

# Institutional Spheres, Governmental, Commercial, and Academic

by *Gerrit Muller* USN-SE

e-mail: `gaudisite@gmail.com`

`www.gaudisite.nl`

## Abstract

The organizations in the ecosystem come from different institutional spheres. The sphere they reside in determines the way they perceive the world, their drivers, and thereby their behavior.

### Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

May 1, 2026  
status: planned  
version: 0

logo  
TBD

# Institutional Spheres with Different Purposes and Accountabilities

## governmental sphere

serving society

accountable to society

trust barrier

## commercial sphere

serving shareholders, investors

accountable to economic laws

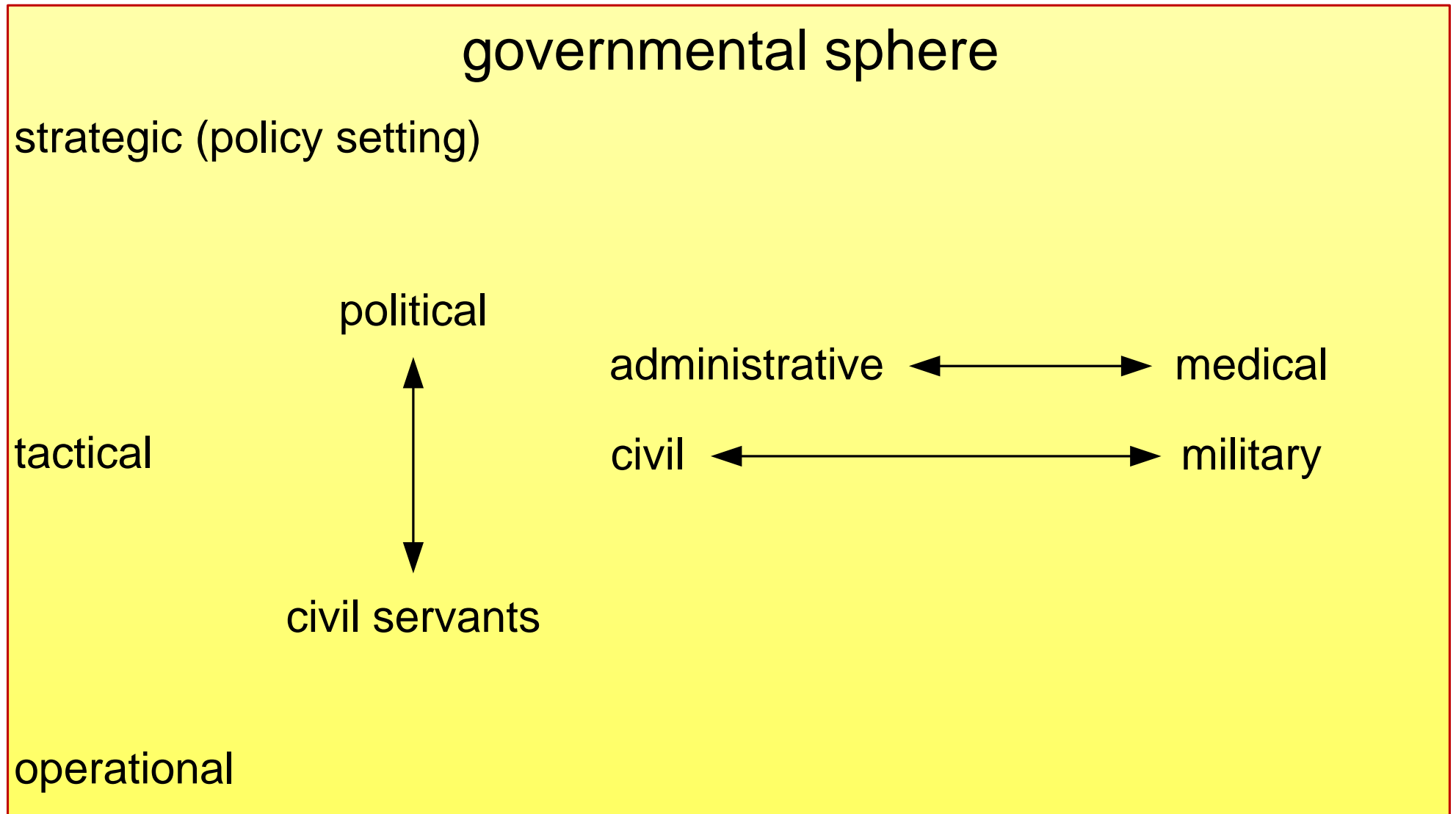
## academic sphere

expanding knowledge and understanding

accountable to philosophy of science

I borrowed the term “Institutional Spheres” from  
Abrutyn, S. (2016). [https://doi.org/10.1007/978-3-319-32250-6\\_11](https://doi.org/10.1007/978-3-319-32250-6_11)

# Governmental Sphere Has Diverse Sub-Spheres



# Academic Sphere has Multiple Dimensions

