

JALD 2016

THE EXPERIENCE OF A LIFETIME!



JAPANESE AMERICAN
LEADERSHIP DELEGATION

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INTRODUCTION



JALD 2016 Report

The 2016 Japanese American Leadership Delegation arrived in Tokyo on Sunday, March 6th with great anticipation for an engaging experience with civic, government and business leaders in Kobe and Tokyo. The ten members of the 2016 JALD were a diverse group, including many delegates of mixed-heritage, from Washington, D.C.; Seattle, Washington; Denver, Colorado; Honolulu, Hawaii; Brooklyn, New York; Tamuning, Guam; Amherst, Massachusetts; Portland, Oregon; Los Angeles, California; and San Francisco, California. All delegates shared a strong interest in fostering stronger relations between the United States and Japan and a deep curiosity about the progress made by Japan following the launch of Prime Minister Shinzo Abe's reforms.



CHRONOLOGY

MARCH 7, 2016

VISIT TO KOBE, HYOGO PREFECTURE

On Monday, March 7th the JALD delegation traveled by Shinkansen from Tokyo to Kobe. Kobe is the sixth largest city in Japan and has been an international port city since 1868, with a rich heritage of engaging the world since the opening of Japan in the mid-nineteenth century. Kobe suffered devastation in the great earthquake of January 1995, as Japan had entered a deep recession that has since resulted in significant



efforts to rethink and revive the nation's economy. The JALD delegation's visit to Kobe and engagement with the city's leaders provided an ideal entry point into learning how leaders in the Kansai region are leveraging their heritage and strengths to stimulate economic growth and broader engagement with the world.





TOUR OF SHU-SHIN-KAN BREWERY IN KOBE

The Kobe visit began with a tour of one of the city's oldest traditional family sake breweries, the Shu-Shin-Kan Brewery, founded in 1751. The brewery makes Fukuju sake, which has won multiple international awards for excellence.

The JALD delegation met with the 10th generation of the family to lead the brewery, Vice President Mr. Hironobu Kubota. He explained that Shu-Shin-Kan brews only

premium quality sake, using a labor intensive process of mixing koji (rice-based yeast) by hand, the finest Japanese rice kernels and the purest water from Mt. Rokko near Kobe.

Shu-Shin-Kan Brewery is internationally renowned and has had the distinguished honor of serving its Junmai Ginjo Sake at the Nobel Prize annual dinners in Stockholm, Sweden for the past several years.

The JALD delegation enjoyed a delicious meal at the brewery and learned many interesting facts during the tour. Many of the delegates looked forward to tasting the brewery's Fukuju sake that was available at the gift shop!



TOUR OF THE KOBE BIOMEDICAL INNOVATION CLUSTER, KOBE

Following the brewery tour, the JALD delegates visited the Kobe Biomedical Innovation Cluster (KBIC), one of the world's most advanced science and biomedical research and development facilities located on the reclaimed land of Port Island II. KBIC is home to over 300 private industries, government organizations, colleges/universities, research institutions, and medical facilities, which collaborate in the areas of research, development, clinical practice, and research-to-market commercialization.



Mr. Naoki Naito explained that KBIC was built after the devastating Great Hanshin-Awaji Earthquake of 1995, and thus its main objectives are to: (i) Revitalize Kobe's economy by increasing employment opportunities, (ii) Promote public health and welfare through advancement of medicine, and (iii) Contribute to the enhancement of medical standards in Asia and globally. Mr. Naito excitedly explained that KBIC's medical priorities are in the areas of (1) Regenerative medicine, (2) Innovative drug development, (3) Preventative medicine, (4) Development of medical robots, (5) In Silico drug discovery using Supercomputer K, and (6) Creation of an ecosystem conducive to medical device commercialization.

JALD delegate Eric Nakajima, of Massachusetts Broadband Institute, stated that the delegation was very impressed with KBIC's vision, and told Mr. Naito that KBIC appeared to possess the 3 most important elements for success: well-planned and executed public infrastructure (including rail and the new nearby airport), superb talent, skill and leadership, and a strategy based upon situational excellence and collaboration.

The JALD delegates then visited Supercomputer K housed in the RIKEN Advanced Institute for Computational Sciences in KBIC. Mr. Aiichiro Inoue explained that Supercomputer K is currently ranked the world's 4th fastest supercomputer after China's Tianhe-2 and America's Titan and Sequoia. Supercomputer K was the first supercomputer to achieve 10 petaFLOPS (or 10 quadrillion calculations per second) in 2011. The delegates learned, however, that Supercomputer K is the most stable and productive of them all. Supercomputer K is utilized by



government and academic organizations throughout Japan and is a major asset at KBIC to stimulate new partnerships between Kobe, the rest of Japan, and the world.

Mr. Inoue said that the simulation capabilities of Supercomputer K have endless applications.



Currently, Supercomputer K's capabilities are being utilized for projects within Japan in the areas of (1) Life sciences and drug manufacturing, (2) New materials and energy creation, (3) Predicting and detecting global atmospheric changes to predict natural disasters and minimize damage, (4) Manufacturing technology, and (5) Exploration of the origins of matter and the universe. Supercomputer K hopes to set the highest global standard by 2020.

All JALD delegates gasped with amazement when it came time for Mr. Inoue to raise the curtain for a viewing of Supercomputer K, all 80,000 processing units housed in one room.

JALD delegate Darren Nakata asked whether Supercomputer K could withstand cyberattacks, and other delegates asked about the building's impressive design. Mr. Inoue responded that the servers in the front-end block such attacks. Supercomputers use substantial amounts of energy, but Supercomputer K was built with a state of the art, efficient cooling system and thick ceiling to protect the processors from potentially damaging alpha particles from the atmosphere.

The JALD delegates look forward to the day when Supercomputer K's capabilities will be utilized globally, elevating the quality of life one petaFLOP at a time.



JAPAN FOUNDATION CENTER FOR GLOBAL PARTNERSHIP SYMPOSIUM

In the afternoon, the Japan Foundation's Center for Global Partnership (CGP) hosted the Japanese American Leadership Symposium, titled *Toward a Secure Society: Challenges in Diversity and Inclusion*. The event was attended by over 150 residents of Kobe including academic, government and business leaders.

CGP Executive Director Junichi Chano opened the symposium by introducing the mission of the CGP to expand cultural exchange, dialogue and understanding between the United States and Japan. He introduced the theme of the symposium, the need to balance security and diversity, and noted that Kobe was the ideal place to host such a discussion, given its history as a global port.

Kobe Vice Mayor Toshiro Tamada welcomed guests and highlighted Kobe's diverse international population. He made particular note of Kobe's special relationship with the City of Seattle and welcomed Seattle delegate Bruce Harrell. Kobe recently signed a MOU with Seattle expanding their sister city relationship.

Irene Hirano Inouye provided greetings and an overview of the U.S.-Japan Council and the work of the TOMODACHI Initiative, including a video presentation highlighting the initiative's accomplishments. She offered special greetings to symposium speaker Lt. General Bansho, who led



the Japan Special Forces response to the Tohoku Earthquake and was an early partner with the TOMODACHI Initiative.



Dr. Kaoru Kurusu, Professor of International Relations at Kobe University, provided an introduction to the symposium and introduced the delegation's speakers, Bruce Hollywood, a Fellow in the Whitehouse Leadership Development Program and retired Air Force Colonel, Bruce Harrell, Seattle City Council President, and Kiyo Matsumoto, United States District Judge for the Eastern District of New York.

Dr. Kurusu noted that security challenges existed on many levels of society. There are global threats of terrorism, cybersecurity or natural disasters that mobilize broad military or governmental responses. There are also tensions at the local level between social stability and the desire to broaden immigration. The symposium speakers addressed the diversity of these challenges in their remarks.

Mr. Bruce Hollywood opened the presentations with a talk on *New Approaches to Security*. He began by offering his deeply felt connection to Japan as a native born in Shizuoka and adopted by European Americans. Mr. Hollywood recounted his moving and

difficult process to find and meet his biological mother after many years.

As a White House Leadership Development Program Fellow with deep military and security experience, Mr. Hollywood challenged the audience to think of the complexity of national security issues in the 21st century. Extreme ideologies, terrorism, climate change and failed states all offer unique challenges to domestic and international security. The most effective national strategies involve international collaboration across economic, military, diplomatic and intelligence communities.



He offered that a nation's strength comes from embracing its national values, citizens and allies, and taking the long view of the values that support national resilience. He offered the example that the United States risked losing its way through discrimination against Muslims following the attacks on 9/11. Many Japanese Americans spoke out against anti-Muslim discrimination because it echoed the experience of mass internment of Japanese Americans by the government during the Second World War.

Seattle City Council President Bruce Harrell introduced his presentation, *Diversity, Fear and the Role of Local Government*, by describing Seattle's long and productive history with Japan and the broad diversity of Seattle's residents. Mr. Harrell is the first Japanese American City Council member and President in Seattle history and was a

star football player at the University of Washington. His heritage as an African American and Japanese American embodies the ethnic diversity of the city he represents.

Mr. Harrell asked the audience to think creatively about diversity and how it is reflected in all residents including but not limited to gender, ethnicity and economic status. Challenging leaders to view policies through the practical experience and perspective of their residents inspires new approaches that can yield more effective programs which expand equity and opportunity. He offered practical examples of how embracing diversity improved quality of services in Seattle, like street lighting, police policies, and community development.



Judge Kiyo Matsumoto, U.S. District Judge for the Eastern District of New York, followed with a presentation on *Security, Privacy and Human Rights*. Judge Matsumoto reflected on her family's experience of discrimination in response to perceived national security threats during the Second World War. Her parents and grandparents were incarcerated in detention centers with over 120,000 other Japanese Americans. She also reflected on her experience as a mother and Assistant U.S. Attorney witnessing the 9/11 attacks in New York City.

For Judge Matsumoto, issues of national security and human rights are best approached through constitutions and laws of the United States and Japan. Both countries have established constitutional protections for privacy, due process, and freedom of speech and religion. Digital communications, software and the electronic storage of personal information raise significant contemporary legal challenges in balancing rights and security.

Lt. General Koichiro Bansho, retired Commanding General of the Western Army of the Japanese Ground Self-Defense Force (JGSDF), provided his commentary on the symposium's themes. He agreed with Mr. Hollywood that national security challenges have increased in complexity and include many issues like food, natural disasters and energy.

Lt. General Bansho emphasized that bilateral relations between the United States and Japan are critical to the foundation of Japanese national security. The joint response of the Japanese Self-Defense Forces and U.S. military to the 2011 Tohoku earthquake provides the most recent example of the special relationship between the two countries.

The event closed with a broad discussion of the symposium's themes. Delegate Mark Yokoyama, Police Chief of the City of Alhambra, echoed the point that planning and collaboration is as critical for local responses to security threats as it is for nations.

Following the symposium, there was a wonderful reception and mixer. The delegates had the opportunity to meet personally with the attendees from Kobe and across Japan. JALD delegate Tasha Yorozu, an attorney in San Francisco with many Japanese clients, was featured during the remarks as a proud native daughter of Kobe, Japan.



KEIDANREN



Our JALD delegation was hosted for lunch by Keidanren (Japan Federation of Economic Organizations), a business federation of 1,340 Japanese companies, 109 nationwide industrial associations, and 47 regional economic organizations. Keidanren's mission as a comprehensive economic organization is to draw upon the vitality of corporations, individuals, and local communities to support corporate activities that contribute to the self-sustaining development of the Japanese economy and improvement in the quality of life for the Japanese people. The lunch meeting was well attended by Japan's most influential leaders. Mr.

Haruo Murase led the meeting as Chair of the Committee on US Affairs. He started the conversation by thanking the United States and the U.S.-Japan Council for their support in the Japanese reconstruction since the Great East Japan Earthquake five years earlier. Ms. Irene Hirano Inouye thanked Keidanren for its strong partnership with USJC and highlighted Keidanren's work with the United States Embassy to create mechanisms to provide donations for victims of the tragedy.

Mr. Murase gave our delegation a comprehensive briefing on Japan's current economic situation, including Abenomics and the strategy of "three arrows," Keidanren's support of the Trans-Pacific Partnership (TPP) and its mutual benefits, and highlighted Japan's ranking as the second largest investor in the United States (2014). Keidanren's presentation provided a foundation of understanding for our JALD class and further emphasized the importance of U.S.-Japan relations. JALD Delegate Darren Nakata facilitated a robust discussion on a number of topics, including foreign direct investment, the 2016 presidential election, innovation research and development, Japan's shrinking population and labor force, and policies to create career paths for women to succeed at the executive management level. It was an honor to meet with Japan's top corporate leadership and strengthen our understanding of Japan's economy, societal challenges, and the benefits of sustaining and enhancing relations between the US and Japan.



MEETING WITH HIH PRINCESS TAKAMADO



The JALD delegation traveled to Akasaka Palace, where they had the great honor of an audience with Her Imperial Highness Princess Takamado. The Princess was a gracious host who is internationally educated, cosmopolitan and deeply interested and supportive of U.S.-Japan relations, and Japanese Americans in particular.

The 2016 JALD delegates are a very diverse group, and the Princess took a particular interest in our backgrounds and how we reflect the changing faces and experiences of Japanese-Americans. Each delegate shared their personal story with the Princess, from adoptees who grew up with little knowledge of Japan, to children of interned Japanese-American parents, delegates who grew up with a mixed-heritage, or with a parent born in Japan. The Princess asked engaging questions of each delegate and shared her humor and perspectives with the group.



The delegation was very fortunate to visit the Princess on this particular day, because the Princess showed us a stunning collection of dolls which had been displayed for Girls' Day. The doll collection is usually removed immediately after the celebration, but the delegation was able to view the extensive and beautiful collection of dolls.

The delegates departed Akasaka Palace in awe of the dolls and the palace and very appreciative of Princess Takamado's time and genuine interest in fostering U.S. - Japanese relationships.



DINNER HOSTED BY NORTH AMERICAN AFFAIRS BUREAU, MOFA



The delegation's Tuesday dinner was indeed a treat, sponsored by the North American Affairs Bureau of the Ministry of Foreign Affairs of Japan. The dinner offered a lively and expansive conversation that ranged from the day-to-day work of the Ministry to a discussion of the upcoming US presidential election.

The meeting opened with words from Mr. Shigeo Yamada, Deputy Director-General, North American Affairs Bureau ("NAAB"). Also in attendance were

Mr. Jun Miura (Director, Second North America Division, NAAB) and Ms. Mayuko Giga (First North America Division, NAAB), Mr. Takahiro Koyama (First North America Division, NAAB) and Mr. Hideki Yamaji (Senior Coordinator, First North America Division, NAAB).

Mr. Yamada stated that he and Mr. Takeo Mori (Director-General) were likely to appear in front of the Diet the next day and explained that they are required to be available and responsive on short notice during the Diet session. He shared the interesting and impressive fact that for 51 years, there had been no fatalities on the bullet train and no derailments. The Japanese value punctuality and the Bullet trains' on-time schedule is an example of this value. Even during the great earthquake of 1995, Japan's emergency responsiveness was intact and the trains were promptly notified and stopped in time to avoid more disasters. He also described Japan's future plans for a train that can travel at 320 mph, and reduce travel time between Tokyo and Nagoya to 25 minutes. He asked us to imagine how



travel between Washington, DC and Baltimore, New York or Boston may look with Japanese advances in technology and transportation.

Delegate Monte Del Mar Mesa did a thorough and comprehensive job at introducing his co-delegates and their backgrounds. Upon hearing about the delegates' backgrounds, Mr. Takeo Mori reiterated the fact that increasing numbers of Japanese are understanding and realizing the importance of U.S.-Japan relationships.



Mr. Mori welcomed the strengthening of the U.S.-Japan relationship as an emerging value in Japan that may be significant in addressing some of the contemporary issues facing Japan.

Mr. Mori explained how attitudes toward the United States are also largely affecting the national debate in Japan relative to the relocation of the American base in Okinawa. There are opposing views between many members of the public who seek complete removal of the American base versus leaders of the government who seek relocation of the base to a more sparsely populated area. This issue was taken to a Japanese court in November 2015, which ruled in favor of the government, despite strong local opposition in Okinawa to the construction of a new base.

During the open discussion, officials from NAAB informed us that they were watching with great curiosity the US presidential races and were interested why Mr. Bernie Sanders and Mr. Donald Trump were so popular. Delegate Bruce Harrell provided his perspective on the campaign. Mr. Mori noted that the Trans-Pacific Partnership (TPP) is at the top of Japan's agenda and is viewed as central to Japan's domestic and foreign policy strategy. MOFA is watching with great interest the broadly stated American dissatisfaction with TPP. Mr. Trump and Mr. Sanders have criticized TPP regularly and it was noted that former Secretary of State Hillary Clinton had joined the opposition to the trade agreement.



There was also a general discussion on immigration but no clear representations during the discussion on Japan's future policies regarding immigration reform. It was noted by all that immigration is not just an issue in Japan but also has become an important topic in the US elections. Mr. Jun Miura provided some very insightful comments regarding Japan's historical comfort with a homogenous culture and how a departure from tradition – tradition being highly valued in Japan – is a challenge. He stated that Japanese culture is very unique in many ways and that a closer examination of the challenges presented by Japan's aging population will require Japan to have robust discussions to find creative solutions.

Other topics included a discussion, led by Delegate Monte Del Mar Mesa, of the history of Japanese in Guam, dating back to the 1800s. Mr. Jun Miura expressed his delight in working with Ms. Irene Hirano Inouye and the TOMODACHI Initiative and cited this as a great example of the U.S.-Japan partnership. Ms. Mayuko Giga, First North America Division (NAAB) noted that this was her first experience with making specific arrangements for the JALD program and the delegates expressed their thanks for her exemplary efforts.

"JAPANESE AMERICANS ARE A PRECIOUS TREASURE" MEETING WITH PRIME MINISTER SHINZO ABE

On an otherwise rainy and cold day, the 2016 JALD Delegation arrived at Prime Minister Shinzo Abe's official residence and principal workplace known as the Kantei (akin to the White House) for our long anticipated meeting with the world leader. In this beautiful, modern building, the Prime Minister and Cabinet Secretaries perform their official duties, hold Cabinet meetings and welcome and entertain foreign leaders and guests. The delegation was deeply honored to have the opportunity to be the guest of the Prime Minister.



Our humble delegation was warmly welcomed by the staff and a large contingency of Japanese media. As we walked through the main entrance and foyer of the building up toward the grand meeting room, we appreciated the values of Japanese culture displayed not only from the welcoming staff, but also in the intricate detail of the architecture, art work and landscaping. One could not miss the beauty of the rain falling peacefully in the small bamboo forest and garden in the courtyard.



Prime Minister Abe welcomed the delegation and began by speaking of the importance of strengthening relationships between Japanese Americans and Japan. He offered his appreciation to the delegation for making time to visit Japan and that this was a great opportunity for the delegates to learn about Japan, and the Japanese to learn about America.

It was just the previous April that the Prime Minister visited the United States, to meet with U.S. leaders and Japanese Americans, and speak before a joint session of the United States Congress. The Prime Minister specifically recalled visiting the "Go for Broke" monument and Japanese American National Museum in Los Angeles, and expressed his respect for Japanese American parents and grandparents for the suffering they endured to make the better life for Japanese Americans.

The discussion with the Prime Minister touched upon many topics, such as the importance of the 2020 Olympics, the success of the TOMODACHI Initiative, and the changing face of Japanese Americans, as represented by the 2016 delegation.

The meeting with the Prime Minister was held just two days before the fifth anniversary of the 3-11 Great Eastern Japan Earthquake. The Prime Minister expressed his sincere gratitude to the U.S. for its assistance in the years since the earthquake, and highlighted the great leadership of Irene Hirano Inouye. The Prime Minister spoke of the importance of the Tomodachi operation and the active role of Japanese Americans at that time and going forward. He described that effort as the culmination of the years of relationship building and bridging between the two countries. The delegation was touched by the Prime Minister's expression of his view that Japanese Americans are a precious treasure for the U.S.-Japan relationship.

LUNCHEON HOSTED BY JAPAN FOUNDATION CENTER FOR GLOBAL PARTNERSHIP

Meiji Kinenkan Banquet Hall, Tokyo, Japan

The delegation's Wednesday lunch consisted of thought provoking conversation and delicious food amidst the beautiful and historic setting of the banquet hall at the Meiji Kinenkan, located in the outer gardens of the Meiji Shrine. The lunch was hosted by the Center for Global Partnership (CGP) with attendance by CGP staff and guests.



Mr. Junichi Chano, the Executive Director of CGP, served as the Master of Ceremonies, and opening remarks were made by Ambassador Hiroyasu Ando, President of The Japan Foundation. Ambassador Ando mentioned the success of the Kobe symposium and the importance of exchanging ideas on significant issues in education, technology and culture.

The luncheon was organized around remarks by three notable speakers, who discussed Japanese current events in an in-depth and often candid manner.

The first speaker was Dr. Atsushi Sunami. Dr. Sunami served as a special advisor in the Abe administration and has an extensive background in the support of Science, Technology and Engineering. He shared many insights about the current and anticipated development of artificial intelligence, an area of common interest between Japan and the United States. He remarked how IBM has been a leader in this area. Dr. Sunami talked about shifting Japan's focus from big data to a sharper focus on "little data" and how this should transform Japan's role in the development of artificial intelligence. Dr. Sunami also enlightened us regarding the current controversy relative to the relocation or closing of the U.S. base on Okinawa. This base, currently in Futenma, hosts approximately 25,000 troops, and while Prime Minister Abe had recently halted work on the relocation plan, many residents wanted a complete closure and removal of the United States' military presence in Japan.



The second speaker was Dr. Michiko Hasegawa, Professor Emeritus at Saitama University. Dr. Hasegawa studied philosophy for over 50 years and is a noted expert in Buddhist teachings. Dr. Hasegawa reminded us that the Japanese constitution was written by an American General during the U.S. occupation and was not written from the perspective of the Japanese people. Dr. Hasegawa opined that Article IX of the constitution "handcuffed" Japan in many ways



and while many young Japanese believe Article IX is a peace article, it is in fact a restriction on certain forms of militarization which, in effect, limits Japan's security. Article IX renounces war and the use of force in settling disputes, and provides in relevant part that "land, sea, and air forces, as well as as well as other war potential, will never be maintained." Dr. Hasegawa stated that Article IX should be amended and that it is important to look at Japan's history to understand the context of its political framework and possible deficiencies.



The third speaker at the CGP luncheon was journalist Mr. Hiroki Sugita, who is Managing Senior Writer at Kyodo News. Mr. Sugita shared with the group his experience traveling to Boston in 1976, where he was shocked to observe homelessness for the first time. He noted that today Japan has its own problem with homelessness. Mr. Sugita further stated how internal issues, viewed in the proper context, can be global issues and urged Japan to develop a global agenda that encompasses contemporary issues, such as global warming, terrorism, the European financial crisis and Syria. He remarked that Japan's legitimate concern about North Korea and its nuclear threats should also be placed in the context of its concerns for other threats in the world that place other democracies at risk.



JALD delegates began the open portion of the discussion by reflecting on their experience. Delegate Eric Nakajima thanked the speakers and noted



how each of the speaker's comments intersected with the challenges of his home state of Massachusetts, from homelessness to technology policy. Delegate Mark Yokoyama also commented on commonality and his experience with community oriented policing and expressed his delight in understanding the context of the Japanese constitution. Delegate Tasha Yorozu noted that, despite her frequent travels to Japan, this session allowed her to look at the big picture in Japan and have a stronger appreciation for the macro issues Japan is facing as opposed to the specific issues that arise in her legal practice. Delegate Stan Masamitsu commented on how this session made him realize that progress is made not only on the strength of relationships that allow him to succeed in his professional endeavors in Hawaii, but also upon a deeper understanding of the issues of national

significance that shape the experience of people around him.

The Center for Global Partnership meeting and luncheon provided the delegates with unique perspectives from Japanese leaders, scholars and commentators who described Japan's history and culture as an entry point to understanding Japan's future and anticipated challenges.



FORUM 21

Ministry of Foreign Affairs, Tokyo



Forum 21 is a yearlong training program for emerging leaders of many of the most successful and renowned multinational Japanese companies. Forum 21's Class of 2016 is the 29th class, and this year's class focused on several themes, including national security, social systems, rebuilding Japan and strengthening the Japanese economy.

In addition to the JALD delegates, Ms. Irene Hirano Inouye and MOFA officials, approximately 60 Forum 21 individuals attended, including (among many others): Mr. Shigeo Yamada (Ministry of Foreign Affairs), Mr. Hiroyasu Asami (NTT DoCoMo), Mr. Yoshikuni Kanai (Seikado Foundation), Ms. Atsuko Muraki (Ministry of Health, Labour and Welfare), Mr. Takashi Matsumoto (Dai-ichi-life Research Institute), Mr. Kiyoshi Tonomoto (ANA Holdings), Mr. Yuji Fukusawa (East Japan Railway Co.), Ms. Satoko Shisai (IBM Japan, Ltd.), Mr. Takayuki Sumita (Ministry of Economy, Trade and Industry), Mr. Tamaki Shimamoto (Shiseido Co., Ltd.), Mr. Osamu Naito (Hitachi Ltd.), Mr. Takashi Hirose (Nippon Steel & Sumitomo Metal Corporation), Mr. Shin Hosaka (Ministry of Economy, Trade and Industry), Mr. Nobuyuki Asaba (Dai Nippon Printing Co., Ltd.) and Mr. Naoki Sugimoto (Mitsubishi Corp.).

Mr. Shoichi Umezu, the Founder and Principal of Forum 21, shared opening remarks. He thanked Ms. Hirano Inouye and the 2016 JALD for their commitment to strengthening and deepening the relationship between Japan and the U.S. He paid tribute to Senator Inouye, discussed the current situation and dispute with China regarding the Senkaku islands and challenged this year's JALD and the members of this year's Forum 21 to renew our commitment to strengthening Japan-US relations.



Ms. Hirano Inouye gave welcome remarks on behalf of the 2016 JALD and the U.S. Japan Council, including introducing each of the members of the JALD delegation.

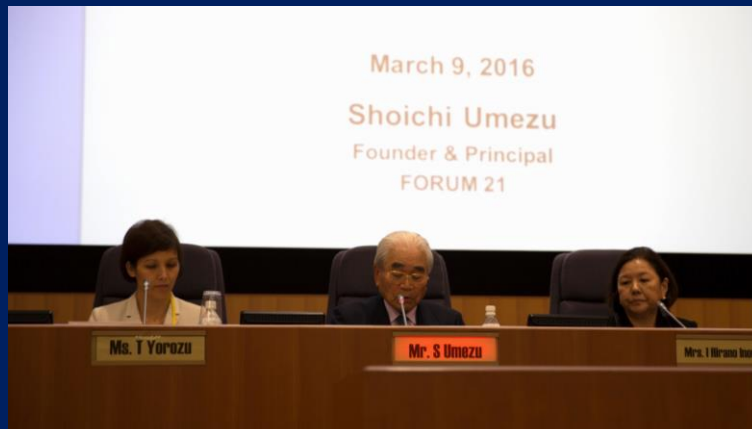
The discussion between Forum 21 and the JALD focused on two themes: first, supporting the next phase of Japan's growth strategy, and second, developing leaders to support sustainable future growth.

Mr. Fukusawa gave a wide-ranging opening statement, describing current challenges with China, the Nikkei stock market and its recent stagnancy, early successes with Abenomics and current challenges, infrastructure needs and a look ahead to 2020, and how Abenomics might be further implemented and institutionalized.

Ms. Muraki followed with additional opening remarks, including addressing the issue of Womenomics, first describing details of the program and how companies must comply by employing women and promoting women to senior executive positions. For the first time, companies are required to develop tangible plans to hire and promote women, make those plan public and then execute on those plans.

Delegate Tasha Yorozu provided additional opening remarks, following on Ms. Muraki's Womenomics comments and expanding the topic to include increasing flexible and innovative work arrangement opportunities, including off-ramping, on-ramping, part-time arrangements and job sharing. She described the current situation in the U.S., noting the need for continued focus and efforts by U.S. companies. She cited the small percentage of women on boards of directors of the largest public U.S. corporations and the percentage of women partners at the largest U.S. law firms.

The conversation then opened to include numerous members of Forum 21 as well as the JALD delegates. In addition to discussing women in leadership positions, other Japanese workplace norms were discussed, including long work hours, the continued necessity for "face time", the difficulty in making changes to longstanding workplace norms, as well as some successes in bringing in fresh perspectives by encouraging Japanese corporations to include at least two independent directors on their boards.



Other topics of conversation included the TPP, the challenges facing Japan in maintaining its influence in Asia and its role in the global economy, the shrinking workforce, and the increasing influence of China and other Asian nations.

Forum 21 members expressed interest in the current Presidential elections in the U.S., the various candidates and the JALD delegates' perspectives on the candidates and the electorate.

Forum 21 members shared some of the challenges and opportunities facing them and their respective companies, including: learning lessons from U.S. companies, monitoring the U.S. elections, and comparing the U.S. election and government with Japan's system of government; the need for the Japanese government to balance domestic and international priorities; the continued high value placed on team work and the challenge of being an emerging leader in this environment; and considering sound policies and ideas from the outside, while continuing to invest in internal policies, programs and ideas that have been successful in the past.

A presentation was made by a member of Forum 21's 28th class (the Class of 2015) on what they focused on during their yearlong program. The Class of 2015 focused on security and foreign relations and Japan's increasing participation in global rulemaking and security issues. The 28th class also focused on the rebirth of local areas, including nurturing tourism and improving local governments, as well as food and energy policies and innovation opportunities.

The meeting with Forum 21 also included some time for Forum 21 members and JALD delegates to network and discuss topics informally.

The Forum 21 discussions emphasized the importance of TPP for U.S.-Japan relations and the economies of both the U.S. and Japan, and many of the home regions of JALD delegates. The discussions also highlighted the challenges and opportunities of continuing to implement Womenomics policies in the largest and most successful Japanese multinational companies.

MEETING WITH YOHEI KONO, FORMER SPEAKER OF THE HOUSE OF REPRESENTATIVES

Ministry of Foreign Affairs, Tokyo

The delegation had the honor of meeting with Mr. Yohei Kono, former Speaker of the House of Representatives and a distinguished leader in the Liberal Democratic Party who is widely recognized as one of the most significant leaders in recent Japanese history. Mr. Kono has been a strong supporter of the Japanese American Leadership Delegation and has met with each JALD delegation. His enthusiasm, wisdom and deep experience were evident in his remarks and deeply impressed each delegate.

Mr. Kono's remarks echoed the themes discussed throughout the delegation's meetings with business leaders, academics, and officials – including the Ministry of Foreign Affairs, U.S.-Japan Parliamentary Friendship League, Forum 21 and the meeting with Prime Minister Abe. Mr. Kono and the delegates touched upon the progress of Prime Minister Abe's reforms, East Asian relations, the dynamics of



social and political change, and the essential nature of the U.S.-Japan relationship as the bedrock for stability, security and growth in 21st Century Japan. Mr. Kono was very generous with his time and the informality of the setting allowed for a level of candor and directness about his perspective on current Japanese events that offered delegates insight into the complexity and diversity of views in contemporary Japanese politics.





The delegation was excited by the opportunity to visit the headquarters of the Mitsubishi Corporation and attend a luncheon reception hosted by Mitsubishi in a room with stunning views of the Tokyo skyline. The reception began with a toast and remarks from Mitsubishi Chairman Yorihiro Kojima. Mr. Kojima highlighted the international nature of Mitsubishi's operations and the critical importance of understanding and engagement between peoples. He hoped that the reception would contribute to this exchange by allowing for discussion between the Mitsubishi leadership in attendance and the delegation through informal conversation.

Further remarks were made by Mr. Shigeo Yamada from the Ministry of Foreign Affairs, and Ambassador Ryozi Kato, former Japanese Ambassador to the U.S. and a member of Mitsubishi's board. Delegate Eric Hiraga, Chief of Staff and Executive Vice President of Denver International Airport, offered remarks on behalf of the delegation, highlighting his knowledge of the broad reach and significance of Mitsubishi's operations in the United States, including in his home state of Colorado.



The reception was attended by Mitsubishi company leaders from the headquarters and a range of business groups, including Finance, Defense and Aerospace, and Global Energy and Infrastructure. The delegates enjoyed a wide ranging conversation that was followed by a tour of an exhibit focused on Mitsubishi's efforts to support recovery in the Tohoku region. A highlight was trying the Fukushima Winery's first batch of wines grown and bottled with support from the Mitsubishi Corporation Disaster Relief Foundation.



KEIZAI DOYUKAI

Dai-Ichi Hotel, Tokyo

A highlight of the delegation's trip was an in-depth dialogue with Keizai Doyukai (Japanese Association of Corporate Executives) that touched upon the practical challenges of implementing structural reforms that can engage women more broadly in the economy.

The meeting began with a greeting from the Vice Chair of Keizai Doyukai, Ms. Izumi Kobayashi, who highlighted the mission of Keizai Doyukai and its role as a focal point for Japanese leaders who are intellectually curious, civic minded, and engaged in contributing to Japan's economic revitalization.



The conversation was led by Ms. Miki Iwamura, Vice Chair of the Japan-America Relations Committee and CMO of Google Japan. Ms. Iwamura focused the conversation on the critical need to engage women in the workforce, given the aging of the Japanese population and the decline in Japan's birthrate. She noted statistics indicating that the ratio of working women in the U.S. and Japan is, in fact, not very different and is far behind that of most other leading industrial countries. There has been progress in expanding participation of women in the economy, as demonstrated by an increase in women in management and the growth of childcare facilities and utilization of parental leave (almost exclusively by women). However, the progress to-date has not gone far enough or fast enough to meet the critical nature of Japan's demographic challenges.

The delegates offered their perspective on the continuing challenges in American society for the full engagement of women in the workplace and in leadership, such as corporate boards. Delegate Kiyo Matsumoto offered her perspective on the value of corporate mentoring of young women professionals to expand career opportunities and a network for peer-to-peer professional support. Delegate Tasha Yorozu noted that expanding the career horizons for women should begin at a young age, and offered examples of school programs that encourage girls to explore careers. Delegate Monte Mesa agreed and highlighted the central role of families in modeling the values of home and workplace gender equality.



A second theme of the meeting was the effort by Keizai Doyukai leaders to understand the perspective and world view of the millennial generation. Leaders like Ms. Iwamura have a strong sense that the values and priorities of the new generation are different from previous generations. Delegate Eric Nakajima noted his experience with millennials and his observation that they appear to value experiences and authenticity over brand, and are searching for deeper meaning in their jobs, which has led to the growth of millennial-founded startups.

MEETING WITH AMBASSADOR MASAHARU KOHNO

Ministry of Foreign Affairs, Tokyo

The Delegation had the honor of meeting with Ambassador Masaharu Kohno, the Special Representative of the Government of Japan for the Middle East and Europe, and Special Envoy of the Government of Japan for the Middle East Peace. Ambassador Kohno had just returned from a very long trip and was extremely generous to make time to meet with U.S.



The delegates asked him to share some highlights of his long and distinguished career in Japan's Ministry of Foreign Affairs. It was fascinating to hear about Ambassador Kohno's experiences in the Ministry and while serving as Ambassador to Russia and Italy.



The Ambassador was one of the original organizers of the JALD program, and shared that the intent of the program was to help Japanese Americans reconnect with their Japanese heritage. He said JALD is designed to provide an opportunity to visit Japan, to meet with Japan's best and brightest government and business leaders, experience her majestic natural island beauty, learn about her global political endeavors, and see her global economic contributions. He was instrumental in securing continued MOFA funding for the program when he served as Consul General in Los Angeles.

One area that was of great interest was the upcoming Tokyo Olympics. The Ambassador said it was "an exciting opportunity for the world to get to know, and love, Japan."

Ambassador Kohno asked each of the delegates to share their background and was surprised at the diversity and "blend" of the group. He encouraged each of us to maintain the connections we established during the trip and to use this experience to "serve as a bridge" between our two countries.



"TRADITIONS FOR GLOBAL FRIENDSHIPS" DINNER WITH MINISTER TARO KONO



After a week of formal meetings, the JALD was privileged to spend an enjoyable and relaxing evening in Japan as the dinner guests of Minister Taro Kono, socializing and building stronger friendships between the delegation and Minister Kono's colleagues from the National Diet. This dinner is a special tradition of friendship and relationship building between the Minister and the Japanese American Leadership Delegation (JALD), and was greatly enjoyed. Minister Kono was joined by House of Representative Members Mr. Shintaro Ito, Ms. Karen Makishima,

Mr. Jun Matsumoto, Mr. Hideki Murai, Mr. Kiyoshi Odawara, and House of Councillors Member Mr. Kazuya Maruyama.

Minister Kono was first elected to the House of Representatives as a Liberal Democratic Member in October 1996, and is now in his 7th term. At the time, Minister Kono was serving on Prime Minister Abe's Cabinet overseeing several departments including that of Minister in Charge of Administrative Reform and also Chairperson of the National Public Safety Commission. The delegation was honored that he took the time from his busy schedule to host the dinner.

Over a wonderful Chinese meal in the Akasaka district of Tokyo, our small gathering was afforded the opportunity to talk and socialize with members of the National Diet. Our conversations revolved around our week's activities in Japan, Abenomics, National Security, issues with North Korea and China, the 2020 Olympics, the Trans-Pacific Partnership, issues of culture, and common personal issues we share regarding family and work.

After dinner, the delegates were treated to a fun tradition of karaoke hosted and led by Minister Kono. In the JALD group were some experienced and excellent karaoke singers, but for most delegates, it was their first experience. This amateur JALD group did not disappoint, nor did the spectacular show of Minister Kono singing "Hey Jude." What was clearly demonstrated in this memorable experience was how social interactions have the ability to penetrate formal barriers, open lines of communication, and establish people-to-people relationships.





U.S. EMBASSY BRIEFING

The JALD visited the U.S. Embassy in Tokyo for a briefing from Embassy officials that highlighted the range of issues and priorities that are the focus of America's consular activities in Japan. Mr. Jeff Adler, the Deputy Cultural Affairs Officer, noted that expanding educational exchanges between the U.S. and Japan is a priority for both countries. Far fewer Japanese students study in the United States than in decades past, while student exchanges have grown in East Asia. Mr. Adler noted that the decline is due, in part, to an unfavorable exchange rate.

Mr. Daniel Rochman, the Counselor for Economic and Science Affairs, described the transition in U.S.-Japan relations over time from competition to cooperation – exemplified by the Trans-Pacific Partnership (TPP). The embassy is supportive of Japanese Prime Minister Abe's efforts to embrace liberalization and structural reforms to catalyze long term economic growth. With significant demographic challenges from an aging population and near-zero growth, the question is whether reform efforts can proceed as fast as necessary.

Mr. Jeff Miller, the Embassy's Energy Attaché, emphasized the U.S. interest in partnering with Japan to resolve its energy challenges. The Embassy works with the Japanese Government to resolve significant issues with the Fukushima Dai-ichi nuclear facility in the Tohoku region. There are significant issues with site contamination and the impact of the closure on the region's economy and growth. The Embassy also partners with Japan on shared energy goals for a resilient, low-carbon and smart energy production and distribution system, which leverages the academic, technological and business strengths of both countries.

Mr. Don Yoo from the Embassy's Political Section focused his remarks on the major strategic challenges confronting the U.S. and Japan in the region. Major issues include Japanese external relations, particularly with China and South Korea; U.S. military bases in Japan and local community relations; North Korean affairs and nuclear issues; and the opportunity afforded Japan for leadership through hosting of the annual G7 Summit in 2016. Mr. Yoo emphasized that domestic turbulence in Japanese leadership has undermined progress on major issues affecting the economy and foreign affairs, and that Prime Minister Abe's leadership has significantly improved the effectiveness of the U.S. – Japan partnership.

The delegation had a robust conversation with Embassy officials, digging deeper into such topics as the challenges of expanding student exchanges between the U.S. and Japan, and understanding how Japan's slow economic growth has affected regions of Japan differently. The Embassy noted that major cities in Japan are often booming while rural parts of the country continue to lose population as they struggle to grow. That varied experience is also a challenge in mobilizing the country to fully embrace the economic reforms necessary to fully engage the workforce, including women and foreigners.

LUNCHEON WITH JAPANESE AMERICANS IN GINZA DISTRICT, TOKYO



The JALD attended a luncheon hosted by several USJC Board Members, all of whom are Japanese American leaders in their respective fields and live and work in Japan. This year's Japanese American leaders included Paul Yonamine, President, IBM Japan; Scott Sato, President and COO, Pasona; Janelle Sasaki, Executive Director, Diversity & Inclusion Advisory Services, EY; and Ernie Higa, Chairman, President & CEO, Higa Industries.

The conversation covered wide ranging topics, including discussion of entrepreneurship in Japan and how attitudes towards American entrepreneurs have changed (or not) over the past several decades. Our hosts noted Japan's aging society and the need to accommodate a wider range of individual work styles and aspirations in order to maintain Japan's economy and power of innovation.

JALD delegates were interested in learning more about the role of Japanese Americans in Japan, including the level of understanding the Japanese have of Nikkei and the difference between Americans of Japanese ancestry and Japanese nationals currently living and working abroad in the U.S. Additionally, attendees explored how this understanding has evolved (or remained relatively static) over the past 20-30 years. The USJC Board Members shared their perspectives on advantages and disadvantages of being Japanese Americans living and working in Japan.



The conversation also included discussion of issues of diversity facing Japan and businesses in Japan. As one of the most homogeneous nations in the world, with an aging population and strict immigration policies, diversity in the workforce is a difficult issue for Japanese companies.

The luncheon was relaxed and informal, and the discussion was of particular interest to the JALD delegation, both because it was one of the few opportunities for the delegation to meet with Japanese Americans in Japan and because a number of the members of the delegation have spent significant periods of time in Japan or have contemplated the possibility of living and working in Japan in the future.

JAPAN-U.S. PARLIAMENTARY FRIENDSHIP LEAGUE

U.S.-JAPAN ALLIANCE AND REMEMBERING 3/11
National Diet Building, Tokyo



On the afternoon of March 11, the JALD met with members of the Japan-U.S. Parliamentary Friendship League at the House of Representatives, the lower house of the National Diet. The Japan-US Parliamentary Friendship League was established in 1984, and includes over 200 members of the Diet.



Legislators from both the House of Representatives and the House of Councillors, the upper house of the Diet, were present. Hirofumi Nakasone, President of the Japan-U.S. Parliamentary Friendship League and member of the House of Councillors, welcomed the JALD and advised that several members of the House of Representatives, along with Prime Minister Abe and the Emperor and Empress, were attending the fifth anniversary memorial service for the victims of the Great East Japan Earthquake of 2011. He recounted that members of the United States armed forces were the first to arrive in the stricken areas and provide aid to victims. Councillor Nakasone also noted that the JALD program and the U.S.-Japan Council have played an important role in strengthening the bonds of friendship between the United States and Japan.

Ms. Irene Hirano Inouye made introductory remarks and noted the various ways in which USJC and the TOMODACHI initiative have strengthened the relationships between the two countries. She recalled how the JALD was in Japan when the Great East Japan Earthquake struck five years ago and stated that the victims and people of Japan remain in the thoughts of many in America. She expressed hope for continued relationship building between the legislative branches of our two countries.

Delegate Mark Yokoyama, Chief of Police of Alhambra, California, introduced himself and the 2016 JALD, noting that the Japanese American community has become more diverse, as reflected by members of the JALD. Although the delegates have diverse geographic origins and professional backgrounds, they shared a common Japanese ancestry through one or both parents and a strong interest in fostering enhanced U.S.-Japan relations.

The following topics were discussed:

The American Presidential Race and the TPP

Mr. Yoshimasa Hayashi, a member of the House of Councillors for over twenty one years, and Agriculture Minister, recounted how he interned on Capitol Hill in Washington, D.C., for Senator William Ross of Delaware in 1991-1992, and asked whether there were changes in the American mindset outside the Beltway.

Mr. Isamu Ueda, a House of Representatives member of the Komeito Party since 1993, stated that security issues, the economy and TPP were of greatest concern this year to members of the Diet. He stated that both



major parties in Japan were in favor of enacting the TPP. He noted that the U.S. Presidential candidates have spoken critically of the TPP on the campaign trail because of the perceived threat to American jobs and trade.

Ms. Yuriko Lily Koike, a member of the House of Representatives and former Minister of the Environment and former Minister of Defense, described the Presidential election in the United States as a "phenomenon" and asked if his statements by some of the candidates reflected their own feelings, or the views of the American people. She recounted that her grandfather lived in Seattle, Washington for several years and then returned to Japan.

Delegate Bruce Harrell, Seattle City Council President, noted that positions regarding the TPP could become softened after the presidential election in a less political climate. Delegates Bruce Hollywood and Eric Nakajima offered possible explanations for the social and political climate in America.

Ms. Irene Hirano Inouye also added that the benefits of the TPP should be better understood by state and local governments because investments by Japanese companies in the American economy provide jobs in the United States. She encouraged members of the parliament to visit the United States, especially states where Japanese companies have invested and provide economic opportunities to local communities.

Shared National Security Interests

Other Diet members expressed concern about the Japanese economy and deflation, security and the growing tensions with China and North Korea. Members emphasized the shared security interests of Japan and the United States regarding China and North Korea, and noted that Australia and South Korea could also partner in the region.

Delegate Bruce Hollywood, who is a retired Air Force Colonel working at the White House, stated that the United States has national security interests in the region and is attentive to the actions of North Korea and China. He noted that United States Admiral Harry Harris is the Commander of United States Pacific Command and advises the Department of Defense and the President about the Asia Pacific region. Admiral Harris is Japanese American and has a deep understanding of the security concerns in region.

Chairman Nakasone noted that President Obama had been focusing on developing a security strategy in Asia and that he hoped the U.S.-Japan alliance will continue to be robust during the next administration.

Comfort Women

Chairman Nakasone traveled to San Francisco last year to address the issue of comfort women, hoping to enhance awareness of the issue in the Japanese American community. He distributed a chart regarding cities and states in the United States where monuments and statues had been erected, resolutions had been passed and ads regarding the comfort women had been displayed.



He expressed concern that the comfort women issue is dividing communities and relationships, citing as an example the erection of a comfort women statue in Glendale, California and the erosion of Glendale's relationship with East Osaka. He believes that the governments of Japan and South Korea have resolved the issue of the comfort women.

The meeting concluded with stated commitments to continue to work together and within the United States and Japan to foster the positive relationships between the two countries.

PERSONAL REFLECTIONS

ERIC NAKAJIMA



Being selected to participate in the 2016 Japanese American Leadership Delegation (JALD) was an extraordinary and undreamt of opportunity. I am deeply grateful to the Ministry of Japan to be chosen and to former Consul General Tom Himeno of the Japanese Consulate in Boston for supporting my application.

I grew up as a bi-racial American in New England, a region with relatively few Japanese Americans. My father emigrated to the U.S. from Japan as a young man and all of my Japanese relatives continued to live in the greater Tokyo area. Japan was to me a distant concept best understood through the news, pop culture or Boys Day and New Year's celebrations with my Dad.

My first visit to Japan as an adult occurred after I began a career in public policy and economic development. On many visits as a tourist, I've read the newspapers and thought about the many challenges confronting Japan and wished I could engage with leaders from government and business. JALD

gave me this opportunity and I intend to use this experience to engage with Japanese leaders in my community and New England to share ideas and find new ways to form partnerships.

The 2016 JALD trip occurred at significant moment for the United States and Japan. Through the trip, I learned how leaders at all levels are trying to catalyze economic growth. In Kobe, city leaders have developed a remarkable partnership of academic, business and government organizations focused on the region's strength in biomedical research. The Kobe Biomedical Innovation Cluster is an outgrowth of a long term strategy to recover from the great Kansai earthquake over 20 years ago.

I was struck by the complex demographic and economic challenges that Japanese leaders are trying to address through Abenomics. Similar to many parts of the United States, Japan's rural communities are losing population and struggle to reinvent their economies. In a dinner organized by Minister Taro Kono, Representative Karen Makishima discussed her efforts to spur rural economic development through support of domestic and international tourism in advance of the Tokyo 2020 Olympics.

A cornerstone of Abenomics is expanding the participation of women in the economic and political life of the nation. Our visit and discussions with the Keidanren and Keizai Doyukai opened a window into the challenges for Japanese companies responding to the need for new policies for child care, professional mentorship and the promotion of women.

Regardless of the meeting or person I met, I was deeply struck by the importance to Japan of the U.S. – Japan relationship. Japanese politicians and business leaders were concerned that the TransPacific Partnership might not be approved by the US Congress and, as significantly, that the American people might not understand the importance of engaging with Japan and East Asia.

Everywhere we travelled business and government officials asked us how to make sense of the U.S. presidential election. It was hard for Japanese leaders to understand how a nation founded on

diversity, openness and liberal values could seem to abruptly turn against immigrants or withdraw from the world.

The JALD experience confirmed for me the importance of person-to-person dialogue in understanding each other and ourselves. As I return home, I look forward to bringing the experience and perspective of the people I met in Japan to my neighbors and community. And, I hope to expand connections with the Japanese community here in Massachusetts that can deepen understanding and exchange between our two nations.



It was truly an honor for me to be part of this 2016 JALD delegation, in large part because of the opportunity to share this experience with the other JALD delegates, present and past. Each of my co-delegates brought strengths and perspectives on being Japanese American and on U.S.-Japan relations that made a lasting impression on me. Additionally, it is a humbling honor to now be a part of the powerful JALD alumni network that has paved the way for new Japanese American leaders – I look forward to continuing to learn both personally and professionally from my JALD co-delegates and other alumni and also to contributing to this network in the years to come. As a Japanese American who has long been involved in my local Japanese American community, it is

exciting for me to be better connected to the national landscape of Japanese American leaders, as I've to date largely been connected mostly to Japanese American leaders in Portland, Oregon and the Pacific Northwest. The opportunity to contribute to the Japanese American community on a larger scale in the U.S. and to help strengthen and deepen the Japan-U.S. relationship is very exciting.

Upon reflection of the many meetings we had with top government officials and business executives, including Prime Minister Abe, current and former members of the Diet, CEOs and members of the boards of directors of some of the largest corporations in the world, Princess Takamado of the Imperial family and numerous top ministry officials, it was striking to me how much respect we were accorded, not only during our meetings but all around – it was obvious that many of these individuals had studied our bios beforehand, as evidenced by the fact that repeatedly upon meeting someone (and before I had a chance to say my name or where I live), they mentioned visiting Portland or the Oregon coast, or asked for my thoughts on the importance of independent directors on a board for good corporate governance, or the like.

Something I found particularly interesting to experience with my 2016 delegation, because of my co-delegates: as a delegation, we represented the changing face of Japanese Americans, as only four of our members had two parents of Japanese ancestry. Undoubtedly each delegation has its own unique characteristics, and there are many other things I could note about this particular delegation, but the diversity of our delegation to me aptly embodied the dynamic nature of the Japanese American community and evoked interesting considerations about how we as Japanese American leaders can best represent and contribute to our evolving community and to U.S.-Japan relations. I think I will take as much out of this experience from my interactions with my co-delegates as I will from my new friends in Japan.

My mother's family experienced the atrocities of World War II from the Japan side, and my father's family experienced the hardships of World War II from the inside of a U.S. prison/internment camp, so my family is inextricably intertwined in the cultures and histories of both Japan and the U.S. I am energized by the knowledge that I have many friends and co-leaders in Japan and the U.S. who are committed to strengthening the U.S.-Japan relationship. I am grateful to Irene Hirano Inouye, the USJC, Consul General Hiroshi Furusawa of Portland, the Japanese Ministry of Foreign Affairs and the Portland Japanese American community for their support of my nomination.

MONTE DEL MAR MESA

It was a very interesting trip learning the delicate workings of Japan's political structure in operating to keep up with other global leadership expectations.

Unlike other business and government trips I've taken in the past to Japan this 2016 JALD trip tops all others.

This was the most inspiring and profound awakening of how our U.S.-Japan relationship with Japan is very intertwined with Guam's strategic economic endeavors and Guam's political status aspirations with the U.S. government.

Guam has some similarities with Japan regarding our political relationship with the U.S. and how it may positively or negatively affect our interaction with other Asian Pacific countries currently doing business with us in regards to "International Tourism" activities.

I've gained so much more knowledge from this JALD trip attending meetings with impressive people from across Japanese government and industry. We travelled to Kobe on the Shinakansen and it was fascinating to see the beauty of the Japanese countryside.



Two of the many highlights of the trip were meeting with Her Royal Highness Princess Takamado and Prime Minister Shinzo Abe. Princess Takamado shared her candid views on our 2016 JALD member's diverse Japanese heritage background and was very curious about how will people in the future identify themselves as their ethnicity with the world becoming more uniquely interracial. Prime Minister Abe expressed his continued support in continuing to fund the US-Japan JALD program and reflected his personal experience attending UCLA and learning about American culture and the U.S. political system. He encouraged the JALD members to promote and support U.S.-Japan relations and express his appreciation with the U.S. military's humanitarian assistance and being the first responders during the Fukushima triple disaster.

One important matter for the US and important discussion for Guam, was the US DHS currently working with Japan government official and the Narita International Airport management in possibly setting up a US Immigration pre-clearance office at the Narita International Airport for all US bound international flights, hopefully implemented before the upcoming 2020 Japan Olympics events. This will greatly speed up the immigration processing lines at all US international airports point of entry from Japan. This will definitely be a plus for Guam's continual tourism growth from Japan, if this policy is approved and implemented by the Japanese government soon.

Overall, the JALD trip schedule although very hectic was interactive filled with daily meetings with time sensitive issues being discussed on U.S.-Japan relationship and even more concerning for the Japanese leaderships are the potential affects positive and negative outcome results of the upcoming U.S. Presidential election.

I am now even more committed, to do whatever I can to continue growing and strengthening our U.S.-Japan and Guam relationships. Whoever, is elected as the new President of the United State, I hope that all JALD past and future delegates will continue to educate their respective U.S. political

leaders in their home state of the importance of continuing to positively foster our U.S.-Japan relationship.

Especially important for me, is Guam's relationship with Japan in our mutual U.S. political efforts and U.S. military strategic relationship endeavors, our shared economic opportunities with our tourism industry, experiencing our island's unique cultural activity exchanges and continue honoring our American/Japanese/Chamorro heritage diversity.

I want to take this opportunity to thank my Guam Counsel General of Japan Mr. Hisatsugu Shimuzu, Deputy Counsel General Mr. Toshio Matsumura and the support of the local Japan Consulate Office staff for nominating me to the U.S.-Japan Council's JALD program.

In addition, a special appreciation to Ms. Irene Hirano Inouye for this great opportunity to travel and work with her in fostering U.S.-Japan relations during this year's special 2016 JALD trip to Japan.

For me personally, I am greatly honored and humbled to be the first selected JALD delegate from Guam after 16 years being hosted by the Japanese MoFA and USJC JALD program.

Equally important, is having the privileged and honor to meet and work with my fellow 2016 JALD members with their unique and diverse American Japanese professional backgrounds and sharing their special life experiences with the group.



I was honored and thrilled to receive word of my selection as a 2016 JALD delegate, but I could not have anticipated how enlightening, rare and exceptional the experience would be. Reading about the significant accomplishments and contributions of past and present JALD members and the impressive roster of Japanese business and government leaders who were scheduled to meet with the delegation was both humbling and exciting. I had previously visited Japan twice, decades ago with my parents, siblings and grandmother, and eagerly anticipated observing and processing Japan as a JALD member. The

connections with relatives and my ancestral roots on previous visits were as moving and memorable as the gracious and intellectual exchanges between the 2016 JALD and our many hosts in Japan.

The orientation in Los Angeles provided an invaluable immersion in Japan's governmental, economic, social, national security and cultural issues, thanks to the many fascinating speakers who generously shared their knowledge and experiences. The orientation also presented an important opportunity to get to know Hayashi Kazutoshi, the hardworking and good humored consular official in Los Angeles who accompanied the delegation to Japan, Irene Hirano Inouye, the dedicated and tireless leader of our delegation in Japan, and the impressive group of fellow delegates from the Pacific region (Guam and Hawaii), East Coast (Boston and Washington, D.C.), Northwest and mountain states (Denver, Seattle and Portland), and California (San Francisco and Los Angeles). Our delegation was not only diverse geographically, but we also took great pride that our delegation reflected the evolving and diverse faces of our Japanese American heritage, racially, and with regard to generational roots. Although the earliest JALD delegations were predominantly "Sansei," I was the only traditional Sansei member of our 2016 delegation (and, sadly, the only member of our delegation who performed dismally at karaoke). What unified and inspired each of us was the desire to understand more about our shared Japanese cultural roots and the manner in which we could further contribute to the enhancement of relations between the United States and Japan. I was fortunate that each of my fellow delegates had personal qualities that ensured that the group would function well as a team to represent the United States in Japan, and have fun together.

Arriving from New York City, I was impressed by the clean sidewalks and streets of Tokyo and the orderly and courteous interactions throughout our visit. As with all meals we shared in Japan, the first delegation dinner was delicious and beautifully presented, and the group had an opportunity to deepen our friendships, and discuss our busy itinerary and the manner in which we could most effectively participate in the many scheduled meetings, first in Kobe and then in Tokyo.

Kobe, a city devastated by an earthquake in 1995, appeared so bustling and modern, it was impossible to discern the magnitude of destruction just two decades earlier along our bus route from the train station to an ancient sake brewery that was founded in 1751. We were awed by our visit to the Biomedical Innovation Cluster, an expansive complex of modern buildings constructed after the earthquake on reclaimed land along the water, where much of the world's leading biomedical, technological and computer research is conducted. Later that afternoon, I participated with

delegates Bruce Harrell, Seattle City Council President, and Bruce Hollywood, a retired Air Force Colonel and current White House Leadership Fellow, at a symposium sponsored by the Center for Global Partnership on national security and civil rights.

During our meetings with industry leaders, Prime Minister Abe, the Princess Takamado, former and current members of the Diet, academics, journalists, officials of the Ministry of Foreign Affairs and the American embassy, and USJC members in Japan, our hosts revealed an impressive awareness of international and American affairs and a profound interest in the U.S.-Japan relationship, the upcoming Presidential election in the United States, the Trans Pacific Partnership and the strategic alliance between the United States and Japan in the Pacific region. In nearly every meeting, our Japanese hosts expressed deep gratitude to the United States and to the TOMODACHI initiative of the U.S.-Japan Council for the assistance they provided with recovery efforts after the 2011 earthquake and tsunami. We were moved to observe a moment of silence during the fifth anniversary of the tragedy on March 11.

As delegates, we gained a deeper respect and appreciation for the U.S.-Japan relationship, on a country-to-country and person-to-person basis. The unique experience we shared during our whirlwind trip forged friendships and intensified our commitment to maintain and heighten the important relationships between our countries and our citizens. I am profoundly grateful to Irene Hirano Inouye, my fellow JALD members, the Japanese Ministry of Foreign Affairs and Ambassador Reïchiro Takahashi of New York for providing this extraordinary experience.

BRUCE HOLLYWOOD

Absolutely incredible! This was the most professionally and personally gratifying adventure of my life. I am eternally grateful to the Foreign Ministry of Japan, the U.S. Japan Council, the magnificent Irene Hirano Inouye, and my amazing fellow delegates for this once-in-a-lifetime experience.

It was an honor to meet with the most senior and influential leaders in Japan across business, government, education, science, and even a Princess! I appreciated the frank and open discussions on significant challenges that exist on both sides of the Pacific and exploring opportunities to address them together. We laid the foundation for relationships that can accomplish great things in the future.



It was humbling to be in downtown Tokyo on March 11 when at 2:46, the clock tower chimed and entire nation paused to commemorate the 2011 Great East Japan earthquake and pay respects to the more than 15,000 who perished.

This was as much a personal journey as a professional or geographic one. I will forever treasure getting to know the members of the delegation and learn about their own journeys. It was wonderful to experience the richness and graciousness of the Japanese people and their culture with my new friends.

I was born in Japan and adopted by an American family. I had a wonderful, happy, successful life growing up in American, and wouldn't change anything. I was a "hafu" — not fully Caucasian and not fully Japanese. I spent most of my life growing up in the Southwest so I was usually the only "hafu" around, but that never bothered me much.

As I got to know the incredibly talented and accomplished members of the delegation, for the first time, I met folks who lived the same experience. It is difficult to find words that can describe how it felt to make this personal discovery with my remarkable new friends, while experiencing the culture of my birthplace. It was surreal.

One of my favorite quotes is by Dr Martin Luther King, Jr and reads; *"We all came over on different ships, but we are in the same boat now."* I found a group of folks in my "boat" and made the transformation from being "not fully" one thing to being BOTH fully American AND fully proud of my Japanese heritage.

I was honored to be this year's official photographer. It was fun to try to look through the eyes of each delegate so I could capture their experience. Looking back through the photos (more than 3,000!) brings me great joy. Amazing food, karaoke (delivered with skill occasionally, but passion always), lots of good natured joking, and the smiles and laughter of the team and our hosts.

This class will make a positive difference. I look forward to seeing great things from the JALD Class of 2016. Thank You!



I would like to express my gratitude to the Japanese Ministry of Foreign Affairs for sponsoring this wonderful program and the U.S.-Japan Council for organizing this trip. I was extremely honored to be a part of the 16th JALD class and grateful for all of the “once in a lifetime” opportunities this amazing visit to Japan offered. I hope to parlay the personal experiences and relationships gained during that week to contribute to the broader U.S.-Japan relationship.

In our meeting with Prime Minister Shinzo Abe, he mentioned the importance of the role that Japanese Americans can play as a “bridge” to help deepen U.S.-Japan relations. That message especially resonated with me because my home state of Hawaii has historically served as a “bridge” of sorts, both geographically and culturally, between Japan and the US mainland.

The “bridge” message also resonated with my family and personal background. I was born in Japan to a Japanese mother (who was born during WWII) and a Nisei father from California (who was interned in Manzanar and later lived in Japan for 25 years), then moved to Hawaii at a young age and spent time in both the U.S. mainland and Japan as a student. I always felt a connection to both countries and wanted to develop stronger ties but did not know what to do with it because I thought my situation was unique. The JALD program gave me a better understanding of the importance of the connection between the two countries on an economic, political, and societal level, and that perhaps, my “mixed roots” can help enhance that relationship.

The JALD experience has helped build my own “bridge” between my Japanese and American backgrounds. While the guided tour of the Japanese American History Museum during our pre-trip orientation confirmed that my JA experience differed from the “typical” Nisei and Sansei mainland Japanese-American experience, I also realized that I was not alone in my “uniqueness,” and that the Japanese American community today is very diverse, in background as well as in upbringing. My JALD group reflected this diversity, as 4 of us were of full Japanese heritage, 6 of us were of mixed heritage, 2 of us were adopted (one to a JA family and the other to a Caucasian family), 2 of us had previously lived in Japan, 2 of us had never been to Japan, and I was the only one out of the 10 of us with children who are of full Japanese descent.

I was excited, intrigued, and humbled to travel to Japan with such a diverse (and accomplished) group of professionals. That, combined with the events that we participated in and the people we met, gave me an opportunity to see and understand Japan in a whole new way. While participating in discussions sharing ideas on topics ranging from trade, immigration, age demographics, womenomics, diplomacy, entrepreneurship, and security, to saké with really smart, thoughtful, and conscientious people were extremely stimulating and inspiring, what I found most interesting was how people in Japan were intrigued by our group because we were foreigners of (at least part) Japanese ancestry. We were looked uniquely as being connected to both cultures rather than neither...possibly as a “bridge,” as matter of fact!

Most people, when looking at relationships between two groups, identify themselves as being part of one group or the other rather than both. This trip has helped me better come to grips with my “mixed roots” and reconcile my relationship with the two countries and cultures.

In describing my personal experience, as it relates to the visit to Japan as a member of the 2016 Japanese American Leadership Delegation, the one word that captures my experience is "honor." Beginning with our orientation in Los Angeles, it became clear to me that my co-delegates were truly committed to the goal of strengthening our relationships between Japan and Japanese Americans. I observed a focus that went beyond personal growth, as was certainly one of my goals; but, indeed, I witnessed a concern for the larger issue about the future of Japan as a country and as a culture. As we gained experiences in Japan that only a few people would ever experience, I concluded there was a genuine sense of purpose and selflessness that became part of our journey.

In hindsight, as I reflect on the numerous conversations we had with elected leaders and leaders in commerce or business, I have come to understand how they might perceive us as Americans. As President Trump and his cabinet assume their positions, I will anticipate the very same leaders we met in Japan will now be immersed with pro-American rhetoric from our country's top leaders; the kind of rhetoric that can be interpreted as disrespectful or intolerant of the views and cultures of other nations. Assuming this to occur, as it already has in so many cases, I am very thankful that Prime Minister Abe and members of the Diet had the opportunity -- through us - to see firsthand our views and attitudes as American leaders and that "honor" and "respect" continue to be values that we, as Americans, hold dear. I am grateful that these leaders also observed that we are more reflective of our country's citizenry than what they may see on television.

I suppose our visit with Princess Takamado and our time enjoying karaoke with some of Japan's top officials also conveyed to me the simple but profound notion that even six thousand miles away, we can converse about common interests; sing to songs we all enjoy; and, see the world and its issues through remarkably similar lenses.

I would be remiss, if I did not describe my affection for my co-delegates as well. On one day, I felt quite under the weather. While it was only a temporary condition, I could surmise from my co-delegates that they were not only concerned about my condition, but they were concerned that I would miss opportunities to share in the same experiences they were having. From my group, which included so many impressive individuals, I sensed a genuine camaraderie that developed because we were not only gaining eye-opening experiences, but we were experiencing them together.

This was my first trip to Japan. While my grandparents and aunts and uncles migrated to the United States from Kumamoto, I was born in Seattle, Washington. While I have always been vocally proud of my Japanese heritage, this trip enhanced my pride in ways that, quite frankly, only a visit to Japan of this magnitude could do. For that, I will always be indebted to the U.S.-Japan Council and for those individuals responsible for ensuring this experience of a lifetime.



ERIC HIRAGA

I am extremely grateful for the opportunity to participate in the 2016 JALD program. This was an amazing program that gave me new perspective of Japan in terms of culture, economics, politics, and the challenges that Japan faces today. For the past two decades, I have been travelling to Japan annually for business and studied in Japan as a student in college. However, the knowledge and relationships I built in one week of the JALD program surpassed all of my previous visits.

Our orientation in Los Angeles helped provide a foundation of knowledge necessary to interact with senior politicians and business leaders. Experts educated our delegation on various topics ranging from the Japanese economy, U.S – Japan political relations, national political scene, demographics, cultural challenges etc. Armed with this knowledge, our delegation was able to have candid conversations about challenges facing Japan and areas of cooperation between the U.S. and Japan with leaders in business and government sectors.

In addition to providing professional growth and enrichment, I also value the program for providing unique cultural opportunities squeezed in between a very busy meeting calendar. Our visit to Kobe included an educational sake brewery tour followed by a sake tasting event. In the evening, a few of us would explore Shinjuku and the Ginza. And of course, a JALD trip would not be the same without karaoke with Taro Kono and other Parliament Members.

This experience to travel to Japan with an impressive group of Japanese American delegates will forever be in my memory. Between our orientation in Los Angeles and our week in Japan, I have made friendships that will last a lifetime and I look forward to seeing my cohorts at the annual conference.

I am forever thankful for Irene Hirano Inouye of USJC, the Japanese Ministry of Foreign Affairs, Consul General Makoto Ito, and the Denver area JALD Alumni for their support in my nomination.



The JALD experience was transformational. It has given me a new perspective, elevating my sense of clarity on US-Japan relations, for which I am deeply thankful.

Having served Japanese corporate clients for 20 years, I was most looking forward to engaging with leaders in the private sector from Forum 21, Keidanren, Keizai Doyukai, Mitsubishi Corporation and the Japanese American business leaders in Japan. I felt a common bond as we discussed our business experiences, challenges, and approaches to finding solutions. I very much appreciate the careful thought process and attention to detail exhibited by Japanese businesses. After each meeting, I felt exuberant and motivated to learn best practices and approaches used in Japan so that I can incorporate them into my daily life and career.

Perhaps because I so enjoy serving as outside general legal counsel to corporations, my thought process tends to view the private and public sectors, business and non-business sectors, as existing in separate spaces with minimum overlap or synergy.

That is, until my JALD experience, which introduced me to a completely new perspective. I had never engaged with so many Japanese lawmakers, bureaucrats, and politicians, or U.S. diplomats and embassy staff in Japan, each of whom spoke so frankly on policies related to U.S.-Japan relations. Feeling overwhelmed and out of my element, it took me a couple of days to understand the indispensable connection between the two sectors. In our exchanges, I felt a strong sense of appreciation for the often invisible work they do to strengthen the foundation and framework between the two countries through policy and diplomacy. I also witnessed the trust, collaboration, and open communication between the two governments. With this broader perspective, I have gained a renewed sense of purpose as I pursue my private sector endeavors, which already involve heavy interaction with U.S. and Japan. I have also developed a desire to work more closely with both governments to strengthen U.S.-Japan relations.

The JALD experience also educated and stretched me beyond my expectations. During the orientation in Los Angeles, we were informed that we would meet thought leaders in Japan and that we were expected to contribute in fields beyond our specialization. In Los Angeles, we were educated by experts about U.S.-Japan relations from political, economic, historic, diplomatic, and cultural perspectives. The 2-hour educational tour of the Japanese American National Museum was almost too short.

I so enjoyed studying and researching topics during the month before we left for Japan. In my preparatory exchanges with Mr. Yoshiyuki Yamada, my Japanese counterpart to lead the discussion with Forum 21, I learned about the topics that were of concern to business leaders in Japan. I extensively read about Abenomics, Womenomics, TPP, immigration policies, diversity and inclusion, and global leadership from both the U.S. and Japan's perspectives. I also read about Kobe's Biomedical Innovation Cluster, the history of Shushinkan Sakemaker, and immersed myself in articles written by and about HIH Princess Takamado.



No amount of studying would have prepared me for the week in Japan. The topics that we discussed at the Center for Global Partnership Symposium and luncheon, Forum 21, Keidanren, and Keizai Doyukai were enlightening. It was so stimulating to hear different, sometimes diametrically opposed, perspectives from participants who come from diverse industries and academic disciplines in the US and in Japan. Yet, I felt a deep sense of respect and security knowing that we were learning from each other.

With this new perspective and clarity, I will continue to work on strengthening U.S.-Japan relations in evermore concrete ways, some of which may be successful in the short-term and others in the long-term.

I am most thankful to the Japanese Ministry of Foreign Affairs and Consul General of Japan in San Francisco, Jun Yamada, for their sponsorship and continued support of JALD and to U.S.-Japan Council for administering the program. I cannot thank Ms. Irene Hirano Inouye, Consul Kazutoshi Hayashi, and Ms. Eiko Sato enough for accompanying us in Japan. I am also thankful to Mr. Takashi Nakai of ANA All Nippon Airways for escorting and keeping me company at San Francisco International Airport until my flight departed and for checking in with me upon my return to San Francisco.

And to my fellow JALD friends, I am so thankful that we could travel, learn, eat, and drink together as we experienced the wonders of the JALD program.

The members of the 2016 Japanese American Leadership Delegation had the distinct pleasure of joining together as a unique cadre of Japanese Americans with a very broad spectrum of experiences and backgrounds: individuals from the public sector and private sector; attorneys, a Chief of Police, U.S. District Court Judge, a City Council President, a White House Fellow, entrepreneurs, and representatives from state and local government. The delegation not only had diversity from a professional standpoint, but also on a personal level.

The delegation's diversity was evident not only from the perspective of differences in age and gender, but the delegation also included individuals with different generations of family from Japan and in the United States; it also brought together some that were born in Japan, had worked in Japan, and many who had visited Japan in the past. Some of the delegates spoke the Japanese language with fluency, and approximately half of the delegation were from a mixed ethnicity background. The diversity of this personal and professional background created a rich dynamic for ambassadorship, learning and life-long friendship. It was this diversity that brought us together in appreciation of our differences, which in turn allows us to leverage our own futures.



This being my first visit to Japan, I must admit the culture shock set in the moment I stepped aboard Japan Airlines, worked my way through Japan's equivalent of U.S. Customs, and then took in the populace of the Tokyo area. Simply put, the new and different culture was much to take in. As the hours and days set in, I very much appreciated observing and experiencing the differences in our cultures, but also seeing the similarities in our cultures.

The cultural experiences, from food, language, traditions, history, art, etiquette, practices, and so on were certainly a highlight, but it was the one-on-one personal connections, relationships and dialogue we all had with different representatives from Japan that were the most rewarding of all. Just as the diversity and representation of the Japanese American Leadership Delegation created a rich dynamic, so too did the personal connections that were made with our friends from Japan. The more diverse we were, the richer we collectively became and can become. We started with a diverse group of delegates from the United States and merged with a new culture of professionals from Japan and emerged as a collection of friends and colleagues; colleagues whom I now know in another part of the world and vice-versa. Diversity and building cross-cultural relations are powerful human experiences we must all come to appreciate.

FUN WITH NEW FRIENDS







SPECIAL THANKS TO IRENE



A very special thanks to Irene for your guidance and caring and patience. You truly made this the experience of a lifetime!