日文研にバスで数年間通いました。京都の日文研には、びっくりするほど教養の広い人がいて、国際・学際なんでもありで議論していました。大学院生時代の私は、日文研で、この自由な雰囲気を大いに吸うことができ、ほんとうに楽しい時間をすごしました。なにしろ、そこでみた日文研の人たちは、とんでもない人たちでした。かたい学問をやっているかと思えば、演劇の脚本を書いたり、音楽までやったりするのです。驚きました。ほんとうの意味で、超絶な「知的体力」をもった人のあつまりなのだろうと思いました。笠谷和比古先生などは学問のほかにはベルリンで能の楽劇を上演されたほどです。年齢45にして、ふたたび日文研にお世話になることになったのですが、私は20歳そこそこの時に見た、あの日文研の雰囲気を忘れることができません。環境や状況は変わっても、その良さは、いまでも、しっかり残っていると感じています。日文研は私にとって学問的な「初恋の人」です。やっと一緒になれたのですから、この気持ちを大切にしながら、実のこもったつとめをして、この研究所の理想をひろめてゆきたいと思っています。

(原文：日本語)

conditions may have changed, the essential goodness I felt then is still a tangible presence here today even after so many years. For me, Nichibunken was the first love of my academic life. Finally, I was able to come back home. In what remains of my career I will treasure the special feelings I have for this place and work hard to do everything I can to spread the ideals of Nichibunken as a center for research and study.



The author in costume to perform in a noh play written by Professor Kasaya Kazuhiko
笠谷先生の楽劇で能の切り組み（チャンバラ）を演じた

Institutional Research: Precursors for a Japanese Model

ISHIKAWA Hajime (Assistant Professor)

“So what exactly is IR anyway?”

I don’t know how many times I’ve been asked this question since I became assistant professor in the Office of Institutional Research in April this year. I try to explain it as accurately and concisely as I can. Institutional research offices collect and research information that helps companies in drawing up plans and making decisions. In an academic context it normally refers to “educational IR,” and consists of activities designed to improve the quality of the education students receive.

Educational IR in Japan generally follows the model established in the United States, which is leader in the field. But the American model does not really match the reality of Nichibunken, a research institution. Instead, there is more to be learned from looking at corporate IR.

For “precursors” in this field, we can look at corporations like the South Manchurian Railway, the Japan Travel Bureau (JTB), and Nomura Securities. The South Manchuria Railway Company was founded in 1906, JTB in 1912, and Nomura Securities in 1925. In Manchuria, a Research and Survey Department was established one year after the company was founded. It was later described as “Japan’s finest think tank.” The department was responsible for implementing a wide range of surveys throughout China, which supported Japan’s advance there. JTB, meanwhile, carried out detailed surveys of undiscovered areas in Japan and overseas and published its findings in a series of travel pamphlets, creating the concept of tourist destinations and playing an important role in the development of tourism in the 1930s and early 1940s. Nomura Securities was to become famous for its surveys and information, and used its remarkable strengths in research and analysis to shift from the tradition of stock market trading based on customer demand to

先人に見る日本型 IR

石川 肇（助教）

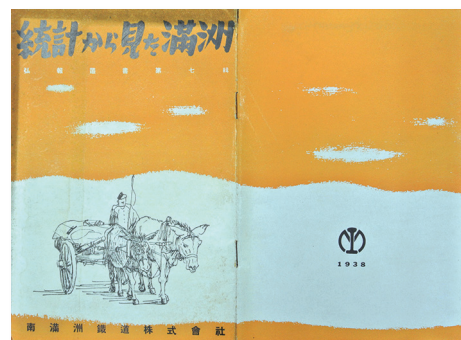
「IR ってなんなの？」

この4月からIR室の助教となって以来、何度この質問を受けたことだろう。

そして、その都度、「IR とは “Institutional Research” の略で、企業の計画策定や意思決定支援のための情報収集・調査研究のことです。しかし、大学の場合は “教学 IR”、つまり、学生の教育改善を目指す教学面に焦点を当てた活動のことを指しています」と、できるだけ細やかに答えることにしている。

さて、日本の教学 IR はその先進国であるアメリカを模範としている。しかし、研究機関である日文研の場合はそれではだめで、実態とうまくかみ合わない。むしろ、企業 IR のほうに学ぶべきことが多い。

そこで私が “先人” として注目しているのが「満鉄・JTB・野村證券」といった日本の各企業である。満鉄が 1906 (明治 39) 年、JTB が 1912 (明治 45) 年、野村證券が 1925 (大正 14) 年の創立で、満鉄の場合、すぐ翌年に「日本が生み出した最高のシンクタンク」と形容されることになる満鉄調査部を設置し、中国全土のあらゆる基礎調査を行い、日本の中国進出を支えた。JTB は国内のみならず、国外における未開の土地を丹念に調査し、その結果を「旅行パンフレット」に落とし込むことによって「観光地」を作り出



Manchuria In Statistics (South Manchuria Railway Company, April 1938)
「統計から見た満洲」(南満洲鉄道株式会社、1938 年 4 月)