

2010 JAPANESE AMERICAN LEADERSHIP DELEGATION

February 27 – March 6, 2010

Delegation Report



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The 2010 Japanese American Leadership Delegation gratefully acknowledges the Ministry of Foreign Affairs of Japan, the Japan Foundation Center for Global Partnership, and the U.S.-Japan Council for their leadership and sustaining support to the Japanese American Leadership Delegation program.

Our personal thanks and appreciation to the following people,
who accompanied us on this extraordinary trip:

Irene Hirano Inouye, President, U.S.-Japan Council

Consul Hiroshi Furusawa, Consulate General of Japan in Los Angeles

Senior Officer Ayumi Takita, The Japan Foundation Center for Global Partnership

Interpreter Eiko Sato, International Hospitality & Conference Service Association



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Overview

2010 marked the 10th Anniversary of the Japanese American Leadership Delegation (JALD) program, which promotes the value of sustained people-to-people relationships as a critical factor in assuring the long-term success of U.S.-Japan relations. Funded by the Ministry of Foreign Affairs of Japan and the Japan Foundation Center for Global Partnership, the program is coordinated by the U.S.-Japan Council and led by its President, Irene Hirano Inouye.

In honor of the 10th Anniversary, thirteen delegates were selected from the highest levels of leadership and accomplishment in business, law, government, education and philanthropy, and also in the Japanese American community. The delegates hail from ten cities across the United States and join the growing network of JALD alumni/ae, now numbering over 120, who are committed to fostering and deepening U.S.-Japan relations.

From February 27 through March 6, 2010, the delegates traveled to Kyoto, Osaka and Tokyo, where they met with preeminent leaders including Prime Minister Yukio Hatoyama, Foreign Minister Katsuya Okada, State Secretary Koichi Takemasa, Her Imperial Highness Princess Takamado, U.S. Ambassador John Roos, and business leaders from Nippon Keidanren, Kankeiren, Keizai Doyukai, and Forum 21. The role of Japanese Americans in promoting closer bilateral relations was a prominent part of each discussion.

The Japanese American leaders who participated in the JALD program gained a deeper understanding of contemporary Japan and new perspectives in advancing U.S.-Japan relations. The delegates returned with an expanded awareness of their Japanese heritage, which further inspired them to strengthen the relationship between the land of their ancestors and the nation of their birth.

The JALD experience provided a bond of friendship and a network of Nikkei relationships that will endure for years to come. The 2010 JALD delegates are deeply grateful to the program sponsors for this enriching and incomparable experience.

2010 Delegates

Charles Allcock (Portland, Oregon)
Director, Economic Development
Portland General Electric

Tracey Doi (Torrance, California)
Group Vice President, Chief Financial Officer
Toyota Motor Sales, U.S.A., Inc.

Stuart Ishimaru (Washington, DC)
Acting Chairman and Commissioner
U.S. Equal Employment Opportunity Commission

Dayne Kono (Chicago, Illinois)
President and Managing Director
Masuda, Funai, Eifert & Mitchell, Ltd.

Duane Kurisu (Honolulu, Hawaii)
Chairman
aio Group

Colbert Matsumoto (Honolulu, Hawaii)
Chairman and CEO
Island Insurance Company, Ltd.

Moni Miyashita (New York, NY)
Vice President, Mergers and Acquisitions
Strategy, Investments and Relationships
IBM Corporate Development
IBM Corporation

Jill Nishi (Seattle, Washington)
Deputy Director, U.S. Libraries Program
Bill and Melinda Gates Foundation

Janet Nuzum (Washington, DC)
Associate Administrator and General Sales
Manager, Foreign Agricultural Service
U.S. Department of Agriculture

John Okamoto (Seattle, Washington)
Executive Director
Washington Education Association

Judy Sakaki (Oakland, California)
Vice President, Student Affairs
University of California

Wendy Shiba (Los Angeles, California)
Executive Vice President, General Counsel
and Secretary
KB Home

Jan Yanehiro (San Francisco, California)
President
Jan Yanehiro, Inc.



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Summary Reports of Meetings

The following reports chronicle the meetings and other events attended by the 2010 JALD delegates, and reflect the perspectives and experiences of the individual reporters. The reports are organized by broad categories of subjects – government, culture and business. Following the reports, we present personal reflections of each delegate.

A. Government

Our delegation met with members of Japan's governing leadership at an historic time in Japan. The first transition of power from the historically ruling Liberal Democratic Party (LDP) to the Democratic Party of Japan (DPJ) occurred last fall with the DPJ taking over the Lower House of the Diet and the election of Prime Minister Yukio Hatoyama. Six months after this historic election, we had the opportunity to learn about the challenges of transitioning political power. The timing of our delegation trip also coincided with the 50th anniversary of the U.S.-Japan security treaty and sensitive negotiations over the relocation of the U.S. base in Okinawa. Finally, just prior to our trip, the Toyota safety recalls were front and center in both the U.S. and Japanese media. All of this made for intriguing dialogue with Japanese political and governing leadership, as well as with their counterparts in the United States embassy.

Ministry of Foreign Affairs – Economic Briefing

March 2, 2010

Submitted by Colbert Matsumoto



The Ministry of Foreign Affairs (MOFA) organized this briefing to provide the delegation with a current perspective on the status of economic relations and commercial activities between the U.S. and Japan. The briefing was conducted by Hiroki Takabayashi, Principal Deputy Director, Second North America Division, North American Affairs Bureau.

Core Topics and Issues Discussed. We were advised that the current U.S.–Japan economic relationship is on good terms in contrast to an earlier period where there was friction over the trade imbalance. However, certain issues of concern remain such as: (1) the recent exclusion of U.S. autos from the Japanese version of the “Cash for Clunkers” program (since revised to include U.S. manufactured cars); and (2) the current controversy over the Toyota recalls, which the Japanese government is monitoring as a business issue rather than an inter-governmental problem to avoid escalating the matter into a political issue. Three areas of opportunity for enhancing bilateral economic relations were highlighted: (1) the initiative announced in November 2009 by Prime



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Minister Hatoyama and President Obama at their meeting in Japan to promote cooperation on clean energy development between Hawaii and Okinawa was specifically highlighted; (2) the focus of the Obama Administration on addressing climate change and promoting energy efficiency through development of a high speed rail infrastructure and the potential role Japanese companies can play in advancing that policy; and (3) the upcoming APEC Summits in Yokohama (2010) hosted by Japan and in Honolulu (2011) hosted by the U.S. These two back-to-back events provide an opportunity to establish a bilateral forum for dialogue on economic cooperation between the two countries.

Major Takeaways and Reflections. While the rise of the Chinese economy has changed the relative positions among the U.S., Japan, and China in relation to the volume of trade activity, the importance of the U.S. and Japan to each other as trading partners remains vital. Meanwhile, the U.S. trade deficit with Japan has been rapidly shrinking and now represents only 8.8% of the overall deficit. It was noted that while the U.S. remains the foremost country for direct investment by Japan (\$204 billion or 33.1% of total Japan investments abroad in 2008), the level of direct investment in Japan by the U.S. remains very small (\$67 billion or 3.6% of total U.S. investments abroad in 2008).

Special focus is being given to the Hawaii-Okinawa Clean Energy Cooperation initiative because of President Obama's emphasis on clean energy development as a national policy objective. MOFA is working with METI on plans to hold a seminar during FY2010 in Okinawa related to that initiative. Approval of a budget item for the seminar by the Diet is currently pending. The focus of the seminar will be on identifying the challenges each side is facing and strategies to overcome them.

Following up on a meeting held in February with Japanese American leaders at the Japanese Embassy in Washington, D.C., MOFA was appreciative of the interest expressed in supporting economic cooperation efforts around high speed rail development in the U.S. It was acknowledged that Japanese companies face stiff competition from consortiums from France, China, Spain, Germany and Canada, many of which have considerable experience in bidding for U.S. projects. The high speed rail initiative is currently being championed by the private companies involved in that technology (e.g., East Japan Railway Company) rather than the Japanese government. Until the private companies request assistance, the role of the Japanese government will be limited for the time being. It is likely that these developers will be conducting seminars on high speed rail in Washington, D.C. and California to help promote Japanese technology.



We were advised that Japan is working on negotiating trade and economic cooperation agreements (ETA and ECA) with the U.S. and other countries. Most current ETAs and ECAs are bilateral. In the future it is expected that a greater focus will be placed on "regional architectures" with such agreements being negotiated and established on a regional and multilateral basis.



Ministry of Foreign Affairs – Political Briefing

March 2, 2010

Submitted by Stuart Ishimaru

A subgroup of the delegation was briefed at the Foreign Ministry on current political issues by Tomoyuki Yoshida, Director, First North America Division, North American Affairs Bureau.

Core Topics and Issues Discussed. Mr. Yoshida presented an overview of key areas including (1) the nature of the United States-Japan relationship, (2) change of power in the governments, and (3) other specific issues. The key part of his presentation focused on the nature of the U.S.-Japan security relationship. He noted the longstanding security treaties starting 50 years ago, which have evolved as the global situation has changed over the years. Changes have been especially notable following the end of the Cold War, with China increasing its role as a major player in the Asia-Pacific region, including increasing its defense budget substantially over the past 20 years and dramatically increasing its economic might. He also pointed to North Korea as a growing security concern, compounded by the lack of diplomatic relations.

Change of power in the Japanese government was another key theme. Mr. Yoshida noted that this was the virtually the first change since the LDP came into power in 1955. The new government, led by the Democratic Party of Japan, is trying to change the style of governing, moving towards “politician led” politics and decision making, rather than being led by the bureaucracy. He stressed the fundamental nature of this change, with new ministers now running the ministries. He noted that Japan wants to develop new relations with neighboring countries.

Mr. Yoshida also touched on a variety of other topics, including green technology, the economy, child custody, beef, and health care.



Major Takeaways and Reflections. Mr. Yoshida gave the group a broad overview of the importance of the U.S.-Japan relationship over 50 years and began to lay out the possible implications the change in government may have on the relationship. We received a sense of the complexity of the relationship between both the U.S. and Japan, and Japan and its allies in the region. These relationships have been affected by growing economic power and capability in Asia, beginning in Japan, and spreading into other countries.



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United States Embassy and The Honorable John V. Roos, U.S. Ambassador to Japan

March 2, 2010

Submitted by Stuart Ishimaru

The delegation was briefed by senior members of the American mission to Japan, including lengthy discussions with Ambassador John Roos and Deputy Chief of Mission James Zumwalt. Many of the senior staff from the Embassy joined in the discussion, bringing their specialized expertise to the table.

Core Topics and Issues Discussed. Mr. Zumwalt began the briefing by giving the government's perspective on U.S.-Japan relations, addressing various topics raised by the delegation. He characterized the countries as having common values and interests, and expressed his optimism about the future of the relationship. He noted how the relationships in the region have evolved between the countries, and that while Japanese leaders are knowledgeable about the U.S. both countries face pressures to face inward. This has resulted in fewer Japanese students studying abroad, down nearly 22% from five years ago. Mr. Zumwalt compared the Japanese situation to the American situation, with both countries electing new leadership in the past year, with both pledging to bring about change. He noted the challenges of changing old ways, and of introducing elements of transparency to the process.

Ambassador Roos joined the discussion in progress and noted that he began his tenure just two weeks before the Japanese government changed to a new ruling party. While the transition to a new government happens far more quickly in Japan than in the U.S., it is not without its difficulties. Ambassador Roos said that both countries wanted to create a new and better relationship, and he was convinced that they would make progress on a number of issues that appeared to be difficult. He also noted the value of exchanges between the Japanese and American people, but the recent decline in student exchanges he acknowledged was both puzzling and troubling.



Major Takeaways and Reflections. We appreciated receiving a frank discussion about the nature of the U.S.-Japan relationship, and the challenges brought by a change in governmental leadership. Ambassador Roos joined the discussion for a generous amount of time, and his perspective as a relative newcomer to Japan complemented the expertise provided by the Embassy staff, especially when talking about challenges faced by the new government. The Ambassador and his staff were well aware of the new challenges facing the U.S.-Japan relationship, and the need to continue to build that relationship from the American perspective by being active participants in Japan.



Kazuyoshi Umemoto, Director-General, Ministry of Foreign Affairs North American Affairs Bureau

March 2, 2010

Submitted by Jill Nishi



Mr. Umemoto, along with Mr. Tomoyuki Yoshida, Director of the First North America Division, and Mr. Shinichi Hosono, Director of the Second North America Division, hosted dinner at a beautiful restaurant sitting in the glow of the Tokyo Tower inside Shiba Park.

Core Topics and Issues Discussed. Mr. Umemoto acknowledged that Japan is new to managing change in power. Unlike the United States where a two-party system exists, and shifts in administrations occur frequently, Japan is experiencing its first major shift in party power since World War II. This transition has not come easily with the new administration struggling to figure out how to govern, effectively work with the bureaucracy and implement its proposed campaign promises.

During our stay, Prime Minister Hatoyama's first budget was adopted by the Lower House in the Diet. This year's budget required the Prime Minister to make drastic budget reductions and Mr. Umemoto acknowledged that the JALD program was not without risk. He counseled that it would be important to underscore the value of the people-to-people relationships cultivated through the JALD program.



We had a lengthy discussion about the Japanese people increasingly turning inward as a result of the decline in the economy. Many Japanese are pessimistic about the future and believe China's emergence as the second largest economy and supplanting of Japan's current position in the world is inevitable. Mr. Umemoto expressed increasing concern over Japan's younger generation who appear to be rejecting predictable pathways (e.g., lifetime employment) and do not see the value in higher education. He went as far to suggest that young people believe Japan's leadership is currently to blame for the country's challenges and as such, reject any similar paths for their own lives.

Major Takeaways and Reflections. The shift from a bureaucracy-led government to a politician-driven government is a theme we heard throughout the trip. While it is presently uncertain how this transition will evolve, I wonder if a more balanced approach will emerge once the new administration is confident that it has firmly established its position as a new administration.



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Prime Minister Yukio Hatoyama

March 3, 2010

Submitted by Stuart Ishimaru

The delegation met with Prime Minister Yukio Hatoyama at his office.



Core Topics and Issues Discussed. The Prime Minister stated that the U.S.-Japan alliance was a key part of his foreign policy, noting the 50th anniversary of the Security Treaty, and that he wanted to further develop a partnership with President Obama. He noted his own personal ties to the United States, living in the United States while a graduate student, having American relatives, and having “left his heart in San Francisco.”

The group discussed a number of issues including the economic challenges faced by both countries and the pressures that places on the ability of the government to carry out fundamental services and duties. He noted the special role Japanese Americans can play in advancing bilateral relations. He also talked about the military bases in Okinawa, and his confidence that he will, by May 2010, have an answer that will satisfy all. He also discussed issues that he believes will help to further enhance bilateral cooperation, including green technology, climate change, and nuclear disarmament. The ability to resolve these issues will lead to a stronger relationship between the countries.



Major Takeaways and Reflections. We were very impressed in meeting the Prime Minister. The meeting occurred despite having to be rescheduled due to the Prime Minister’s very busy schedule, and in the midst of a historic budget vote by the Lower House. The discussion with the Prime Minister was candid, and went beyond the

usual talking points prepared for an event like this, especially when the Prime Minister related his own personal experience with America and Americans. We were honored that the Prime Minister continued the meeting well beyond its allotted time, comfortably answering questions from members of the delegation, and jokingly scolding us for not asking earlier to meet his wife.



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After the formal meeting concluded, the Prime Minister posed for formal pictures, and engaged in informal conversation before making his farewell. For those in the back of the room, it appeared that the Prime Minister led the group to the door of the meeting room, and then was whisked away to another appointment by his staff. Instead, he escorted us out to the driveway, to our bus, engaging in more conversation and goodbyes. It was an extraordinary ending to a meeting with a world leader!



Koichi Takemasa, State Secretary for Foreign Affairs, Ministry of Foreign Affairs

March 4, 2010

Submitted by Jill Nishi

Mr. Takemasa is a political appointee and the second highest ranking official at the Ministry of Foreign Affairs behind Foreign Minister Okada.



Core Topics and Issues Discussed. Mr. Takemasa expressed appreciation for the JALD program and believes it should be continued going forward. Japan will host the 2010 Asian Pacific Economic Council (APEC) meeting. At APEC, Mr. Takemasa indicated that Japan's priorities will be to establish Free Trade Agreements with the United States and other Asian countries. Japan's desire to deepen its relationship with other Asian countries should not be perceived as in conflict with the U.S.-Japan relationship. He noted that the stability of this relationship is key to peace in the region.

When asked about the apparent waning interest of younger people to study abroad, Mr. Takemasa did not seem overly concerned and partially refuted this assertion. He personally offers seminars to students interested in studying abroad and he sees many high school students who spend time abroad. He did acknowledge that the ability to study abroad has changed from the past (unclear whether he was referring to a limited economic means). Finally, he also noted that because Japan is more open to others it may not be as necessary for Japanese students to go abroad.



Finally, we discussed Japan's immigration policy. Mr. Takemasa did not see Japan's policies changing radically, referencing Japan as an "island country" that has historically been closed off to others. These sentiments are changing among some parliamentarians, but if Japan in fact liberalizes its immigration policies, it will need to figure out how to retain its traditional culture, which many feel is already being lost.



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Major Takeaways and Reflections. This was the only meeting I can recall where we did not hear a major concern about the lack of interest among young people in going abroad. This was also the only meeting where we talked at some depth about Japan's immigration policy. I found Mr. Takemasa's response on this issue at the core of the tension between the need for Japan to look outward and engage in an increasingly global environment, and the desire to retain its insularity and culture. It will be interesting to see whether an increasing number of Japan's Diet members view changing Japan's historical insularity as necessary to its future economic growth.

Young Parliamentarians

March 4, 2010

Submitted by Jill Nishi

Mr. Taro Kano, Liberal Democratic (LDP) member and son of former LDP Speaker of the House (Yohei Kono), hosted this dinner with seven current and former members of the Diet. With the exception of one parliamentarian representing the Democratic Party of Japan (DPJ), the remainder of those joining us represented the LDP.



Core Topics and Issues Discussed. Mr. Kono has hosted this dinner for every prior delegation, but this was the first dinner since the last election, which shifted power from the LDP to the DPJ. This potentially made for interesting social dynamics, but with the exception of a small handful of partisan comments made by one LDP member, the evening was cordial all around. Small lively discussions occurred throughout the evening with a chance for us to get to know a handful of Diet members up close and personal. Following dinner, Mr. Kono hosted a lively karaoke session where he led us off with his rendition of Frank Sinatra's famous tune, "My Way." This paved the way for other JALD members to belt out versions of "Tiny Bubbles," "YMCA," and other American and Japanese classics! Smiles and laughter were in abundance as we all had a chance to let down our hair a bit and enjoy a fun-filled evening.



Major Takeaways and Reflections. I had the opportunity to sit with two unlikely parliamentarians. Ms. Keiko Nagaoka, a five-year member of the LDP, is a self-described former housewife who wanted to represent her community. She is a rarity in the Diet as one of only a handful of women parliamentarians. Mr. Seichiro Dokyu, our lone DPJ parliamentarian, was one of the many new members who ran on a platform of change and contributed to the historical shift in power from the LDP to the DPJ. Mr. Dokyu, a former business executive, recently returned to his hometown in Kyushu to care for his aging parents and was compelled to run for office believing that Japan was in need of change. He noted that he personally has contributed to his campaign to serve in the Diet. I was impressed with his commitment and eagerness to contribute to change in Japan.



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Kazuo Kodama, Press Secretary, Ministry of Foreign Affairs

March 5, 2010

Submitted by Jill Nishi

Mr. Kodama is currently the Press Secretary and Director-General for Press and Public Relations for the Ministry of Foreign Affairs. He is a tenured government official having served MOFA for 34 years. He previously served as the Consul General in Los Angeles.

Core Topics and Issues Discussed. Mr. Kodama reflected on his experiences over the last three decades and noted that his time as Consul General in Los Angeles was one of the most meaningful professional experiences of his career. He has personally invested time to understand the Japanese American experiences. This coupled with his other experience around the world has shaped his world view and the value he personally places on diversity. He thoughtfully noted that Japan's biggest barrier is coming to terms with the need to accept a diversity of people and perspectives. Mr. Kodama asserted that this will be the key to drive change in Japan.



Mr. Kodama noted the significance of the 50th anniversary of the U.S.-Japan security treaty and the Hatoyama Administration's commitment to the security alliance and his declaration of a need for a more "equal partnership." He went on to describe Japan's desire to have a greater voice in foreign policy issues in contrast to the more passive role Japan has

played in its relationship with the United States. In response to Japan's intent to build stronger relationships with the rest of the Asia-Pacific region, he did not view this as a major shift in emphasis in Japan's foreign policy priorities, but rather a recognition that Japan needs to also engage with the rest of the region. In addition, he noted that the relationship with China is qualitatively different from that of the U.S., which is based on *both* the security and the economy. Finally, Mr. Kodama noted that reducing the military footprint in Okinawa without compromising Japan's security is the administration's primary goal. He also added that Japan contributes the greatest share of any country to support U.S. troops – a little known fact.

Major Takeaways and Reflections. I appreciated Mr. Kodama's thoughtful world view and the need for Japan to embrace diversity as a key to Japan's future. This was rare among the government officials we spoke to during our trip. He also helped to clarify the administration's view on the U.S.-Japan relationship both in the context of a more "equal partnership" and relative to the rest of the Asia-Pacific region. I found the DPJ's desire for more of an equal voice in the U.S.-Japan relationship as both reasonable and appropriate as Japan experiences its first significant transfer of power and seeks to appropriately assert itself.



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Yohei Kono, Former Speaker of the House of Representatives

March 5, 2010

Submitted by John Okamoto

Former Speaker Kono met with the delegation as a private citizen and friend of JALD to discuss issues of mutual concern of Japan and the United States. He is the father of Parliamentarian and Karaoke star(!), Taro Kono. Mr. Kono referred to Irene Hirano Inouye as a friend and the “most trusted person in the United States.”



Core Topics and Issues Discussed. Mr. Kono referred to Japanese Americans with pride and admiration. He said that all of Japan was cheering during the Olympics for the Japanese skaters, including Mao Asada, but also Japanese American skater Mirai Nagasu.

He inquired about our views on a variety of topics, including Toyota's recent safety problems, comfort women, dismantling nuclear arms, transparency issues in the government decision making, Okinawa, and security issues.

JALD participants shared their personal perspectives of Toyota's efforts to address safety issues and the need for transparency, the diversity of opinions on the issue of comfort women, concerns of transparency in government decision making in the U.S., and the complexities of the U.S.-Japan security issues in Okinawa.

The value and importance of the Japan-U.S. relationship was affirmed despite these short-term issues by both parties.

Major Takeaways and Reflections. As a seasoned politician and former diplomat not in the current political fray, Mr. Kono was able to speak broadly on topics he cares about and had some involvement with in the past. While he shared a common policy perspective as the LDP, he was reflective and broad in his perspectives of the issues of the Japan-U.S. relationship. He expressed a need to value the relationship of the two countries from a historical and long-term perspective, and not take the relationship for granted as we face short-term issues to resolve.



Foreign Minister Katsuya Okada

March 5, 2010

Submitted by Colbert Matsumoto

Foreign Minister Katsuya Okada met with the delegation at the headquarters of the Ministry of Foreign Affairs. Foreign Minister Okada is one of the founders and a leading member of the Democratic Party of Japan (DPJ).



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Core Topics and Issues Discussed. Foreign Minister Okada commented on the importance of the U.S.-Japan relationship, the U.S.-Japan Security Treaty, and the Okinawa base relocation issues. He noted that the bilateral relationship with the U.S. remains very important to Japan. This year marks the 50th anniversary of the U.S.-Japan Security Treaty and he highlighted his recent meeting with Secretary of State Hillary Clinton in Hawaii where they both reaffirmed a mutual desire to keep the Treaty intact and the alliance between the two countries strong. Nonetheless, he stated that there still remain outstanding issues between our two countries and pointed specifically to the Okinawa base relocation issue. He shared that early in the day Deputy Secretary of State James Steinberg had visited him to express the need for the two countries to overcome the various issues affecting U.S.-Japan relations.



In addition to Okinawa, Mr. Okada mentioned the current controversy involving Toyota Motor Corporation, which happens to be headquartered in his own political district. He noted that while Toyota is a private company, it remains a very important one for Japan. He also alluded to an issue related to parental child custody disputes that Ambassador John Roos has raised as remaining unresolved. Mr. Okada stated that despite the existence of such outstanding issues, the unity between the two countries is firmly intact. Besides the issues affecting the bilateral relationship, Mr. Okada observed that there are many other serious international problems that he is concerned about. He mentioned the situation involving Iran and the North Korean problem as two significant ones on his mind.

Foreign Minister Okada requested that the delegation share our “frank” views about our visit. Irene Hirano Inouye and Dayne Kono both responded and described some of the highlights of the trip and its significance to the delegation as Japanese Americans. Mr. Okada noted the importance of the person-to-person experiences that we had during the trip in building trust. He expressed his desire that we return to our communities and do more to further U.S.-Japan relations.



Jill Nishi noted that the delegation had arrived at a time of change with the rise of the DPJ and asked what the change meant for Japan. Mr. Okada stated that the fundamental political change that must occur is that key policy decisions must be made by elected officials rather than the bureaucracy. He acknowledged that the government has many very able bureaucrats serving the national interest. However, elected officials “who have the pulse of the people” should make important public policy decisions. He affirmed his belief that when big shifts in government occur, those decisions should be made by elected officials.

Charlie Allcock shared his feelings as a person of mixed racial background whose European family history in Japan uniquely dates back 148 years and how as a Japanese American he reacted to his meeting with Princess Takamado. He said that her stating that “as long as you have any Japanese blood you have a special connection with



Japan” moved him and was an important message to all Japanese Americans because of the changing face of Nikkei in the U.S. Mr. Okada approvingly responded and expressed his view that Princess Takamado's statement was an excellent one.

Jan Yanehiro asked what the delegation could bring back to the U.S. as a message. Mr. Okada replied that the delegates should carry back and share their feelings from the trip. He expressed his hope that Japanese Americans would become a “kakehashi” or bridge between Japan and the U.S.

The topic regarding the Toyota recalls was discussed and Mr. Okada expressed his confidence that Japan will not overreact to the sensationalism surrounding the situation in the U.S. He expressed his confidence that Toyota will recover from this setback.

Janet Nuzum acknowledged that MOFA's sponsorship of this delegation was an investment by Japan and that the delegates had committed themselves to undertake initiatives within the next six months to broaden and deepen U.S.-Japan relations.

Mr. Okada concluded the meeting by declaring that MOFA had renewed its confidence that the JALD program “must be continued.”

Major Takeaways and Reflections. Mr. Okada gave us the best insight into the significance of the political change occurring in Japan. In addition to describing the changing relationship between the bureaucracy and the elected officials, his remarks regarding government transparency suggests a major shift in attitude and the maturity of Japanese democracy. His repeated requests for our “frank” and “candid” views conveyed a genuine desire to gain new perspectives and learn from others. It was a very refreshing and encouraging meeting.



B. Culture

"Sometimes we need others to find ourselves." This was the insightful commentary offered to the delegation by Ambassador Kauzo Ogoura, President of the Japan Foundation. It poignantly captures the essence of the delegation's cultural meetings and events, which offered an opportunity to learn more deeply about our Japanese heritage and to share the Nikkei experience with our Japanese counterparts. From our meeting with the gracious Princess Takamado to our delegation colleagues sharing how their Japanese values have guided their personal and professional lives, this collective set of meetings affirmed our identities as Americans of Japanese ancestry and deepened our connection and affection for the traditions and people of Japan.

Cultural Orientation of Kyoto

February 28, 2010

Submitted by Judy Sakaki

We spent our first day with a cultural orientation of Kyoto, which provided a "soft landing" in Japan before beginning our week-long schedule of meetings in Osaka and Tokyo. Some of us began with a traditional Japanese breakfast in the Kyoto Okura Hotel, while others opted for the American-style buffet breakfast. Then all 13 members of our special 10th year delegation, plus our camera crew, gathered together in the hotel lobby and, after heads were counted, boarded our bus with excitement and anticipation. Once on board, we learned much from our guide, Eiko-san, including instructions on proper shoe etiquette.

Kyogen Master Shigeyama Sengoro's Home. We sat on the tatami floor and heard a lecture about Kyogen, the classic art form of comedy that originated more than 600 years ago. We were treated to a delightful demonstration that included loud "Ha ha ha ha's," learned to use our imagination such that a fan could become a sake set and watched "Bonsan," a comic performance piece. The Shigeyama Sengoro Family belongs to the Okura School of Kyogen and this is the 13th generation. Master

Sengoro began performing when he was 4 years old and expects that his son will follow in his footsteps. Charles Allcock (Charlie-san) provided greetings on behalf of the delegation and asked questions in fluent Japanese much to the surprise of the Kyogen Master.



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Lunch and the Tenryu-ji Temple. Our lunch at the beautiful Junsei Restaurant was a delicious mix of tofu dishes. We were surprised to see two beautiful Maiko, geisha apprentices, dining at a nearby table. Then we visited the Tenryu-ji Zen Temple, a United Nations World Heritage Site. We reveled in the charm, the history, the beauty and the serenity of the temple grounds. The cherry blossoms were perfect and the bamboo forest was spectacular.

Exploring and Dinner. In the afternoon, we had time to explore different aspects of the city. Some of us went to the Nishiki Market and Teramachi Shopping area. The sights, sounds and smells were distinctively Japanese. We stopped to gaze at barrels of tsukemono, a vendor roasting kuri (water chestnuts), locals eating red octopus on a stick and special Hinamatsuri (Girl's Day, March 3rd) kamaboko (fishcakes). We munched on freshly made warm senbei, joined the long line of local folks waiting to purchase tofu donuts and drank matcha (green tea) latte. Dinner was at the Ganko Takasegawa Nijyoen Restaurant. The food was delicious, plentiful and stunningly beautiful. One of our favorites was the Hinamatsuri sushi appetizer that looked like an Empress doll.



Major Takeaways and Reflections. Our day was full and fun. By traveling and sharing these experiences together, I felt that we grew closer as a delegation. We learned a little more about Japan and being Japanese American by experiencing Kyogen, visiting the Tenryu-ji Temple and even shopping. It was so exciting for me, personally, to be back in Japan. This was only my second trip; the last time was over 30 years ago when I was a college student. Much has changed since then, in Japan and in myself. I wondered why I hadn't come back to visit sooner and hope to bring my *Yonsei* sons with me on a future trip.

Japanese Americans Living and Working in Japan Today

March 2, 2010

Submitted by Janet Nuzum

On Tuesday, March 2, we had an informative discussion over lunch with four prominent Japanese Americans who reside and work in the Tokyo area. The purpose of the meeting was to hear first-hand about what it is like to be a Japanese American living and working in Japan today. These four individuals – Glen Fukushima, Ernie Higa, Kathy Matsui and Paul Yonamine – are all successful members of the business community in Japan. Glen Fukushima has organized and participated in this event every year since the first JALD delegation. He currently serves as President and CEO of Airbus Japan KK, and Senior Vice President of Airbus SAS. Ernest Higa is Chairman and CEO of Higa International Co., Ltd. Kathy Matsui is Managing Director and Chief Japan



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Strategist / Co-director of Pan-Asian Investment Research for Goldman Sachs Japan Co., Ltd. Paul Yonamine is President of Hitachi Consulting Co., Ltd.

Core Topics and Issues Discussed. The four individuals shared their personal stories of how they came to be members of the business community in Japan. They discussed how their Japanese heritage influenced their professional relationships and ability to advance in their chosen fields. Being Japanese American favorably distinguishes them from other Americans and in certain ways gives them a competitive edge over other American competitors or colleagues. Nevertheless, their Japanese colleagues, bosses, and clients do not consider them to be Japanese. Rather than a disadvantage, however, this unique status often works to their advantage. In certain situations, for example, the Japanese are more tolerant or forgiving of Japanese Americans because they are Americans, not Japanese. At a certain point in the career development ladder, however, there is a glass ceiling.



The role of women in Japanese society in general, and in business in particular, was also discussed. In Japan, the cost of raising children is very high and the ability to achieve work-family balance is a continuing challenge for young families. Immigration policies also affect the ability to bring nannies to Japan from foreign countries.

There is not only a need for strong leaders at the political level, but also a need for experience. The historic shift in political power resulting from the election of the Democratic Party of Japan is currently accompanied by a great deal of uncertainty about the process of decision-making on policy matters. How much longer this will last is unknown.

Major Takeaways and Reflections. This meeting was unique among all our meetings, raising questions about the unusual role that Japanese Americans can and do play in the business community in Japan. The four individuals came from different backgrounds and professions. However, they offered many similar comments about their experiences and observations. All of them were remarkably upbeat about their situation, citing advantages and opportunities for Japanese Americans that could be leveraged to enhance their professional experiences. Through their actions, determination, and attitudes they are living proof of the special role that Japanese Americans can play in bridging the cultural divide between Japan and the United States.



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Japanese American Leadership Symposium

March 3, 2010

Submitted by Wendy Shiba

A highlight of each year's JALD experience is the Japanese American Leadership Symposium, which is organized by the Japan Foundation Center for Global Partnership, co-organized by the U.S.-Japan Council, and supported by the Tokyo American Center and the Ministry of Foreign Affairs. The theme of this year's symposium, which was held at the Iwasaki Koyata Memorial Hall, International House of Japan, was "Leadership: Values in Career, Community and Culture."



Core Topics and Issues Discussed.

Ambassador Kazuo Ogoura, President of the Japan Foundation Center for Global Partnership, extended a heartfelt welcome to Ms. Irene Hirano Inouye, President of the U.S.-Japan Council, and the members of the 2010 Delegation. He described the members of the Nikkei community in the U.S. as "very precious assets" in the CGP's work to

promote dialogue between Japan and the U.S., and said that Japanese Americans can be good mirrors to help the Japanese people rediscover themselves.

In his welcome address, Mr. Phillip Hoffman, Minister Counselor for Public Affairs of the U.S. Embassy, referred to the relationship between Japan and the U.S. as the most important bilateral relationship in the world. Ms. Inouye made a special presentation on the work of the U.S.-Japan Council and the ways in which the JALD program is making a difference in deepening U.S.-Japan relations at the people-to-people level.



The Symposium featured presentations by three of the 2010 delegates. Ms. Aiko Doden, Senior Commentator for NHK, served as Moderator and introduced Stuart Ishimaru, Moni Miyashita, and Jan Yanehiro, each of whom gave a compelling and inspirational talk founded on stories of their *Issei* grandparents and *Nisei* parents and weaving in the impact they had had in shaping their values

and world view, including their work ethic and their commitment to excellence and community service.



Mr. Haruo Murase, Chairman, Canon Marketing Japan Inc., and Chairman, Committee on U.S. Affairs, Nippon Keidanren, rounded out the program with special comments, observing that the panelists had expressed their passion as Japanese Americans and had each given back to their respective communities. Ms. Doden then moderated the question and answer session in which members of the audience asked about aspects of the Japanese American experience and current issues in the U.S.

Major Takeaways and Reflections. The Symposium provided the most focused opportunity in our schedule of meetings for the 2010 Delegation to explain to a Japanese



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audience what it means to be a Japanese American. I felt grateful to Stuart, Moni and Jan for their candor and for opening their hearts to such a large audience. They shared their personal stories in order that people might better understand the Japanese American experience, from the time our *Issei* grandparents immigrated, with many of our grandmothers coming to the U.S. as young picture brides, through the wartime internment experience and its lasting impact on our



Nisei parents and on future generations. And while the members of our delegation have diverse family histories and backgrounds that do not neatly slot into the categories of *Sansei* and *Yonsei*, we do have the common bond of being Japanese Americans with a proud heritage and the enduring shared values of integrity, hard work, a passionate sense of what is fair and just, a commitment to excellence, and a desire to give back to our communities in order to make a difference.

Reception Sponsored by the Japan Foundation Center for Global Partnership and the Tokyo American Center

March 3, 2010

Submitted by Dayne Kono

The delegation arrived late to the reception due to a last minute rescheduling of the JALD visit with Prime Minister Hatoyama. Many of the guests had arrived earlier and had already started on the cocktails and hors d'oeuvres and the delegation received a very warm welcome. Among the many attendees were the following:

- John V. Roos, Ambassador of the United States of America
- James P. Zumwalt, Deputy Chief of Mission, United States Embassy
- Ann M. Kambara, Director, Tokyo American Center, United States Embassy
- Gary S. Wakahiro, First Secretary & Consul, United States Embassy
- Taro Kono, Member of the House of Representatives, Liberal Democratic Party
- Noriyuki Shikata, Director, Economic Treaties Division, International Legal Affairs Bureau, Ministry of Foreign Affairs
- Kazuo Ogoura, President, The Japan Foundation
- Hiromi Sato, Director Planning and Coordination Section & Americas Section, The Japan Foundation
- Tsuyoshi Takahashi, Special Assistant to the President, Japan Foundation
- Sadaaki Numata, Advisor, Kajima Corporation
- Paul Yonamine, President, Hitachi Consulting
- Ernest M. Higa, Chairman and Chief Executive Officer, Higa International Co., Ltd.

Core Topics and Issues Discussed. After the formal visit to the Prime Minister's office under the bright lights of the Japanese press, the informal face-to-face meetings at the Zumwalt residence with many friends and supporters from the CGP, Foreign Ministry, U.S. Embassy, the CGP symposium and other business and government representatives were a great way to cap off the evening. Discussions covered the



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delegation's meeting with the Prime Minister, the CGP symposium, lunch with the Keidanren and impressions of the trip as a whole.

Major Takeaways and Reflections. The reception was important because it allowed each of us to meet and discuss issues that had been raised in our group meetings with key individuals experienced in U.S.-Japan relations, who understood the importance of the JALD program. There were a number of attendees at the reception who had held notable posts with the Foreign Ministry and other organizations and had spent time in the U.S. and abroad and could share their perspectives.



Ambassador Roos and Deputy Chief Zumwalt were also at the reception and reminded us of the importance of Japanese Americans maintaining a dialogue with the Embassy to offer our perspectives and to make sure that our voices are heard.

Personally, I was very pleased with the connections that I made with a CGP representative who had lived in Chicago, two Japanese American leaders living in Japan, Ernest Higa and Paul Yonamine, reminiscing about our school days in Tokyo over 40 years ago, and Taro Kono, Liberal Democratic Party

member of the House of Representatives, who shared of the history of the Kono family crest with me.

Her Imperial Highness Princess Takamado

March 4, 2010

Submitted by Judy Sakaki



We met with HH Princess Takamado, wife of the late Prince Takamado and a member of the Japanese Imperial Family, at her residence. We received clearance to enter the Akasaka Imperial Grounds and then entered the Residence of Princess Takamado. The entry was filled with beautiful orchid plants and the home was decorated with an amazing collection of Japanese dolls for Hinamatsuri (Girl's Day-

March 3rd). Pictures of Prince Takamado were prominently displayed. In a curio cabinet in one corner of the room was the late Prince's precious netsuke (carved ivory pieces) collection. The room was elegant and pristine.

The Princess entered the room and greeted us warmly. Her receiving room was graciously arranged with chairs in a circle and small individual tables holding a cup of green tea, manju (pastries) and a colorful origami box filled with decorative senbei (rice crackers) for each



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guest. The Princess invited us to be seated and we quickly obliged.

Core Topics and Issues Discussed. Tracey Doi provided the greetings and introduced the delegation to Princess Takamado. Her Highness was dressed impeccably in a very fashionable suit. She comfortably spoke with us in English with a British accent. She attended Cambridge University studying anthropology and archaeology. We asked several questions and she responded quite openly, very candidly and at length. In response to a question about the constraints and weight of being a member of the Imperial Family, the Princess discussed the responsibility and honor of serving Japan. She has three daughters, Princesses Tsuguko, Noriko and Ayako, who are 23, 21 and 19 years old. Princess Takamado spoke of the challenges of parenting, influencing her daughters with their unique personalities and the educational value of studying abroad.



Prior to the Prince's death, Prince and Princess Takamado travelled broadly representing Japan by visiting over 35 countries in 15 years. Since her husband's untimely death at the age of 47, Princess Takamado has been active in a large number of charitable organizations supporting sports, health and environmental causes. She has two honorary doctoral degrees, is honorary president of Birdlife and the Japanese Red Cross. She is a friend of anthropologist, Jane Goodall, and a supporter of the global youth

program "Roots and Shoots." The Princess noted that she felt it was her responsibility to reach out to all Japanese irrespective of where they are in the world. She noted a recent trip that she made to speak with Japanese in Uruguay. She feels that it is important to embrace all Japanese and that includes anyone with even one drop of Japanese blood.

Major Takeaways and Reflections. I was extremely impressed with the Princess' education, worldly outlook and candid conversational style. I was surprised by how contemporary, likeable, warm, down-to-earth and charming she was. What an amazing woman! I wish I had her Hinamatsuri doll collection.



CGP Luncheon and Round Table Discussion

March 4, 2010

Submitted by Dayne Kono

This luncheon event, sponsored by the Japan Foundation Center for Global Partnership (CGP), was held on the beautiful grounds of the Meiji Memorial Hall on the balmiest day of our trip. Following opening remarks by Irene Hirano Inouye and delegate Judy Sakaki, Tadashi Ogawa, Managing Director, CGP/Japan Studies and Intellectual Exchange Department of the Japan Foundation, explained the key programs of the CGP and the importance of the JALD program and grassroots exchange programs, which have resulted in several self-initiated projects. Individual presentations were then made by the following three speakers:



- Ms. Keiko Iizuka, Deputy Political Editor for the Yomiuri Shimbun
- Mr. Hideyuki Inoue, Assistant Professor, Faculty of Policy Management, Keio University; Founder, Social Venture Partners Tokyo
- Mr. Ken Shibusawa, Chief Executive Officer, Shibusawa & Company, Inc.; Chairman, Commons Asset Management



Core Topics and Issues Discussed. Ms. Iizuka, a reporter covering domestic Japanese politics, provided her very current insights, which she said were both optimistic and pessimistic. She discussed the Hatoyama administration's expressed interest in making meaningful changes and the challenges it faces in implementing the changes while articulating a grand national strategy. She also discussed the DPJ's deep structural connections to the Japanese Trade Union Confederation, or "*Rengo*."

Mr. Inoue spoke about social entrepreneurship and how he personally volunteered to help with a tsunami disaster in Northern Japan where he put his heart and soul into the work. He explained that social venture partnerships allow individuals to feel a working relationship to society, not only to a company, and can be set up relatively easily. One example of a social venture partnership is "*Katariba*," an organization designed to support high school students in Japan who feel lonely, useless, tired and unable to make a difference. The students are provided a place to talk and build diagonal relationships (other than parent/teacher) with university student volunteers who help them with career education programs and how to actively pursue a mission or dream in life.



Mr. Shibusawa, a descendant of the founder of the first national bank of Japan, *Daiichi Kokuritsu Ginko*, explained his focus on leveraging "made in Japan" ideas and technologies, and tapping into the significant household financial assets held by the older Japanese generation that will need to be transferred to the younger generation. He explained his concept of the Commons Asset Management, Inc. fund that he created, which takes a long term (30 year) view of investment for 30



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different funds. Mr. Shibusawa believes that positive change can occur through individual initiatives sprouting up throughout Japan, saying that a new era can begin with one dew drop combined with many dew drops that will eventually flow as a mighty river.



Major Takeaways and Reflections. The CGP luncheon brought in speakers with different backgrounds and perspectives compared to the government and business leaders that we had met earlier in our trip. This provided the delegates with the opportunity to hear somewhat different views and approaches on issues facing Japanese government, business and society, which we were able to explore further in breakout sessions. It was an opportunity to interact, exchange ideas and enhance our understanding of U.S.-Japan relations through the eyes of some of the next generation of Japanese who may be running the country someday.



C. Business

The delegation's meetings with several prominent business organizations offered an opportunity to delve into the complexity of Japan's economy. Japan is one of the largest economies in the world, second only to the United States, and remains a major player in the global marketplace. And yet, the Japanese economy has stagnated over the last two decades and will likely face additional challenges in the years to come. These future challenges include a significant workforce shortage, raising the low participation of women in the workforce, a declining number of Japanese educated in the United States, and the growing eminence of the Asia-Pacific region in the global economy. The backdrop of the Toyota safety recall was also a topic of several discussions. We received several invitations to share our perspectives on a topic weighing heavily on the minds of Japan's corporate leadership.

Japanese Women Executives in Business and Government

March 1, 2010

Submitted by Moni Miyashita

U.S. Consul General Edward Dong organized this meeting in Osaka to help deepen our understanding of the opportunities and challenges of Japanese women executives working in business and government. We spoke with women executives from both the business and government sectors, including Ms. Hiromi Hiraki, Kobe City Assembly Member, and Ms. Mari Nogami, a business executive with Proctor & Gamble who is leading the American Chamber of Commerce in Japan's Women in Business Committee.



Core Topics and Issues Discussed. We discussed at length workforce policies that could potentially create greater incentives for Japanese women to remain in the labor force once they start their families. JALD participants shared some of the government and employer practices that have been put into place in the U.S. to enable women to work and fulfill their parenting responsibilities. The Japanese stated that the government and many companies are now addressing similar incentives and benefits for women in Japan. One member shared that she recently addressed 60 private companies on "Work/Life Balance" programs. This was significant given only P&G

and IBM were known to have these types of programs available in Japan in the past. The Japanese shared that women do not necessarily care about equality and benefits as much as they care about people's perception of them. Although the work/life balance programs may exist in their companies, they might not be requested or used. This is mainly because the cultural stigma still exists around the mother's role to raise children. It was noted that women in the workforce continue to receive negative reaction when hiring a nanny or placing their children in day cares. One woman shared that she



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received the feedback that people “pitied her children,” asserting they were being raised by a nanny.

Regardless of the cultural challenges women are facing in Japan, the fact that the country has a decreasing population and a declining workforce requires enablement of women as an effective solution to the declining work force issue. It was noted that this is an important consideration as Japan addresses its national labor challenge. Comments were made by multiple members that diversity in Japan is really an issue around women and senior workers.

Major Takeaways and Reflections. Japanese women executives, while still a small proportion of the executive leadership of Japan, are optimistic about their role in forging new pathways for other Japanese women. They are realistic in the current cultural limitations that deter women from continuing their professional lives, but are working in



incremental ways to change their respective workplace environments. I was struck with the resiliency of the Japanese women executives we met and the tremendous personal sacrifices they have made to assert themselves as corporate and government leaders in Japan. Many have opted to forgo building families and marriage to advance their careers and were explicit in sharing the very intentional tradeoffs that they have made.

The public awareness and knowledge of child care services, mentors, and professional women networks appears to be limited and often unavailable. Multiple women at this session mentioned the lack of role models, mentors and formal networks to support their decision to stay in the work force. There were JALD participants who have been involved in setting these up in the U.S. who may be able to share ideas and concepts (people to people) for possible use in Japan – with cultural adaptation and consideration.

Kansai Economic Federation (Kankeiren)

March 1, 2010

Submitted by Tracey Doi

U.S. Consul General Edward Dong was the catalyst to arrange this first meeting between the JALD and Kankeiren to share key concepts to stimulate both countries' economies. Kankeiren draws representatives from businesses, organizations and academia from the Kansai area to contribute to the sound development of the Kansai region and all of Japan. Internationally, Kankeiren endeavors to achieve further cooperation and deeper mutual understanding among nations.



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Participants:

- Mr. Masayuki Matsushita, Vice Chairman of the Board, Panasonic Corporation
- Mr. Hideo Tashima, Honorary Advisor, Konica Minolta Holdings, Inc.
- Mr. Hiroto Matsuo, Advisor, Kuraray Co., Ltd.
- Mr. Akihiko Takashima, Chairman, Kyoei Steel Ltd.
- Mr. Tatsuo Fujino, Managing Executive Officer, Itochu Corporation
- Mr. Satoru Hotta, Vice President & Deputy General Manager, International Sales & Marketing, Sanyo Electric Co.
- Mr. Masahiko Okamura, Executive Managing Officer, Mitsui & Co., Ltd.
- Mr. Susumu Kaminaga, President, Sumitomo Precision Products Co., Ltd.
- From the American Consulate General Osaka-Kobe: Consul General Edward Dong, and Mr. David Tulloch and Ms. Naomi Shibui
- From the Kansai Economic Federation: Mr. Kaoru Yamakawa, Mr. Yoshihiko Kobayashi, Mr. Tatsuhiro Tokuda, Mr. Tenkoh Yoshida and Ms. Yoko Morishita



Core Topics and Issues Discussed. Mr. Matsushita, Vice Chairman, Kankeiran and Chairman of its International Committee, was pleased that JALD recognized the importance of the Kansai region to the United States. He shared Kankeiran's efforts to strengthen relationships with the U.S., citing recent visits to Silicon Valley, CA, Washington DC, and meetings with Ambassador Roos.

The Kankeiren provided valuable insight on the Kansai region, highlighting their environmentally advanced technologies and manufacturing which includes solar panels, batteries, water treatment and conservation. Kansai is home to major corporations such as Panasonic Corporation, Sanyo Electric and others that export directly and indirectly to the United States.

The participants engaged in a productive discussion centered around Kansai's tremendous investments made in environmental technology and suggestions that the United States could draw from Kansai on advancing its environmental programs.

Emphasis was placed on the importance of people-to-people relationships to strengthen trade between the two countries. There was reflection on the shared challenges of global companies adapting to new political parties and policies. Discussion was raised around Toyota's recent concerns and whether the American people think ill of Japan. We noted that the media response is stronger than usual due to Toyota's reputation for quality, but with time, the issue will resolve itself. Overall, Americans' view of Japan is very positive.



Major Takeaways and Reflections. The session underscored the pride of these Japanese leaders in their country and their interest in broadening their outreach to the United States. I was touched by the humbleness of these accomplished CEOs as they recapped their companies' achievements. We gained a much greater appreciation for the technological advancements of the Kansai region and the vast impact globally of its research and development. The opportunity for co-development of future technology would be welcomed and should be explored further.



Mitsubishi Corporation Reception

March 1, 2010

Submitted by Jan Yanehiro

Mitsubishi Corporation is Japan's largest trading company with 200 bases of operations in 80 countries. It was established as a shipping firm in 1870. It was an honor to be hosted by the top executives of Mitsubishi Corporation in a relaxed reception where delegates mingled freely and spoke one-on-one on business, leadership and culture. Discussion topics included the economic challenges facing both countries, advancing employment of women in Japan, and the traditional practice of lifetime employment in Japanese companies.



Core Topics and Issues Discussed. Ryozo Kato, former Japan Ambassador to the United States and a member of the Mitsubishi Board, greeted the delegation with a word of caution for Japan. Japan's success with "No Risk, High Returns" concept must change, he said. The change doesn't have to be drastic, he said, but some degree of change is necessary for Japan to keep pace with the global economy. His insight was thoughtful, his

vision most inspiring. He believes change for Japan will come with education and commitment from the government and the people.

Of interest, Ambassador Kato is also Commissioner of the NPB – Nippon Professional Baseball. He noted how Japanese baseball stars playing on American baseball teams (Hideki Matsui, Ichiro and Daisuke Matsuzaka) are great Ambassadors of Japan in the United States. Having spent 15 years in the United States (six as Ambassador), Kato is an advocate of strengthening U.S.-Japan relations on all levels and in all opportunities beyond business. JALD delegate Duane Kurisu discussed the possibility of developing a game of the "Giants" – the Tokyo Giants and the San Francisco Giants.



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Since our hosts are essentially the very top executives of a major corporation in Japan, many had worked at Mitsubishi for 30 and even 40 plus years. The issue of lifetime employment was a question posed to delegates. How is it viewed in America? How is the current economic challenge changing this very core business value in Japan? Is this issue part of the past, part of the “No Risk, High Returns” concept and should it be changed? The freedom to exchange thoughts candidly was refreshing. Other issues discussed: how to incent women to rise up the corporate ranks; how do you create a pipeline of women; how will the shrinking labor force affect immigration of the future; and what about the millennial generation being too content in Japan? Certainly there were lively discussions among delegates and executives. Again, relaxed, candid and engaging. JALD New York delegate Moni Miyashita extended a special welcome to Seiei Ono. He will be in New York shortly, leading Mitsubishi North America.



Major Takeaways and Reflections. While certainly respectful, this opportunity of a person-to-person exchange, in some instances peer to peer, was refreshing. It was clear, the executives had a huge command of American business practices and the English language. More command it seemed, than we delegates did of Japanese companies and certainly of the language.

Attendees (from Mitsubishi Corporation unless otherwise noted):

- Ryozo Kato, Former Ambassador to the United States; Member of the Board, Mitsubishi Corporation; Commissioner, Nippon Professional Baseball (NPB)
- Ryoichi Ueda, Representative Director, Executive Vice President, Chief Financial Officer
- Seiei Ono, Executive Vice President, Division COO, Corporate Planning Division
- Shuichi Ijiri, Deputy General Manager, The Americas Office, Global Strategy & Coordination Department
- Masato (Matt) Nagase, Deputy Division COO, Ship, Aerospace & Transportation Systems Division
- Masao Kochi, Deputy General Manager, Strategic Planning, Defense Systems
- Yoshikuni Kanai, Corporate Advisor
- Akiko Shirai, Manager, Economic Research Team, Corporate Strategy & Research Department
- Hideki Nishimatsu, Director, The Japan Foundation Center for Global Partnership
- Norio Okaido, Special Assistant to the Executive Director; Secretary General, The U.S.-Japan Conference on Cultural and Educational Interchange; Secretary General, Japan-China-Korea Culture Forum



- Koji Tomita, Deputy Director-General, Asia and Oceania Affairs Bureau, Ministry of Foreign Affairs
- Hiroki Takabayashi, Principal Deputy Director, Second North America Division, North American Affairs Bureau, Ministry of Foreign Affairs

Keidanren

March 3, 2010

Submitted by Duane Kurisu

The luncheon meeting with the Keidanren was chaired by Keikichi Honda, Chairman of the Planning & Coordinating Sub-Committee of the Committee on U.S. Affairs, Nippon Keidanren, and Chairman of EFI K.K., and the opening remarks were given by Haruo Murase, Co-Chairman of the Committee on U.S. Affairs, Nippon Keidanren, and Chairman of Canon Marketing Japan, Inc. Also present were Akihiko Hiraoka of Sumitomo Chemical Co., Ltd., Shinichiro Kadono of Toshiba Corporation, Takayuki Noma of Canon Marketing Japan, Inc., Akihiro Tanii of Panasonic Corporation, James Masao Toyama of Sony Corporation, Takashi Tsurusawa of Toyota Motor Corporation, Yoichi Yamano of Hitachi, Ltd., Kazuyuki Kinbara, Tomoko Hasegawa, and Kiyomi Kasai of Bureau Nippon Keidanren and Maki Tanaka, Deputy Director General Japan-U.S. Business Council. The purpose of the meeting was for the JALD to learn about the different economic and social issues facing Japan and for JALD and members of Keidanren to discuss different possible solutions for resolving them.



Core Topics and Issues Discussed. The members of the Keidanren advised us that the main problems facing Japan were the social and economic impact of its aging population and the question of how Japan will achieve its targeted consumption growth of 6% per annum. Subsequently, many other tertiary issues were discussed by and between members of the Keidanren and the JALD delegation. These issues included cultural and demographic changes affecting generational family structures, the decreasing but still prevalent practice of lifetime employment, the engagement of more females in the workforce, the promotion of females in organizations, the need for greater protection of intellectual property outside of Japan, the question of whether manufacturing still matters and the need to eliminate trade restrictions between the U.S. and Japan.

Major Takeaways and Reflections. In addressing the issue of the aging Japanese population, we talked about the possibilities of extending the retirement age of employees. We also talked about incentives to accept and to maintain more women in the work force to meet employment demands initiated by a productive economy but one



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faced with a reduced labor pool resulting from the growing disparity between Japan's low birth rate and its increasing aging population.



Further, while we talked about whether manufacturing mattered anymore, we agreed that the value of manufacturing was in the imbedded technology. Therefore, while the larger non-technical parts of manufacturing are being outsourced to places outside of Japan, it was important to keep value-added components of manufacturing inside Japan. The real challenge for Japan is not productivity but to increase domestic consumption.

Our time together was lively with a lot of open discussion on many subjects and the feeling was mutual that there was so much more to talk about. The meeting concluded with a call for the desire to spend more time together the next time we meet.

Forum 21

March 4, 2010

Submitted by Charlie Allcock and Tracey Doi

Alumni Participants (attendees also included current Forum 21 members):

- Shinobu Umino, Senior Executive Vice President, NTT Communications Corporation
- Michio Sugimoto, President, NTT Comware Corporation
- Takuma Otoshi, Chairman, IBM Japan, Ltd.
- Kenichiro Hamada, President and CEO, ANA Strategic Research Institute Co., Ltd.
- Koshichiro Kubo, Executive Advisor, All Nippon Airways Co., Ltd.
- Norihiko Saitou, Senior Vice President, Toray Industries, Inc.
- Susumu Kagayama, President, Symantec Japan, Inc.
- Yoshikuni Kanai, Advisor, Mitsubishi Corporation
- Kazuyoshi Umemoto, Director-General, North American Affairs Bureau, Ministry of Foreign Affairs
- Takashi Matsumoto, Director-General, Cabinet Office, Minister's Secretariat
- Masaji Miyako, General Manager, Accounting Finance Division, Nippon Steel Corporation
- Toshio Nishizawa, Managing Director, Tokyo Electric Power Company
- Kensuke Yamane, Mitsui Fudosan Co., Ltd., Senior Project Manager
- Ryoichi Ueda, Representative Director, EVP, CFO, Mitsubishi Corporation
- Takashi Abe, President, NYK Global Bulk Corporation
- Masataka Wakayu, President, Honda Finance Co, Ltd.
- Yoshihiko Fujii, Deputy Director, Dentsu Institute, Dentsu Inc.
- Kazuko Ohya, Corporate Auditor, Shiseido Company, Ltd.
- Masato Hirota, Member of the Board, Executive Officer, VP, Kao Corporation
- Yuji Fukazawa, Executive Director, East Japan Railway Company



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- Ichiro Ozeki, Vice President, SECOM General Insurance Co., Ltd.
- Hiroki Mitsumata, Director of Nuclear Energy Policy Planning Division, Ministry of Economy, Trade and Industry

Core Topics and Issues Discussed. We engaged in an interesting discussion covering a number of topics including how the U.S. could benefit from understanding how Japan has strengthened its business investment and consumer spending by avoiding deflation and demonstrating persistence and patience, especially with fiscal policies. There was recognition that Japan depends heavily on imports and in order to achieve economic balance, it must continue to export high quality electronics and automobiles and develop key technologies. Government plays an important role in establishing good cooperation with partnering countries.



We covered the growing labor shortage in Japan and the trends in aging population, later-in-life marriages, fewer children per household and the changing desires of the younger generation to be less like their father as salarymen. Examples were given of government and private sector responses, such as flexible hours, extended maternity leaves, paternity leaves, elderly care support. Difficulties were noted that companies encounter to retain women. The Forum 21 senior executives spoke of the importance of developing the next generation of leaders, to encourage them to look beyond the borders of Japan and embrace a multi-lingual culture to succeed in the future. Not easy but a challenge they are tackling.

In turn, Forum 21 was interested in the progress for women in the U.S. and if discrimination is an issue. We shared that thousands of complaints are filed each year, some related to gender, others regarding race. Progress has been made, women make up a much larger percentage of the workforce in the U.S., but there is still room for improvement.



Forum 21 asked JALD members about the differences perceived by Americans between China and Japan based companies. We expressed our admiration for the high quality manufacturing principles, integrity, trust and care of customers exhibited by Japanese companies. Attributes that American companies want to emulate.

Major Takeaways and Reflections. It was impressive to see the caliber of participation from major corporations spanning a broad array of industries, as well as the longevity of this Forum 21. Clearly there is a strong commitment to the development of Japan's future leaders. We should evaluate if there are similar opportunities in the U.S. for forums like this to educate, develop and deepen understandings across industries, as well as with government.



Keizai Doyukai

March 5, 2010

Submitted by Charlie Allcock



This was the first meeting between JALD and the Keizai Doyukai, the Japan Association of Corporate Executives, comprising of 1300 top executives of some 900 large Japanese corporations, all sharing the common belief that corporate managers should be key players in a broad range of political, economic and social issues. These executives participate as individuals, shedding their corporate affiliations to

ensure a diversity of opinions and views. The meeting was hosted by Mr. Sakurai, Chairman, and Mr. Kojima, President, of Keizai Doyukai. Also attending the meeting were Vice-Chairs of their Committee of Americas-Japan Relations, Messrs. Hodo and Togashi, as well as members of their Committee on Comprehensive Diplomatic Strategies, including Vice-Chairpersons Ms. Hoshino and Mr. Suzuki, and Committee members Messrs. Endoh, Fukukawa, Yamawaki and Matsui.

Core Topics and Issues Discussed. To kick-off the meeting, the Keizai Doyukai members first commented on the challenges facing Japanese business executives, including difficulties in effectively using foreign languages, looking at issues in a broad global context, and with specific reference to the U.S., the tendency for differences in opinion to be resolved through the legal system, in stark contrast to other approaches that are more commonly used in Japan.



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When the JALD members asked about the biggest challenges facing Japan today, the responses ranged from the falling competitiveness of Japanese industry, often rooted in a waning individual desire to excel, to the lack of new business models emerging in Japan, with very few entrepreneurs succeeding in creating large enterprises from start-ups. While the aging Japanese population could be an obstacle to long-term economic growth, several members expressed new business opportunities by tailoring products and services to this customer segment. Many Doyukai members noted that the current lack of consumer activity was a larger problem for Japan, with the general population unwilling to increase their consumption of goods and services.

Doyukai members noted that a stronger U.S. economy, a U.S.-Japan Free Trade Agreement, a stable yen-dollar exchange rate reflecting the fundamentals were important in terms of the U.S.-Japan economic relationship.

Major Takeaways and Reflections. The Doyukai members in attendance encouraged the JALD members to move away from a more traditional look at Japanese society and corporate culture, and to recognize and understand the underlying forces in Japan that are affecting the context that shape strategies and plans by Japanese government and businesses. Another theme that came through in these discussions is Japan's need and interest in having the human resources skilled in global business perspectives, including language and effective communication skills.



Unlike some of the other meetings during the JALD visit that involved prepared presentations and/or questions submitted in advance, this meeting was characterized by a more spontaneous dialogue and exchange of views which many JALD members found refreshing and informative. Doyukai members worked in a broader range of company sizes, and that also provided a more diverse range of views, and in possible alternatives to resolve some of the outstanding issues.



Personal Reflections



Charles Allcock

I was born in Kobe, Japan, and lived there until I was 17 years old. My family lived in Japan for four generations and over 140 years, starting with my paternal great-grandfather who arrived from England in 1862. My grandfather on my mother's side came to Japan from Macau in the early 1900s. My paternal great-grandmother and my maternal grandmother were Japanese, which makes me three-eighths (3/8) Japanese.

Growing up in Japan as a person of multi-cultural backgrounds, I often struggled for a personal identity in a homogeneous society. While I was fluent in Japanese, I always felt an invisible line that I would never be able to cross. My identity as an individual of Japanese ancestry

always felt a bit awkward, and not being able to fully “belong” in Japan even though my family had lived there for more than century.

Our meeting with Princess Takamado was the unequivocal highlight of this trip. In response to a question about the role of the Imperial family in Japanese society, she indicated that one important role was to be a “mirror” of the Japanese people in being able to represent their collective views and values. Commenting about people of Japanese ancestry living outside of Japan, the Princess noted that “No matter how much or how little Japanese blood you have in you . . . whether it's one-half, one-fourth, one-eighth, or a single drop, you always have a tie back to Japan and you are important to us.”

I was also struck by the presentation by Keio University professor Inoue, who lectured on the social characteristics of today's young people in Japan. He talked about a relatively high rate of suicide among youth, the giving up of hope, and the lack of interest among Japanese youth to study abroad, travel abroad, and learn foreign languages. This trend is such a complete difference from 30-40 years ago (a generation earlier), when there seemed (and did exist) a strong sense of purpose and values, characterized by “gaman,” “gambatte,” and a life-long pursuit of key goals towards “getting ahead.” What is happening here? While I observe many of these traditional values in those that I meet in business circles in Japan, is there a new set of values emerging in Japan?

While the JALD itinerary was limited to urban areas, we did hear a number of presentations that discussed perspectives from rural Japan, and how they affected the overall national agenda. These perspectives show up in care for the elderly, public works projects, electoral re-districting, and agricultural liberalization – a broad range of issues that have subtle but key impacts on the overall U.S.-Japan relationship.



I want to personally thank the Center for Global Partnership, the U.S.-Japan Council, Ministry of Foreign Affairs and the many other individuals and organizations for providing me with this unique opportunity to visit Japan and engage in incredibly valuable discussions with my JALD colleagues and our Japanese counterparts. Collectively, they enhanced my understanding of Japan and strengthened my resolve to be an active participant in contributing to U.S.-Japan joint activities.

In the near-term, this is likely to occur in my current work in clean-tech, such as electric vehicles, solar energy and advanced batteries. As the incoming Chairperson of the Japan America Society of Oregon, I am looking forward to a series of programs and events where visitors from Japan meet with key business and community leaders while in Oregon, and also a series of regularly-held meetings in Japan by Oregonians. No doubt, much of this work will be done in collaboration with the Japanese Consulate General in Portland, which has and will continue to play a cornerstone role in U.S.-Japan relations in the community where I reside.



Tracey Doi

I am immensely grateful to the Ministry of Foreign Affairs of Japan and the Japan Foundation Center for Global Partnership for sponsoring the Japanese American Leadership Delegation, in collaboration with the U.S.-Japan Council. I appreciate the personal commitment of Ms. Irene Hirano Inouye and Consul General Ihara to this program. It was truly a once in a lifetime experience.

Through the Japanese American Leadership Delegation I have a stronger connection to my heritage, and a deeper appreciation of the core values of honesty, hard work and social responsibility passed down from my great grandparents. During our meetings with Japanese senior corporate leaders I witnessed the humble pride in their nation's vast accomplishments and heard their sincere interest in strengthening ties with the United States.

Our delegation has already been in contact with some of the leaders we met, exchanging information on subjects ranging from solar technology to developing a pipeline of professional women.

We were able to gain an inside look into Japan's government during a pinnacle point in history, meeting personally with Prime Minister Hatoyama. It was fascinating to see the parallels between Japan and the U.S.' respective new Administrations. Clearly both nations face similar economic challenges and the impact of aging demographics and lower birth rates. How will each country address these concerns? What can we learn from one another?



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I was most touched by our discussions with courageous women business and government leaders. I was pleasantly surprised by their willingness to share the cultural and infrastructural challenges they face in following their aspirations. I am committed to helping support these women by sharing more about the U.S. work environment and determine if some of our practices could be adapted to Japan to develop a more diverse labor force.

Another huge benefit of the JALD has been the formation of a lasting network of Japanese American friends across the United States with a shared interest in U.S.-Japan relations and support of our Japanese American community. The delegates are high energy, motivated individuals representing diverse industries and functional expertise. We bonded so easily. I will continue to reconnect with this very special group of JALD friends to further our mission of building people-to-people relationships in the U.S. and in Japan in the years to come.



Stuart Ishimaru

The delegation trip was sold to me as a “once in a lifetime” event, with high level meetings and access, and, indeed, the trip did not disappoint. With recent changes of government in both countries, and with a challenging and evolving business climate, the discussions we had were fascinating, and the hospitality was most gracious. Traveling with a diverse and talented group, friendships were quickly made and grew during the adventure.

During the course of the meetings I often wondered what I would be doing today if my grandparents had chosen to stay in Japan and not emigrate to America. Would I have been in any of these meetings as part of the Japanese side, as a representative of a Japanese institution, or would

I be in my home prefecture, a factory worker, a salaryman, or a government worker? Would I have had the same or similar opportunities that I had in America, and what would have been the result?

Visiting Kyoto, Osaka and Tokyo left me, again, with a feeling of exhilaration. Both ultra-modern and ultra-traditional, sometimes separate, sometimes together, sometimes a deft mixture of the two. Visual signals appear familiar, but not being able to read the writing one is not quite sure. Sights, sounds, and tastes beckon. I think I understand, but then again, I do not.

I wonder about the future of both countries. Both economically mature, will both continue to grow and prosper, or will we be overtaken by other countries with more population and resources? Will this be exacerbated by the trend of young people “cocooning” in the comforts of home? As manufacturing goes to lower cost centers, can



both our countries prosper by adding value rather than by making things? What will happen if longstanding safety nets develop holes, and a larger number of people fall through? Our countries share difficult challenges.

At the end of the day, I came away most impressed with the warmth of our welcome in Japan. The bonds of a common ancestral heritage remain strong among people, even when removed by a generation or three. That common bond is a unique resource that should be nurtured, not ignored.

A few weeks after the end of the delegation trip, I returned with my family for a vacation. For my two young sons, it was their first visit, and was met with delight and awe. So much of their world revolves around things Japanese, things that have morphed into universal, international symbols – Super Mario's Yoshi and Miyazaki's Totoro, ramen and bento, Pocky and Kit Kats (in flavors not to be found at home), many available at the neighborhood Combini. So much was familiar, so much to lure them back, yet it was so very different. It's only a planeride away. We'll be back, and soon.



Dayne Kono

I am deeply indebted to the sponsors and organizers of the 2010 Japanese American Leadership Delegation for putting together a dream itinerary and making it a reality. Our delegation had uncompromised access to politicians, government officials, the Imperial Family and prominent organizations, institutions and leaders in Japan that one would expect only to encounter in the news. It was a fantastic experience that made a lasting impression on me. The trip provided me with the opportunity for *genchi gembutsu* – to see and experience first-hand – what prominent Japanese and Americans living in Japan were thinking about U.S.-Japan relations. Ultimately, the people-to-people contacts and personal connections defined the trip for me. A few of the highlights are mentioned below:

It was a privilege to be a member of the 2010 JALD. The trip only increased my respect for each of the delegation members, who all made great traveling companions. Despite our diverse backgrounds and tight schedule, the group functioned as a team, with each of us contributing our unique training and talents to move the team along. Perhaps since we were more “seasoned” and “experienced,” we kept things in perspective, no one took things too seriously, and we had fun! Irene Hirano Inouye's experienced leadership, along with Consul Furusawa and the incredible support team from Japan, certainly played a huge role in the success of the 2010 JALD.

The lunch discussion with Glen Fukushima, Kathy Matsui, Paul Yonamine and Ernest Higa, all successful Japanese Americans living in Japan, expanded my view of the role Japanese Americans can play to strengthen U.S.-Japan relations. Their comments on how they navigate successfully within the Japanese business culture and the advantages and disadvantages of being perceived as neither Japanese nor American,



particularly resonated with me. When my family moved to Tokyo in the 1960s, I had met Paul and Ernest as school kids, but had not seen them for over 40 years. I hope to maintain the relationships and continue the dialog.

At our meeting with Princess Takamado, Her Highness made a statement that the Emperor is concerned about all Japanese living outside of Japan, even those descendents with just one drop of Japanese blood. I was pleasantly surprised to hear this. I had never heard it before and it was such an inclusive statement. Although not official, it changed my view, in a positive way, on how Japanese may be thinking about Japanese Americans (and Japanese Brazilians, etc.) and how that perception may be evolving.

Taro Kono, one of the most popular members of the Lower House of Representatives, invited members and former members from the LDP and DPJ to join us at a JALD dinner. As we both share the same Kono surname, we discussed the origins of Kono clan and I learned from member Kono distinctions between our family crests, which date back to 663 A.D. At dinner, I sat next to Seiichiro Dokyu, a newly elected representative and the only DPJ member in attendance. He had never run for office, but by chance found himself riding the wave of change that had swept Japan. After dinner, we sang karaoke with several of the parliamentarians, including member Kono, whose rendition of "My Way" was an experience that I will never forget!

I hope to maintain my contacts from the 2010 JALD and will keep an open invitation to all to visit Chicago. As to my personal interests, the U.S.-Japan business initiatives that were discussed on the trip, to promote clean energy and high speed rail as well as the upcoming APEC discussions in Japan and Hawaii, are areas that continue to interest me and I will look for opportunities to participate further through the JALD organization.



Duane Kurisu

I grew up in a sugar plantation community in Hawaii, at a time when a handful of big companies with white missionary roots still controlled most of what happened in the Islands.

Fortunately, those of us born and raised in the post-World War II era began to enjoy a welcome change in status, as Japanese Americans gained influence politically, socially and culturally. By the time I graduated from high school in the waning years of the Vietnam War, I had lost most of my insecurities over being a second-rate American citizen.

Despite all these early challenges, I never wished to be anything other than Japanese. At the same time, I never dreamed that my Japanese roots might someday help serve as a bridge between other people of Japanese ancestry. After all, Hawaii was and is a melting pot of Hawaiians, Japanese, Filipinos, Chinese, Portuguese, Koreans and Caucasians.



Early in my adult life, in creating and operating Hawaii Winter Baseball, I fought hard to integrate Nippon Professional Baseball into Major League Baseball, and to elevate the perception of Japanese baseball players as being among the world elite. Our professional baseball league broke new ground in the arena of international peace and cooperation. We used baseball as the foundation for the development of personal relationships and understanding, with Japanese and Americans playing together on the same teams and not on separate teams against each other. Few people are aware of the battles I encountered behind the scenes and the millions of dollars spent personally to encourage this integration. It was about more than baseball. It was about national pride and about confidence in the Japanese to recognize themselves as a world-class people.

I could truly understand the depth and breadth of the meaning of my struggles only years later, and only after my trip to Japan in early March 2010 with the Japanese American Leadership Delegation.

Others may speak admiringly of those we met in Japan as being accomplished at the highest levels. For me, the experience was very personal. I looked into people's eyes. I savored the care and graciousness with which our meals were prepared. I listened to the hearts of the people we met as much as to their words. I felt the warmth of our hosts. And this time, I took time to smell the fragrance of the flowers and trees in the gardens of Kyoto and Tokyo.

I've traveled to Japan many times over the years but never with so many Japanese Americans from the mainland U.S. – most of whom, in terms of acceptance, were not as fortunate as we Japanese who grew up with the social comforts of Hawaii. What's more, I'd never met such a broad cross-section of high-level Japanese people in government and business within such a short period of time. As I discovered the differences – and the similarities – among Japanese from East and West, the feelings that engulfed me were feelings I never expected. Finally, after a lifetime in Hawaii's melting pot, I found what it really means to be Japanese.

I went to Japan with the JALD delegation as an American with a Japanese heart, but I came home with a Japanese soul.



Colbert Matsumoto



Over the years I have pursued many paths to gain an appreciation of my heritage as a Japanese American. My frequent visits to Japan have always played an important role in helping me gain an understanding of the homeland of my grandparents. It is a country where the contrast between tradition and modernity has always intrigued me. In contrast to those past visits, this unique trip and the special people we met gave me new insights and heightened the level of my interest in Japan.

Our interaction with leaders in business, academia, and government, enabled us to see Japan through the eyes of people who are steering its future course. Those discussions, however, left me with an image of an uncertain

Japan searching for a vision of its future.

Many people whom we met seemed anxious about the changes taking place in their country. The political change in their country's leadership raised hopes for positive change but revealed deep philosophical differences concerning their system of governance. The troubles beleaguering Toyota, a national icon, were clearly on people's minds. China's emergence as an economic power raised questions of the future role Japan will play in the global community as its economic status is eclipsed. Many we spoke with expressed concerns about Japan's youth becoming more insular and less willing to deepen their experience of the world. Surprisingly, they seemed less alarmed than I would have expected about their nation's aging demographics and declining population.

From my American perspective, there were many troubling signs. But from the perspective of my Japanese heritage, it was reassuring to see that traditional values still loomed large in influencing Japanese society. I saw this in a young *kyogen* master continuing 14 generations of a family tradition who embodied the importance of heritage and inter-generational cultural transmission. Listening to many business executives reaffirm the long-term investment perspective of their companies comforted me in learning that the business community was not lured by short-term goals and quick-return thinking. It was refreshing to learn of their commitment to continuing the success of their companies without regard to an "exit" strategy that is the focus of many American business leaders.

Despite the urban dynamism that defines much of Japanese society, it remains very tradition bound in so many respects. But no country is insulated from change and Japan continues to successfully adapt and innovate. Throughout our encounters I sensed an earnest desire to gain new perspectives, a genuine receptivity to new ideas, and a growing willingness to collaborate with friends from abroad. It left me very hopeful and of the belief that we are at the forefront of building a new generation of relationships between the Japanese American community and Japan.





Moni Miyashita

I knew when I went to the JAL check in counter at JFK and they had special luggage tags with my name prepared in advance that I was in for a special trip. Sure enough – after checking in my two bags (one for Tokyo and one for Kansai – another smart plan by the advisors), a JAL representative called my name, grabbed my carry-

on bag and politely escorted me through security to a seat in the JAL business class lounge.

I had the wonderful opportunity as a *sansei* to live on international assignment in Japan twice with IBM. During those two assignments (which spanned 10.5 years), I was able to experience the culture, people, traditions, doing business and meeting relatives. But, I never dreamed I would ever experience the types of meetings we had with top business and government leaders, or the special life time new friendships I would make with the 12 other delegates, Irene and the advisors on the JALD10 program.

I had the privilege of being one of the three delegates selected to speak at the Leadership Symposium in Tokyo. It was very special and hard to believe I stood in front of so many Japanese (including supportive executives and colleagues from IBM Japan), to share my grandparents' life journey from Kyushu, Japan in the 1920's to their final move to Denver, Colorado after being released from the internment camps during WWII. I shared how their Japanese character gave me many of the leadership values I lean on today at IBM.

Amazing and often surreal would be the words to describe *my reflections* of the week experience. I was blessed beyond words to be part of such a prestigious team of Japanese American leaders and participate in meetings where we discussed national challenges with members of the Keizai Doyukai, Keidanren and Forum 21. It was also unbelievable to sit across the table in private meetings with Prime Minister Hatoyama (who walked us to our bus after a 45 minute discussion) and Secretary of State Okada (who committed to ensure this program is funded again next year during our meeting). Both were incredible experiences. To top it off – we had tea with Princess Takamado at her residence for an hour discussing everything from education, raising children and culture to ethnic issues.

Lastly, we had a couple hours of free time on Thursday morning and I couldn't resist taking the ladies from our delegation to meet my very close friend, Jane Yonamine. They all left Japan very happy with their new Yonamine pearls and famous yellow bags!





Jill Nishi

My participation in the 2010 Japanese American Leadership Delegation (JALD) represented my seventh trip to Japan over the last 23 years. Since my initial trip in 1987 as a student studying abroad at Waseda University, each trip has resulted in a deeper understanding of both Japan, as well as who I am as a Japanese American. Nonetheless, I cannot recall a trip that has so profoundly touched me on both of these levels.

As we made our way through the course of the week, the current change and challenges facing Japan taken in all at once is overwhelming. The first major transition in political power since World War II; an economy that has experienced no growth in almost two decades; an aging population coupled with a declining birthrate; and an increasingly insular generation of young people who will potentially be ill-prepared to navigate an increasingly inter-connected and dependent world.

Presented with these daunting facts it would be easy to conclude that Japan is on an inevitable decline. And yet, as I reflect on our time in Japan, I find reasons to be optimistic about its future. The women business executives and government officials we met in Osaka who are intentionally seeking out ways to give Japanese women choices about their participation in the workforce; the young professor from Keio University who is pioneering the social entrepreneurship movement and in the process empowering his students to find their voices and embrace risk; and the tenured Ministry of Foreign Affairs official acknowledging that the solution to Japan's problems may be neither economic nor political, but merely a recognition and need to encourage and embrace a diversity of thought, people, and practice. These are small examples but as Margaret Mead once said *"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."*

As I reflect on our trip, I find myself wondering how our collective experience as Japanese Americans – one that has honored both our Japanese values and embraced the need to adapt to our American context – might serve as an important analog for Japan's desire to honor and preserve the past but need to change into the future. As I listened to my fellow JALD colleagues speak about their family histories and experiences as Nikkei, I am struck by our collective ability to do just this – to maintain a deep sense of pride in our Japanese heritage and at the same time successfully accept and embrace the culture of the country adopted by our *Issei* ancestors over 125 years ago.

For me, living both my Japanese and American values requires acceptance and constant balancing of both of my cultural identities. My fellow delegates offer perhaps the finest examples of honoring our collective past, but not letting the past dictate the future. For me, their life examples are immensely affirming and empowering. And for that I am eternally grateful to have participated in the 10th anniversary of the JALD program.





Janet Nuzum

The buds of the Japanese cherry trees were just starting to show a hint of color when we arrived in March. I knew that in a few weeks those same buds would burst forth, revealing gentle pink flowers. The Japanese people highly value the beauty of the cherry blossoms as they fall from the trees, symbolizing the fleeting nature of life. Personally, I prefer the trees in their bud stage, a symbol of hope and harbinger of the wonderful transformation that will soon occur. The small buds will not long retain their firm shape or strong tint of pink. Soon the warmth of the spring sun will nudge the small dark pink bud to open and release a symphony of plush, pale pink flowers. Anticipating that change in color, texture, and form

fills one with the hope of a fresh new chapter of life.

The anticipation of the cherry blossoms was symbolic of my own anticipation with respect to the experience that lay ahead of me. Prior to this trip, I had visited Japan perhaps a half dozen times. This was the first time, however, that I had travelled, anywhere, with other Japanese Americans. A valuable part of this experience, therefore, was the opportunity to be part of a delegation of my peers whose common characteristic was that we were all Americans of Japanese descent. It allowed me to appreciate the diversity of experiences, talents, and personalities within our ethnically-defined group as well as to reflect on the influence of my own Japanese heritage on the personal lens through which I view the world.

Throughout the week, the enormous range of skills and talents among the delegation members were a testament to the value of diversity – the different varying perspectives of our delegation members served to enrich and deepen our discussions. We learned both from each other and from our Japanese counterparts. After the JALD trip, I wondered whether the issues we had explored in Japan would have much relevance to the daily life I was returning to. I would soon learn the answer.

In early April I returned to Japan, this time as part of an official U.S. government delegation led by my boss Secretary Tom Vilsack, the U.S. Secretary of Agriculture. Many of the issues raised during my earlier JALD trip reemerged. As I listened to Secretary Vilsack interact with a group of Japanese college students in a town hall forum, I recalled the JALD discussions about the significant decline in the number of Japanese students studying in the United States. As we explored with the Japanese Ministry of Agriculture, Forestry and Fisheries a way forward on the sensitive issue of U.S. access to the Japanese beef market, I recalled the JALD discussions on the campaign platforms of the Democratic Party of Japan and the installation of a new “politician-led” government. As we went to Yamanashi prefecture to celebrate the 50th anniversary of the gift of hogs and corn from the people of Iowa to the people of Yamanashi that led to a strong and lasting sister-state relationship, I recalled the JALD discussions on the value of people-to-people relationships. And as I looked out over the fields of bright pink blossoms of the peach trees in bloom in Yamanashi, I smiled and remembered the buds on the flowering cherry trees the month before. The warm spring sun had worked its magic. What a profound transformation.



John Okamoto



This once-in-a-lifetime trip to Japan conceived deep within an image of a new vision of me as an American-Japanese in Japan. In America, I have come to understand, accept and have fulfillment with the unique and value-added role I play as a Japanese American. My ancestral roots in Japan; the spirit of adventure, hardships and persistence of my ancestors' immigration; the discrimination imposed on my family during WW II; their loyal and sacrifice for the U.S. serving and dying during the war, and their commitment and efforts to rebuild their family, career and community are imbedded in my DNA and contributes to my sense of being and worth. That DNA contributes to the relatively modest successes I have achieved with family, career, and civic life.

The Japanese American history and experience allows me to empathize with the poor and oppressed, walk with the rich and powerful, relate and transcend ethnic and racial boundaries, see the complexity of the world in different paradigms, and have a sense that with personal effort is a worthy cause. However, as a Japanese American in Japan, in my prior visits I felt I had no relevance or value, except as a vehicle for a financial transaction as a businessman, or odd tourist with Japanese face but handicapped by my Japanese language limitations.

But on this trip to Japan, I heard clearly a common theme from those that we met that as a Japanese American I had inherent relevance, value and perhaps even offered hope to the desperate needs of the Japanese people and country. I was affirmed as a Japanese on this trip. As Shoichi Umezu, Founder and Principal of Forum 21 described, I am a person of two homelands – Japan and the United States. Or as Princess Takamado expressed, even my “hapa” grandson's offspring, by virtue of having “one drop of Japanese blood” will never be forgotten and will remain Japanese.

The meiji-era values that have been instilled in me, the values of studying and working hard, respect, integrity, loyalty, care for the family, and community responsibility, have been “lost” in Japan. The delegates were looked upon as “well preserved” Japanese who offered hope to help Japan recapture what it had lost. Haruo Murase, Chairman, Canon Marketing Japan, after hearing the stories from three JALD delegates, observed that he saw in the individual delegates values that Japanese had lost.

Yet as an American, the delegates possessed values that were admired and coveted – values of transparency, equity and fairness, acceptance and valuing of diversity, flexibility, creativity, honest debate leading to collaborative solutions, and risk taking. High ranking business and government officials looked to **us** for answers in a sincerity that seemed beyond the normal courteous interest and self-humility of Japanese people. Until this trip, I never had a vision that perhaps I, as an American of Japanese ancestry, could be of any value to the Japanese people or the country. I now sense I am more than I thought I was. Perhaps Kazuo Ogura, President of the Japan Foundation speaking to a group of Japanese and referring to the Japanese American Delegation captured it best, “We need others to find ourselves.”





Judy Sakaki

It has been over 30 years since I last visited Japan. Then, I was a college student in search of my “roots.” I lived in a dormitory, studied at Sophia University in Tokyo and visited relatives in Fukuoka. This trip was very different. This was only my second trip to Japan, my homeland, the land of the Rising Sun and the home of my ancestors.

My bachan-grandma was a picture bride. It’s hard to imagine what she must have felt leaving Japan on a boat with one suitcase and a picture of my jichan-grandpa. She continues to be my role model even though it has been years since she passed away. I admire her quiet strength, courage, flexibility, perseverance and positive attitude. She sacrificed so much so that her children and grandchildren could have a better life and greater opportunities.

This trip was one of those once-in-a-lifetime opportunities. This was a journey that my bachan, jichan, even my own parents, could never imagine possible. We had the chance to meet Prime Minister Hatoyama, Foreign Minister Okada, Princess Takamado and many other Japanese leaders. Unlike my last visit, when I travelled to Japan alone, this time I travelled in a leadership delegation. I was able to see and experience Japan and interact with Japanese people in a very personal way. I learned so much about Japan, the Japanese, Japan-U.S. relations and leadership. I also learned from my fellow Japanese American delegates and was able to reflect on what it means to be a Japanese American leader. I have since thought about the added value, unique perspective and cultural skills that I bring to my professional work, my community involvement, my family and those that I mentor because of what I call my “Japaneseness.”

Some of the Japanese people that we met said that we *Sansei*, third generation Japanese Americans, seemed to hold onto Japanese values even more so than many Japanese. This surprised me. I feel that many Japanese values such as enryo – holding back, shikatanai – things can’t be helped, gaman – to tough it out or to save face, are core Japanese values. I need to think more about this. Recently, I attended a Jero Concert. Jero is an African American Japanese Enka singer. He grew up in Philadelphia but now seems to be so Japanese not just in his ease with the Japanese language but in his mannerisms and being.

I was one of 7 women in this leadership delegation of 13. The expectations for Japanese women in the workplace, within the family and at home, are still very traditional and challenging. After personal conversations with several women leaders, I realized that women executives in Japan could benefit from additional role models and support. I hope to explore this further and am also interested in encouraging more Japanese students and scholars to take advantage of higher education opportunities in the United States.



My father often used to say “Chiri gaTsumoreba Yama to Naru.” Loosely translated, even the tiniest particles of dust when gathered together can create a mountain that will enable others to climb higher and see farther. I am grateful for this opportunity that has enabled me to see further. I intend to use what I have learned to advanced Japan-U.S. Relations. Arigato.



Wendy Shiba

People who know me could not believe that mere months shy of my 60th birthday, I was about to make my first trip to Japan, from where my grandparents courageously emigrated to the United States nearly 100 years ago. Although my former jobs with global companies had taken me to numerous countries, including several in Asia, my Japan experience had been woefully limited to transferring flights at Narita Airport. Now working for a wholly domestic U.S. company, I thought my window of opportunity to visit Japan had closed. The JALD program changed all that in ways I could little have comprehended.

During our eight-day journey, I experienced sensory, emotional and intellectual overload to the nth degree. We had the good fortune to be in Japan during an intensely fascinating time, with the recent and unprecedented changeover in political power to the Democratic Party of Japan. Our itinerary and access to dignitaries, government officials and business icons would rival that of any head of state or Fortune 100 CEO, which underscores our hosts' appreciation of the promising role that Japanese Americans can play in deepening relations between our two countries. Beginning with Prime Minister Hatoyama, we heard countless times that the U.S.-Japan alliance is the cornerstone of Japanese diplomacy. Beyond the content of the discussions, I was struck by the level of engagement, graciousness and warmth with which we were received, including being personally escorted to our bus and bade farewell by both the Prime Minister and HH Princess Takamado.

Most of all, and quite difficult to describe, was the special bond formed among the delegates – 13 Japanese Americans from different professions and regions, all of whom came with a desire to learn more about Japan and a commitment to help strengthen and deepen U.S.-Japan relations, especially at the person-to-person level. My 12 fellow delegates were highly accomplished in their respective professions, while incredibly warm, generous of spirit and down-to-earth. All 12 had been to Japan previously, for education or business, and one delegate was even born in Japan. I was the only virgin, so to speak, and perhaps owing to my birth and upbringing in an all-Caucasian community in Cleveland, Ohio, initially and somewhat self-consciously felt less Japanese than my fellow delegates. Many had grown up with their *Issei* grandparents nearby, seemed deeply steeped in many traditions and customs, and knew the Japanese words for the food we ate and rudimentary Japanese phrases. Yet, during the week, I came to realize that I am more Japanese than I had thought, even if I still could not pronounce any of the words correctly and had a delayed reaction when I heard “Shiba-san” and realized someone was addressing me.



I am indebted to the institutions and people whose tireless work, vision and leadership made our trip possible, chief among them the Ministry of Foreign Affairs of Japan, the Japan Foundation Center for Global Partnership, the U.S.-Japan Council, Ms. Irene Hirano Inouye and Consul General Junichi Ihara. I want them to believe that their financial support of, and personal commitment to, the JALD program are wise investments in the future of U.S.-Japan relations. I pledge to do my part to make it so and to be deserving of the privilege and honor of having been chosen as a member of the 10th Anniversary Delegation. I will forever be grateful for the indelible memories, the chance to touch and feel aspects of my heritage that previously were mere concepts, and for newly found friendships and inspiration from my fellow delegates.



Jan Yanehiro

Where to begin? Inspiring. Invigorating. Incredible journey. The 2010 Japanese American Leadership Delegation trip to Japan was all of the above and more. To be “at the table” with Japan’s top leaders, from Prime Minister Yukio Hatoyama to former Japanese Ambassador Ryozi Kato, was pretty “cool” for this delegate. (“Cool” – Expression of admiration

or approval, for those of us raised in the 60’s.) Our immigrant grandparents would be proud.

The lasting issue for me began with our very first meeting in Osaka. The topic: Japanese Women Executives in Business and Government. It ended hours before we left Japan at an informal brunch meeting with seven Japanese women executives and four delegates (Tracey Doi, Judy Sakaki, Wendy Shiba, and this delegate.) Tracey Doi, who is a member of GEWEL, Global Enhancement of Women’s Executive Leadership, arranged the meeting.

Delegate Duane Kurisu was always generous in his observation that our delegation had a clear majority of women leaders. Our group was and still is the exception rather than the rule. For as much as we have made huge strides when it comes to women “moving on up,” in Japan it felt like giant steps backwards.

Discussion at the Japanese Women Executives in Business and Government session was sincere and forthcoming. The “from the heart” comments were offered by two of our delegates. Jill Nishi shared what may have surprised some, that her husband was the “stay at home spouse” caring for their three year old daughter. Wendy Shiba explained that she had postponed marriage and therefore motherhood for career and upward mobility.

I left the meeting feeling a sense of resignation from the Japanese women executives. While they “heard” our ever so subtle push to move up the corporate ladder, I felt they think the entire issue is too deep, too ingrained too difficult to change in Japan. So why try. Maybe try some, but not a lot.



Perhaps a comment made by a Japanese woman executive at the all ladies brunch said it best: "I think (the) Japanese female has (a) double disadvantage." They are afraid to stand out among their peers. Women are expected and *preferred* to be reserved and soft. It's this cultural tendency she felt that prevents Japanese women from reaching higher levels of positions.

She offered her own issue. As Diversity Officer for her company, she pushes and encourages young women to challenge themselves for tougher and higher levels. Yet, when her own boss asked her, "Do you want to be a Corporate Officer?" Her answer, "Well, I do not think I am good enough. That sounds too big for me." She politely offered that she might not know her own qualifications, but questions whether this lack of confidence is due to her traditional Japanese female DNA. She added, "It is a never ending self reflection."

On the flight back to San Francisco, delegate Judy Sakaki and I planned a "Young Women's Summit." At our symposium, I met Dr. Mariko Bando, President of Showa Women's University in Tokyo, who invited me to speak to students (and yes, bring my story of bungee jumping on television) about taking leaps into leadership roles. Aiko Doden, Senior Commentator, Japan Broadcasting Corporation would be perfect and ideal to speak at the "Summit." Her comment about a woman having to be a "Super Woman" in Japan (where she couldn't find any "Super Men") would be a good session at the "Summit." Let the planning begin!



Conclusion

Prior to our trip, many former JALD participants passed along that we were in for “an experience of a lifetime.” I think many of us participating in the 10th anniversary of this program wondered how a single trip could possibly live up to such lofty expectations. For most of us who had previously spent time in Japan, we questioned how this experience could be markedly different from past visits. Perhaps even more overwhelming was the objective of the JALD program: to foster and further deepen U.S.-Japan relations. Was it actually within the power of each of us to take on such a bold and audacious goal?

As promised, the access we received to both corporate and government leadership was remarkable, bordering on surreal; the discussions and exchanges fascinating and intellectually stimulating; and the fast friendships and bonds formed among delegation participants deep, warm, and authentic. The affirmation we received as Japanese Americans on this trip, however, was perhaps the “x-factor” in making the JALD experience live up to its billing. This affirmation came in direct and indirect ways, from our Japanese counterparts and from among our delegation. During our time in Japan, we felt *known and valued* as Japanese Americans. This affirmation raised our collective awareness and commitment to the unique role we each play in nurturing and cultivating U.S.-Japan relations. The commitment is one that is not obligatory but one that is embraced as a precious gift of this trip. We are eternally grateful for all those who made this “experience of a lifetime” possible.

Note: This Report was compiled and edited by delegates Charles Allcock, Jill Nishi and Wendy Shiba from the individual submissions of the members of the 2010 Delegation.



2010 JALD Itinerary

February 27 – March 6, 2010

Saturday – February 27 Kyoto	Sunday – February 29 Kyoto	Monday – March 1 Osaka / Tokyo	Tuesday – March 2 Tokyo
Arrival at Narita and Transfer to Kyoto	Cultural Orientation: ➤ Kyogen Demonstration ➤ Nazenji Temple ➤ Arashiyama ➤ Tenrushi-zen Temple ➤ Nishiki Market	Japanese Women Executives	Ministry of Foreign Affairs (MOFA) Political & Economic Briefings
		Kansai Economic Federation (Kankeiren)	Japanese American Executives Living in Japan
			U.S. Embassy Briefing & U.S. Ambassador John Roos
		Mitsubishi Corporation Reception	MOFA Dinner w/ North American Affairs Bureau
Wednesday – March 3 Tokyo	Thursday – March 4 Tokyo	Friday – March 5 Tokyo	Saturday – March 6 Tokyo
Keidanren Business Federation	HIH Princess Takamado	Tsukiji Fish Market Tour	Departure from Narita Return to U.S.
Center for Global Partnership (CGP) Japanese American Leadership Symposium	CGP Luncheon & Roundtable Discussion	MOFA Press Secretary Kazuo Kodama	
		Speaker Yohei Kono	
Prime Minister Yukio Hatoyama	MOFA State Secretary Koichi Takemasa	Keizai Doyukai (Japan Association of Corporate Executives)	
	Forum 21	Foreign Minister Katsuya Okada	
CGP Reception	Young Parliamentarians Dinner	Delegation Trip Debrief	





Mizuho
Hayakawa



Bryan
Takeda



Consul Furusawa



Eiko Sato



Consul
General
Ihara



Irene Hirano
Inouye



Consul General
Nagamine



Ayumi
Takita

***We are so grateful to all these
individuals and others who made
the 2010 JALD trip a success. Thank you!***



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