

友
Tomodachi



**Japanese American
Leadership Delegation Report
March 4-12, 2011**

Japanese American Leadership Delegation REPORT

2011

The Japanese American Leadership Delegation (JALD) program provides the opportunity for a group of Japanese American leaders from throughout the United States to travel to Japan for one week, sponsored by the Ministry of Foreign Affairs of Japan. This report contains the 2011 JALD discussions, observations and recommendations going forward, a summary of individual meetings, and Delegates' personal reflections.

Table of Contents

PART 1: INTRODUCTION.....	3
PART 2: BACKGROUND.....	3
PART 3: EXECUTIVE SUMMARY.....	5
I. ECONOMIC DEVELOPMENT.....	5
II. SECURITY AND TRADE ISSUES.....	9
III. WOMEN’S ISSUES.....	12
IV. EDUCATION.....	15
V. ENTREPRENEURIALISM.....	17
PART 4: MEETING SUMMARIES.....	20
MARCH 6, 2011.....	20
Meeting Name: Cultural Orientation of Kyoto.....	20
MARCH 7, 2011.....	23
Meeting Name: Kankeiren, Osaka.....	23
Meeting Name: The Japan Foundation Center for Global Partnership (CGP) Japanese American Leadership Symposium “Breaking Out of the Comfort Zone: Role of Education in the Era of Global Competition”.....	25
MARCH 8, 2011.....	29
Meeting Name: High Speed Rail Shinkansen Train Trip.....	29
Meeting Name: Democratic Party of Japan (DPJ) Young Parliamentarians.....	30
Meeting Name: Ministry of Foreign Affairs (MOFA).....	32
MARCH 9, 2011.....	34
Meeting Name: Ministry of Education, Culture, Sports, Science and Technology (MEXT).....	34
Meeting Name: Her Imperial Highness Princess Takamado.....	36
Meeting Name: CGP Roundtable Luncheon.....	36
Meeting Name: Forum 21.....	38
Meeting Name: Mitsubishi Reception.....	43
MARCH 10, 2011.....	46
Meeting Name: Keidanren.....	46
Meeting Name: Japanese Foreign Minister Takeaki Matsumoto.....	48
Meeting Name: U.S. Embassy (March 10 and 11).....	49
Meeting Name: Ministry of Economy, Trade and Industry (METI).....	51
MARCH 11, 2011.....	54
Meeting Name: Honorable Yohei Kono, Former Speaker of the House of Representatives, Former Foreign Minister and Deputy Prime Minister.....	54
Meeting Name: Luncheon with Japanese Americans Working in Japan.....	55
Meeting Name: Keizai Doyukai.....	57
MARCH 12, 2011.....	59
Meeting Name: GEWEL (Global Enhancement of Women’s Executive Leadership).....	59
PART 5: PERSONAL REFLECTIONS.....	61
PART 6: 2011 DELEGATION BIOGRAPHIES.....	72
APPENDIX A – PRESENTATIONS AT CGP.....	78
APPENDIX B - MEDIA AND OUTREACH ACTIVITIES INCLUDING QUAKE FUNDRAISING.....	89

PART 1: INTRODUCTION

The 2011 Japanese American Leadership Delegation (JALD) is pleased to present this report as a result of our participation in the JALD program from March 4-11, 2011. We wish to thank the Japanese Ministry of Foreign Affairs (MOFA), the Japan Foundation Center for Global Partnership (CGP), and the U.S.-Japan Council for providing us with this special opportunity. We have focused our report on economic development, security and trade, women in the workforce, education, and entrepreneurialism.

After experiencing the Great East Japan Earthquake on the last day of the trip, we are forever linked to the Japanese people and to Japan's recovery. The experience of the earthquake is infused into our recommendations stemming from the trip, and also in the next steps for the 2011 Delegates.



Delegates with Her Imperial Highness Princess Takamado (center).

PART 1: はじめに

2011年度日系アメリカ人リーダーシップ代表団(JALD)は、2011年3月4日から11日まで開催されたJALDプログラムに参加し、ここに報告書が取りまとめられたことを光栄に思います。このような特別な機会をご提供いただきました日本外務省、国際交流基金日米センター(CGP)、米日カウンスル(the U.S.-Japan Council)に心から感謝と御礼を申し上げます。報告書では、経済発展、安全保障および貿易、労働市場における女性、教育、起業家精神などに焦点を当てました。

訪問最終日に東日本大震災に遭遇した私たちは、日本の皆様、そして日本の復興に永遠の絆で結ばれていると思います。今回の訪問を踏まえた提言に、また、2011年度代表団の次なるステップに、この震災の体験が活かされていると思っております。

PART 2: BACKGROUND

This year marks the 11th Anniversary of the JALD Program. The JALD program provides the opportunity for a select group of Japanese American leaders from throughout the United States to travel to Japan for seven nights. The Ministry of Foreign Affairs of Japan (MOFA) represented in the U.S. by the Embassy of Japan in Washington, D.C. and 17 consulate offices, and the Japan Foundation Center for Global Partnership (CGP) are co-sponsors of the program. The U.S.-Japan Council provides administrative and organizational support of the program.

The program began in 2000 and 136 Delegates have participated to date. This trip creates an opportunity for Japanese American leaders to get to know Japan and to meet and exchange information with Japanese leaders in the government, business, political, education, nonprofit and cultural sectors. It also allows Japanese leaders to gain a greater understanding about multicultural America through the experiences of a diverse group of Japanese Americans. Upon return, the Delegates work with program alumni, the local consulate offices, the U.S.-Japan Council and local and national community organizations to organize and participate in programs and activities related to building and strengthening U.S.-Japan relations.

While the relationship between the U.S. and Japan is considered by many to be the world's most important bilateral relationship, the connection between Japanese and Japanese Americans is atypical and more complex than that shared by other Americans and their ancestry. The political, business, and cultural milieu that both nations face today requires a new look at the Japanese–Japanese American relationship, and its role in the future of U.S.-Japan relations.

The 2011 Delegation included representatives from business, communications, education, nonprofit and government sectors. During the trip, we were provided with the opportunity to meet with Japanese leaders in each of our related sectors. The following report contains an executive summary of our discussions, observations and recommendations going forward, a summary of individual meetings, and Delegate personal reflections.



Delegates at Nanzenji Temple grounds.

PART 3: EXECUTIVE SUMMARY

I. ECONOMIC DEVELOPMENT

Phyllis Campbell and Erwin Furukawa

Social and societal backdrop

During the briefings and Delegation visits, we heard about versions of the “Galapagos factor” or the inward focus of many Japanese, especially among the younger generation.

Recommendations:

- Need for business and government to be more open to immigration, especially as it relates to workforce enhancement and development.
- Inclusion of women in the business workplace and especially in management.
- Active encouragement of sending students overseas for higher education.

Business and economic growth

Recommendations:

- Shift to mutually beneficial overseas partnerships and business collaborations. Expand to value-added service businesses that focus on global markets.
- Rationalize the capital and credit continuum to increase availability to small and mid-sized businesses.
- Examine hiring practices (expand model from hiring only “fresh graduates” to hiring of graduates with overseas education and/or interns who have worked abroad).
- Focus on factors that create a successful entrepreneurial environment.



Lunch meeting with Kankeiren representatives in Osaka.



Delegates with Keidanren representatives.



Delegates meet with Japanese American business leaders: Mr. Glen S. Fukushima, Chairman and Director, Airbus Japan KK; Ms. Royanne Doi, Legal Counsel, Prudential Holdings of Japan, Inc.; Mr. Ernest M. Higa, Chairman and CEO, Higa Industries Co., LTD.; and Mr. Paul Yonamine, General Manager, IBM Japan, Ltd.

Economic sectors and areas for growth

a) Transportation

As the price of petroleum products continues to rise, the Obama Administration has set as one of its top priorities to develop safe, efficient and affordable public transportation options in the U.S. Several states have received federally approved stimulus funds to support new transportation projects including high-speed rail systems. Since Japan is a recognized world leader in building efficient, safe, and reliable high-speed rail systems, there is a clear business opportunity for Japanese transportation firms to secure federally funded high-speed rail projects in the U.S. However, in order for Japan to remain competitive in the U.S., it recognizes that it must do more to win the hearts and minds of U.S. elected officials and the American public.



Delegates admire the Shinkansen high-speed train.

Recommendations:

- Assist Japan and Japanese companies in promoting high-speed rail and other transportation options in the U.S.
- Offer assistance to Japan's business consortium focusing on high-speed rail to promote Japanese prowess in the transportation sector. Identify and assist Japanese high-speed rail firms in forging more people-to-people exchanges between Japan and the U.S. to stimulate discussion concerning the development of safe, efficient and viable public transportation options in the U.S.
- Encourage Japanese firms to take a more aggressive approach to marketing and communicating the benefits of Japanese high-speed rail in the U.S.

b) Energy

In recent years, nuclear energy has accounted for approximately 30% of the electricity supply for the Tokyo region. As a result of the Great East Japan Earthquake, energy policy and direction should support deployment of Smart Grid technologies, which focus primarily on managing electricity demand, in order to help reduce the amount of electricity generation and supply that must be repaired or replaced. Examples of Smart Grid components or programs that should be considered include:

- Direct load control and curtailment programs and residential energy efficiency programs.
- Advanced metering capabilities to enable demand response and dynamic pricing programs.
- Integration of distributed generation at commercial and residential locations and co-generation at industrial facilities.
- Enhanced cross-utility grid interconnection to support sharing of generation resources among the major (and largely siloed) regional utility grids.
- Continued R&D and early deployments of battery storage and fuel cell technologies.

As there are many Smart Grid deployments currently underway in North America, some recommended next steps are as follows.

Recommendations:

- Host Ministry of Economy, Trade and Industry (METI) and the Japan External Trade Organization (JETRO) and energy industry officials in a Smart Grid energy summit.
- Offer subject matter experts to share experiences from early Smart Grid deployments and technology trials.
- Develop a list of ideas for short-term responses and lessons learned from other energy crises (e.g., California Energy Crisis of 2000 - 2001).
- Pursue third parties (e.g., systems integrators, Smart Grid technology vendors, etc.) currently engaged in U.S. Smart Grid activities for support in future planning.



Meeting with METI representatives Mr. Hidehiko Nishiyama, Mr. Ryo Minami, Mr. Yoshinao Ogawa, Mr. Yasuhiro Maeda, and Ms. Asako Ueno.

Next Steps:

- Host university (Japanese) to university (U.S.) idea exchanges.
- Collaborate between and among business associations, with a focus on entrepreneurialism.
- Host economic forums on strategic areas of focus, such as Smart Grid technology.



Delegation meeting with Keidanren.

Conclusion:

In the aftermath of the earthquake and tsunami, Japan is in a position to rebuild in a strategic way. There is an opportunity to begin to reach outward with the goal of reigniting economic development. Japan, through its partnerships with world-class organizations as models (e.g., Apple, GE) can move ahead once again as a leader in the global economy.



Delegation with members of the Keizai Doyukai.

II. SECURITY AND TRADE ISSUES

Kenneth Oye

Introduction:

Relative to virtually any earlier period, contemporary U.S.-Japan security and trade relations appear to be on good terms. To be sure, discussions with Japanese and U.S. officials addressed areas of difficulty, including continuing tension over military bases in Okinawa, negotiations over The Hague Convention, points of difference on non-tariff barriers to trade and discussions of the suitability of regional economic forums as venues for managing commercial and financial issues. But relative to earlier periods of crisis, these problems seem manageable. Ironically, the improvement in U.S.-Japan relations is due largely to Japanese and U.S. concerns over the changing role of China in economic, environmental, energy and security affairs. The foundation of China's growth can be found in domestic Chinese savings, investment, education and economic strategies. But the U.S. and Japan have played significant

roles in supporting China's remarkable growth for over two decades. Japan's response to the rising yen in the 1980s was to move significant industrial capacity from Japan to Southeast Asia and China. The U.S. welcomed massive flows of Chinese exports of goods and capital. China, the U.S. and Japan are now mutually dependent on an intrinsically unstable system where market access, capital movements and the role of the dollar are all under pressure. These developments have important implications for U.S.-Japan economic, environmental and security affairs.



Delegates with Japanese Foreign Minister Takeaki Matsumoto.

Economic Factors

Bilateral U.S.-Japan negotiations over visible trade barriers, structural impediments and the dollar-yen rates during the 1980s and 1990s were simple compared with the regional trade, financial and monetary problems of today. There is no direct path to positive outcomes on the most important issues. For example, the U.S. and Japan have pressured China to allow the Yuan to appreciate, but neither the U.S. nor Japan would welcome the shifts in Chinese purchases of U.S. securities that would be necessary to foster appreciation of the Yuan. To address these complex international issues, significant long term adjustments in domestic policies of the U.S., China and Japan will be necessary. At a minimum, U.S. savings and investment rates must rise and Japan must reflate and internationalize even as Chinese gradually redirects its economy toward satisfaction of domestic consumption and away from international markets. Measures like the Trans-Pacific Partnership (TPP) are important as means to foster internationalization, but economic diplomacy alone cannot help without domestic changes.

Environmental Factors

China's growth has had direct energy and environmental consequences. Chinese emissions of carbon dioxide and demand for oil create global environmental and energy externalities, while Chinese emissions of sulfur dioxide create regional acid rain problems. To be sure, U.S. emissions and energy consumption per capita remain far higher than China and Japan. But the

U.S., Japan and China share a strong mutual interest in working to improve Chinese energy efficiency and to reduce Chinese emissions. Bilateral, regional and global UN programs to develop and transfer of critical environmental and energy efficiency technologies and to establish more than token Clean Development Mechanism (CDM) programs are essential. The economic dynamism of China is both an asset and a liability in terms of implementation of such programs, allowing China to utilize resources from the U.S., Japan and other advanced industrial nations to reduce environmental and energy loads and also allowing China to absorb technology and appropriate intellectual property.



Delegation with Mr. Kazuyoshi Umemoto, Director-General, North American Affairs Bureau, Mr. Hiroshi Ishikawa, Director, First North America Division, Mr. Shinichi Hosono, Director, Second North America Division; Mr. Toshio Odagiri, Consul, Consulate of Japan in Los Angeles; and Ms. Mizuho Hayakawa, Deputy Director, First North America Division.

Security Factors

The growth of China as a military power, though substantial, has been exaggerated within diplomatic and military circles in the U.S. and Japan. The combination of the U.S.-Japan Mutual Security Treaty, the U.S. Pacific Command, Japanese Naval forces including the Coast Guard and the unspoken possibility of Japanese nuclearization create incentives for moderation in Chinese military conduct. There have been and will be points of tension, including the Senkaku/Diaoyutai conflict. But the fundamental security interests of China, Japan and the U.S. are all advanced by moderation and restraint. China has an interest in a continuing U.S. presence in East Asia and in moderating North Korean behavior as a key to limiting Japan's interest in accelerating independent militarization. The U.S. and Japan should continue to cooperate with each other and with China in recognizing and acting on underlying mutual interests in restraining military competition and limiting military theatrics.

The role of Japanese Americans

These complex and interlocking changes in international economic and security affairs have redefined the position of Japanese Americans in U.S.-Japan relations.

First, Japanese Americans include individuals with significant expertise on economic and security issues. As Japanese Americans, we are attuned to the identification and realization of areas of mutual interest for the U.S. and Japan. The combination of relevant expertise and an orientation toward acting on mutual interests has been of some value in the aftermath of the

earthquake, tsunami and nuclear crisis, and may be of value with respect to other aspects of the U.S.-Japan relationship.

Second, addressing many of the complex economic and security issues will require extensive collaboration among the United States, Japan, China, Korea, Philippines, Vietnam, India and other East Asia and South Asia nations. As Asian Americans, Japanese Americans work closely with friends of many different nationalities on domestic issues and on immigration problems. We share an interest in fostering cooperative outcomes within East and South Asia as well.

Third, Japanese Americans should continue to play a role in facilitating people-to-people contacts in education, business and politics that contribute to fostering deeper understanding and to eliminating misperceptions that complicate security and economic affairs. We note that people-to-people contacts may form during official exchanges through the institutions within which we work and through personal efforts by us as individuals.



Delegates with Ms. Ann M. Kambara, Director, Tokyo American Center

III. WOMEN'S ISSUES

Mari Watanabe and Susan Morita

The opportunities available to Japanese women to advance to positions of leadership in various sectors were discussed at a number of JALD meetings with senior government, business and NGO leaders. Among the issues we discussed were the following:

- There continues to be relatively few women in managerial and leadership positions in government and business.
- While graduation rates for women and men are roughly equal in Japan, fewer women apply for jobs in Japanese corporations. Of those women applying, proportionately fewer are hired, resulting in fewer women in the pipeline for advancement.
- Women do as well or better than men on examinations administered for entry into corporate and governmental positions; but again, fewer are hired.

- Young Japanese women were sometimes described as generally more dynamic and engaged than their male counterparts. We also heard, however, that Japanese women are often reluctant to be put in positions of responsibility or leadership.
- It is easier for Japanese women who are interested in professional careers to be hired and promoted in governmental agencies and in the professions, such as medical and legal professions, than in the corporate sector.
- Japanese women who are interested in advancement in their careers often seek positions in Japanese offices of foreign corporations as these companies are known for promoting women in the workplace.
- Female members of the Diet expressed the view that while change had not yet come at the level of Ministers, there are an increasing number of women at lower levels of government. With respect to elected officials, one Diet member cited the following numbers: Out of 478 in the Lower House, 52 (or 9%) are women. In the Upper House, 44 are women (or 18%) out of 242. Comparatively, the percentage of women in the U.S. Senate currently is 17% and in the House is 16.6%. We were told that it can be difficult to find Japanese women who are willing to run for office.



Delegation hears from House of Representatives Members Honorable Keiro Kitagami, Honorable Norikiko Fujita, Honorable Shuhei Kishimoto, Honorable Mieko Nakabayashi; and House of Councilors Member Honorable Kuniko Tanioka.

- Traditional views of women were expressed by a range of individuals at a number of our meetings. It appeared to be a generally held view that women should be the primary care giver for children by virtue of biology, and that fathers should generally expect to have a more limited role.
- The point was also made in one of our meetings that the Japanese language itself makes Japanese women more soft-spoken than men, and can make it more likely that they will be viewed as more subservient and less assertive.
- The remarks of the Director-General of the Higher Education Bureau at the Ministry of Education, Culture, Sports, and Technology suggested an inclusive and progressive vision that embraced greater diversity, with a clear focus on women and the opportunities available to the Japanese economy if the talents of this group could be harnessed more effectively. According to a study published by Goldman Sachs in 2010,

if Japanese women were more fully employed Japan's GDP could rise by as much as 15%.

- The female JALD Delegates met with leaders of the Global Enhancement of Women Executive Leadership (GEWEL). This organization has an impressive array of programs to provide training and mentorship to young Japanese women interested in assuming executive positions.

Next Steps

- Japanese Americans can join in partnership with women and women's groups in Japan to support efforts to encourage Japanese women to enter the workforce and pursue careers and professional leadership positions.
- These efforts can include introducing Japanese women and women's groups to American groups that advocate on behalf of women and provide support to professional women, co-hosting conferences, participating in mentorship relationships and promoting greater people-to-people exchanges focused on promoting relationships between Japanese and Japanese American women, and with other American women as well.
- Some Japanese corporations have instituted corporate diversity and mentorship programs. Japanese Americans can develop relationships with corporate representatives who are involved in these efforts and share ideas and best practices from the two countries.
- The Global Enhancement of Women's Executive Leadership (GEWEL) could be a resource for Japanese corporations to partner with on promoting the advancement of women in the workplace. The female Delegates that met with GEWEL leadership look forward to continuing the conversation, nurturing the relationship and finding opportunities for partnership to the mutual benefit of Japanese and Japanese American women.
- For women with children, setting up child care options in the workplace would allow for more leadership opportunities for women who still value being the primary caregiver. For example, IBM in Japan has established a daycare center within the company to accommodate employees' children. In the U.S., Nike, Inc. in Oregon has the largest daycare center in the state, which allows employees to visit their children during the day and also to stay later at work, if needed, since their children are nearby.



Women Delegates with Ms. Kimiko Horii, GEWEL President and Vice President of the Kiwanis Club, Ms. Hiroko Tatebe, a GEWEL Director and founder and Executive Director of GOLD (Global Organization for Leadership and Diversity, and Ms. Anne Sado-Honjyo, GEWEL Vice President and Director of A to Z Sado Enterprises, Ltd.

IV. EDUCATION

Bill Tsutsui

Educational exchange is a topic of increasing importance in an age of global interconnectedness. Although the number of American students studying in Japan has risen to record levels in recent years, the number of Japanese students attending U.S. colleges and universities has been in steady decline since the late 1990s. The Japanese government has recently embarked on a series of promising new initiatives to internationalize Japanese universities and encourage new exchanges with American institutions. Nevertheless, corporations, government agencies, schools and universities on both sides of the Pacific need to consider additional steps to ensure that students, American as well as Japanese, have the global competency and intercultural sensitivity necessary to thrive in the twenty-first century.

Based on a wide range of discussions with Japanese educators, government officials, and corporate leaders, the 2011 Delegates observed the following impediments to enriched and expanded educational exchanges between Japan and the U.S.:

- The recruitment system in large Japanese corporations makes it difficult for Japanese university students to study abroad. Especially in the very competitive economic climate of today, Japanese undergraduates must often choose between an educational experience overseas and the successful search for employment.
- Japanese students and their parents do not have a clear sense of the value of studying abroad or why an investment in studying overseas should be considered an essential part of a well-rounded education.
- American universities, both public and private, are too expensive for many Japanese students and their parents to consider. One reason why Europe and other world regions are growing more popular as study abroad destinations for Japanese undergraduates is relative affordability compared to the U.S.

- Some observers suggested that the younger generation of Japanese, having grown up in one of the world's wealthiest, safest, longest-lived and best-educated nations simply are less curious about the outside world and less motivated to venture outside of Japan than their parents or grandparents.

Acknowledging the difficulty of reforming educational systems in any culture, given that they are so deeply woven into established political, economic, and social structures, we offer the following.



CGP Panel Participants: Dr. Shingo Ashizawa, Organization for International Collaboration, Meiji University, Dr. Val T. Iwashita, Headmaster, Iolani School; Dr. William Tsutsui, Dean and Professor of History, Dedman College of Humanities and Sciences, Southern Methodist University; Ms. Phyllis Campbell, Chairman, JPMorgan Chase & Co., Pacific Northwest, and Ms. Irene Hirano Inouye, President, U.S.-Japan Council.

Recommendations:

- Several prominent Japanese corporations have adopted innovative approaches to recruiting new employees with significant overseas experience, which includes setting targets for new hires with degrees from outside Japan. These best practices should be studied, adapted and implemented by other Japanese firms.
- Partnerships between Japanese and American educational institutions should be encouraged. Schools, colleges and universities should be urged to develop more study abroad programs that are practical, timely and cost-effective. Offerings on Japanese popular culture and pre-professional internships have promise for attracting more American students to Japan.
- The effectiveness of “soft power” programs on both sides of the Pacific should be evaluated. The Japan Exchange and Teaching Program (JET) have long been successful, but other initiatives that seek to engage larger numbers of students should also be considered. American universities might be mobilized to offer programs on topics like entrepreneurship to promising Japanese students.

- People-to-people exchanges, at the grassroots level and in professions, should be encouraged. Although broadening the horizons of youth is particularly important, the value of meaningful interchange between Japanese and Americans knows no boundaries of age, experience or educational status.

The Role of Japanese Americans

In implementing these recommendations, we feel that Japanese Americans can play a critical role. Not only are many Japanese Americans employed in education, both at the K-12 and post-secondary levels, but many also hold positions of responsibility in corporations, government offices and nonprofit organizations that are supportive of the goals of increased international educational exchange.



Delegation with Mr. Isoda Fumio, Director-General of the Higher Education Bureau at MEXT.

V. ENTREPRENEURIALISM

Kathryn Ibata-Arens

When I began studying Japanese entrepreneurs in the mid-1990s, scholars and policy makers in both Japan and the United States were just turning their attention to the period that would eventually be called Japan's Lost Decade. Up until the collapse of Japan's real estate asset bubble in 1989, Japan had been thought in the West to have a vertically integrated production pyramid, where government ministries including METI and MOFA sat at the apex, generating policy and guidance for businesses of all sizes. These policies were created in collaboration with peak trade associations and leading keiretsu companies. Big firms supposedly had collaborative "trust-based" exclusive subcontracting arrangements with smaller firms.

Little did Western observers know about the challenges imposed on entrepreneurial start-ups within a system of monopsony markets (where the main buyer dictated unit prices, delayed payment to their subcontractors and other uncompetitive practices). At the same time, it is widely recognized around the world that new business start-ups contribute at least half of innovative output and are a significant source of employment growth (even in Japan, small and medium-sized enterprises have comprised 99% of all businesses and employed 75% of labor).

By the end of the 1990s, Japan's national government had made a sea change in its approach to supporting business, and has since invested billions of dollars into stimulating new technology start-ups in particular. The government has sponsored everything from public-private sector R&D consortia, to technology licensing organizations (TLOs) and capacity upgrading in new business incubation facilities.

The Delegation had the opportunity to meet with a wide range of business and government leaders and the subject of entrepreneurship came up at nearly every meeting. What follows is a brief Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, based on observations and discussions at our meetings, of Japan's potential for entrepreneurship, a core building block of healthy economies:

Strengths

- Innovative capacity (Japan is one of the top producers of high technology intellectual property).
- Comparatively uncorrupt government.
- Profitable, leading global companies, some of which were entrepreneurial start-ups in the post-war period.

Weaknesses

- Unfavorable tax system (punitive capital gains and inheritance taxation, weak venture finance tax incentives)
- A business culture that views failure as a "black mark" rather than a "badge of honor."
- Weak venture finance capacity and proclivity of individual investors.
- Lack of national policy access and influence by entrepreneurial business associations.

Opportunities

- Growing consumer markets in China and India.
- Collaborations via people-to-people networks between the JALD, U.S.-Japan Council and various Japanese networks and organizations.
- Green technology and high-speed rail, sectors where Japan has cutting edge technology and management best practices.
- The need for entrepreneurial and creative ideas to speed up the pace of and effectively re-build the areas worst affected by the Great East Japan Earthquake.

Threats

- China's rising export power, followed by India.
- Institutional inertia.
- Failure of political leadership and political will.

Recommendations

- Publicizing in Harvard Business Review style narratives, the successes (and how failure was a learning experience) of entrepreneurial start-ups.
- Pursue collaborations between the U.S.-Japan Council, future Delegations and interested organizations and individuals in Japan on the topic of the future of innovation and entrepreneurship in Japan and the United States.
- The Japanese Government should continue to invest in upgrading local capacity in supports of entrepreneurs (e.g., a full scale Small Business Innovation Research (SBIR), Small Business Technology Transfer (STTR) funding menu).
- Leading corporations should signal their support of entrepreneurship by hiring students with non-conventional, outside-the-box educations and career experiences, as well as continuing to support in-house start-ups.
- Include a “call for entrepreneurs or entrepreneurial ideas” in the rebuilding efforts in region affected by the earthquake and tsunami.



Forum 21 at Ministry of Foreign Affairs International Conference Hall.



CGP Roundtable meeting with Delegation at Meiji Kinenkan.

PART 4: MEETING SUMMARIES

MARCH 6, 2011

Meeting Name: Cultural Orientation of Kyoto
Report Submitted by: Genevieve Shiroma

The 2011 Delegates arrive in Japan on Saturday, March 5, from various parts of the U.S. and rendezvoused successfully in Tokyo for the flight to Osaka and bus ride to Kyoto. The Delegates convened early the next day ready for a full day of cultural activities in Kyoto. We were introduced to our coordinator extraordinaire Ms. Eiko Sato, who has accompanied a number of Delegations in the past.



Ryogen-in Zen Temple

The first stop was at the Ryogen-in Zen temple. Ryogen-in is a sub temple of the Daitoku-ji Buddhist complex and was constructed in 1502. There are five elegant gardens adjoining the Abbot's residence. The group of stones in the center of the garden viewed from the veranda of the Abbot's house is thought to represent Mt. Horai, the mythical home of Taoist immortals.



Kitano Tenmangu Shrine

Our next stop was the Kitano Tenmangu Shrine, which is one of several hundred Tenmangu Shrines across Japan dedicated to Sugawara Michizane, a scholar and politician who was exiled by his political rivals. Sugawara Michizane is associated with Tenjin, the kami (“Shinto god”) of education, and many students come to Kitano Tenmangu to pray for success in their studies. Kitano Tenmangu has a grove of nearly 2,000 plum trees, in tribute to Michizane’s love of the trees, which were in bloom. The Delegates enjoyed tea and cookies next to the grove.



Kyogen Demonstration

The Delegation then had the privilege of visiting Kyogen Master Shigeyama Sengoro’s home and studio. His eldest son, the 14th generation of Masters in his family, provided an overview of the art of Kyogen spanning 600 years. Kyogen was developed together with Noh and is a classical form of comedy. Approximately 100 years ago in an effort to remove formalities from Kyogen and make it more accessible to the general public, the family started to perform casually outdoors. The style is called “Tofu Kyogen” in the hope that it is as widely loved. The Delegation was then treated to a performance of “Bonsan” (The Dwarf Tree Thief) by two of Master Shigeyama’s students.

Sanmon Gate – Nanzen-ji Temple- Suirokaku Aqueduct

Prior to lunch at Nanzenjijunsei, the Delegation visited the Nanzenji Temple grounds located at the base of Kyoto’s forested Higashiyama Mountains. It is the head temple of one of the schools within the Rinzai sect of Japanese Zen Buddhism. It includes the impressive Sanmon Gate and multiple sub temples on the grounds. The history of Nanzenji dates back to the mid-13th century. Nearby is the Suirokaku aqueduct which carries water from the Lake Biwa, built during the Meiji era (1889).

Visit to Kitagawa Honke Sake Brewery

After lunch, the Delegation visited the Kitagawa Honke Sake Brewery, a 300-year old brewery which is the maker of the premium sake brand, Tomio. Mr. Yukihiro Kitagawa, the owner and 14th president of Kitagawa Honke provided an overview of the sake brewing process which

relies on the enzyme koji, the great water quality of Kyoto, rice grown in the north, and the fermentation process. Brewmaster Toji Tashima took the Delegation on an extensive tour of the brewery. Afterwards, President Kitagawa, his wife and Brewmaster Tashima conducted a tasting of a variety of sake for the Delegation and served a delicious soup made from the brewing process residue.



Shopping and Dinner

As the day drew to a close, the Delegates spent time in the Teramachi Dori area which includes two covered shopping arcades. Dinner was at Ganko Takasegawa Nijoen, where a delicious, elegantly prepared gourmet tofu-based meal was served.



Major takeaways and reflections:

As exemplified by the temples and shrines we visited, the Kyogen Master's presentation, sake brewery tour, and meals shared, Japan has a lengthy and rich cultural and religious history, which is very much a part of the fabric of its society today. New and old sit side-by-side. While all of the 2011 Delegates had been to Japan prior to the trip, the day spent together on a cultural journey was a reminder of these deep traditions in contemporary Japan and a part of our heritage as Japanese Americans.



MARCH 7, 2011

Meeting Name: Kankeiren, Osaka
Report submitted by: Mari Watanabe

The Kansai Economic Federation (Kankeiren) was established in October 1946 as a private, nonprofit organization. It represents the Kansai economic region's businesses and organizations with 1,400 representatives.

Participants:

Honorable Edward Dong, U.S. Consul General; Mr. Hiroto Matsuo, Kuraray Co, Ltd; Mr. Masahiki Okamura, Mitsui and Co.; Mr. Masao Ichishi, Sojitz Corp.; Mr. Yosuki Kawamoto, Rengo Co, Ltd; Ms. Naomi Shibui, American Consulate, Osaka-Kobe; Mr. Takashi Kinukawa, Obayashi Corp.

Core Topics and Issues Discussed:

1. Economic developments within and outside of Japan
2. Trans-Pacific Partnership (TPP)
3. Education

Topic 1 Economic Development

Economic growth outside of Japan includes the private sector's promotion of infrastructure exports such as high-speed rail and the water supply business. Initiated by Prime Minister Yukio Hatoyama and supported by Prime Minister Naoto Kan, Japan's government has moved

to fund projects in countries such as Vietnam by loaning long-term funds at low interest rates to other countries. These loans will allow Japan to increase its exports while competing at a global level.

Economic development projects include the electric-powered vehicle and other state-of-the-art high tech projects will further increase Japan's export growth.

Kankeiren has strong relationships with China fostered through yearly economic conferences and with Vietnam through multiple projects including the water infrastructure project.

Topic 2 Trans-Pacific Partnership (TPP)

Current Japanese government regulations negatively affect the business sector. For the last 10 years, the price of commodities has decreased, and thus the volume for the country has decreased. The business sector feels that TPP will be a key factor for increasing economic development and speeding up project growth. Korea has already joined TPP, thus there is growing concern that Korean car exports to the U.S. will soon surpass Toyota exports.

The agriculture sector, although only 1% of the GDP, has a strong political voice against joining TPP. The fear is that Japanese farmers will be unable to compete with agricultural products from other countries, causing Japanese farmers to go out of business. Subsidies for farmers will be necessary from the Japanese government to sustain domestic farmers. The question is how will the Japanese government, with its current debt, find the funds to sustain subsidies?

The earthquake, tsunami and nuclear reactor crises may cause the once fertile farmland in Northern Japan to be unusable for many years. At this time, the full economic impact to Japan, its farmland and its crops is unknown.

Topic 3 Education

Real change must start with education. Japan struggles with engaging its youth to look beyond their comfort zone of Japan. The number of students studying abroad has been in decline, and thus there are fewer students who are ambitious global thinkers. It is a disadvantage for students to study abroad, due to the hiring practices of Japanese companies. Some companies are now working to change their hiring practices, but there is still more work to be done. Mitsui & Co. hires 130 new graduates each year; of those individuals, 20-30 had studied abroad.

Major takeaways and reflections:

For Kankeiren, economic growth outside of Japan and Japan's ability to compete at a global level has been hindered by current government constraints. With the constant change in Japan's leadership, it further challenges the Japanese government to come to consensus on these issues. The earthquake, tsunami and nuclear crises have forced Prime Minister Kan to focus on pulling his people together to get through this major catastrophe. Perhaps, this event will force a 180-degree shift in the Diet to an environment of enhanced collaboration for the purpose of rebuilding Japan.

In the realm of education, Japanese students have less desire to study abroad due to high tuition costs and resistance to leaving the comforts of home. Lacking global experience, when corporations hire new graduates, will create disadvantages in understanding new markets outside of Japan. Corporations are slowly implementing new hiring practices, such as keeping

a few positions open for students who graduate abroad. Further exploration of student exchange programs, which have decreased over the years, should be reinstated or implemented to encourage study abroad along with a shift in company hiring practices. Other than desire, students must feel there is value in pursuing overseas study.

Meeting Name: The Japan Foundation Center for Global Partnership (CGP) Japanese American Leadership Symposium “Breaking Out of the Comfort Zone: Role of Education in the Era of Global Competition”

Location: Osaka International House Foundation, MET Hall

Report submitted by: Genevieve Shiroma

This was the ninth Japanese American Leadership Symposium organized by the CGP as part of its joint sponsorship with the Ministry of Foreign Affairs. Three members of the 2011 Delegation presented at the Symposium.

JALD Panelists (see Appendix A for full scripts and details of each presentation):

Dr. Val T. Iwashita, Headmaster, Iolani School;
Dr. William Tsutsui, Dean and Professor of History, Dedman College of Humanities and Sciences, Southern Methodist University; and, Ms. Phyllis Campbell, Chairman, JPMorgan Chase & Co., Pacific Northwest

Presenters:

Mr. Masaru Sakato, Acting CGP Executive Director;
Honorable Edward Dong, U.S. Consul General based in Osaka;
Dr. Shingo Ashizawa, Organization for International Collaboration, Meiji University; and,
Ms. Irene Hirano Inouye, President, U.S.-Japan Council

CGP Executive Director Sakato started the Symposium by emphasizing his view that Japanese Americans serve as catalysts for strengthening the U.S.-Japan relationship based on our experience and accomplishments. Consul General Dong proffered the view that Japanese students need to be encouraged to take greater risks towards adventure, discovery and living unchained.



Core Topics and Issues Discussed:

1. Developing new skills to compete in a global workplace.
2. Current trends in educational exchange.
3. The role of study abroad in preparing graduates for a globalized workforce.

Topic 1 Developing new skills to compete in a global workplace



Dr. Iwashita began the panel discussion indicating the need for both sides of the Pacific to develop global citizenry who can function effectively in an increasingly multi-cultural, interdependent world. He cited J.F. Rischard who argues in High Noon 20 Global Problems and 20 Years to Solve Them, nothing short of a global response, free from protectionist strategies of nation states, will successfully address the world's most pressing problems. Dr. Iwashita noted that other countries, especially South Korea and China, are aggressively adopting programs to have students and teachers study abroad and that fear of falling behind may be the best motivational force.

Along with continuing to support traditional and standard education, Dr. Iwashita referred to pertinent viewpoints expressed by Daniel H. Pink, author of *A Whole New Mind* and other Westerners who have promoted the importance of teaching and learning a new set of skills. Commonly referred to as 21st Century skills, they include:

- Creativity – Bringing together disparate bits of information and processes in new ways; producing novel solutions to solve problems; generating unconventional ideas.
- Communication - Using text, pictures, video, art and design to communicate with others.
- People skills – Working with others in teams to address complex tasks.
- Cultural understanding and sensitivity – The “global commons” will force people to work with others from foreign lands.

- Service – Sharing time, talent and resources to help those who are less fortunate.
- Confidence – Taking risks, getting out of one's comfort zone and bouncing back from failure require the accumulation of successful experiences in a variety of circumstances.

Topic 2 Current trends in educational exchange



Dr. William Tsutsui presented on current trends of students studying abroad. While more U.S. students are studying abroad, far fewer Japanese students are doing so. A sharp decline of Japanese students studying in the U.S. occurred between 1997 and 2009 (47,000 compared to 25,000). Key reasons for this decline include decreasing funds and a lessening of the value placed on the study abroad experience.

Furthermore, Dr. Tsutsui pointed out that government policy is another important and often overlooked influence on educational exchange. In recent years, the most ambitious initiative from overseas to affect education in the United States has been China's Confucius Institutes. Since 2004, at least 60 Confucius Institutes have been chartered at American universities, with generous financial support from Beijing. These institutes are charged with promoting Chinese language and culture. In contrast, the most prominent of Japan's activities in the U.S. is the Japan Exchange and Teaching (JET) program. JET has long been very successful in building goodwill for Japan and creating lasting affection for Japan among participants. But JET is an elite program, not a program of mass participation like the Confucius Institutes.

Topic 3 The Role of Study Abroad in Preparing Graduates for a Globalized Workforce



Ms. Campbell concluded the JALD panel presentations by sharing her experience as a banker at JPMorgan Chase, a trustee of Seattle University, and as a regent at Washington State University. She spoke of the need for a global campus view, which fosters ideas and an outward perspective. JPMorgan Chase has had a relationship with Japan since it underwrote bonds for the government to finance the recovery of the Great Kanto Earthquake in 1924. Its office in Tokyo is one of its largest in the Asia Pacific region, with more than 1,400 employees.

Recommendations:

- Adjust recruiting practices so that university students are continuously recruited throughout their college years and after graduation.
- Create internship programs that encourage a broader group of students (including women and overseas students) to work in Japanese companies.
- Give higher priority to the hiring of students who have studied overseas.
- Once hired, ensure that the environment for workers is welcoming and that there are mentors or sponsors in place to support career development. Also ensure the environment is conducive to new ideas and collaboration.
- Support entrepreneurship programs in partnership with universities. The University of Miami, in 2008, started an entrepreneurship program called “Launch Pad” which has yielded remarkable results. Since the launch, more than 45 companies have started and are doing well. The Blackstone Group, a U.S. Investment Fund, contributed money to start a similar set of programs this year at Wayne State University and Walsh College in the State of Michigan. They would like to expand these partnership programs to five more cities in the coming years.

Professor Ashizawa added that higher education policies and programs fostering study abroad programs lack funding. The Ministry of Education, Culture, Sports, Science and Technology (MEXT) launched the “Global 30” project for Establishing Core Universities for Internationalization, to select universities as core schools for dramatically boosting the number of international students educated in Japan as well as Japanese students studying abroad. In 2009, 13 universities were selected. However, the program faced a detailed budget review in 2010. MEXT also launched Campus Asia, the first Japan-China-Korea committee for promoting exchange and cooperation among universities. Professor Ashizawa concluded that new ways to fund study abroad such as grants need to be explored.

Comments from Attendees:

- The Japan Exchange and Teaching Program (JET) have constraints and could benefit from receiving funding from K-12 budgets.
- There isn't adequate corporate funding in Japan for study abroad programs in comparison to corporate funding in the U.S.
- Teachers need to discuss opportunities and future aspirations with students.
- The press does not cover education issues enough or tend to be out of date in their reporting. Many stories tend to be sensationalized.
- More information needs to be available to properly inform the public of the advantages of study abroad.
- There needs to be greater interaction with Japanese Americans in order to inspire others to get outside of one's comfort zone.
- Thirty percent of families struggle to afford sending their children to college.
- Universities need to work with K-12 schools towards student preparation for higher learning and opportunities.
- There is a need to engage more individuals in the essential discussion on why partnerships are important and necessary improvements needed in the education system.

Major takeaways and reflections:

The discussion at the Symposium reinforced the importance of education abroad, the need to find alternative ways to fund such studies. There is a need to facilitate societal and business dialogue on the value of study abroad programs for the future competitiveness and sustainability of Japan.

MARCH 8, 2011

Meeting Name: High-Speed Rail Shinkansen Train Trip

Location: Osaka to Tokyo

Report submitted by: Genevieve Shiroma



The Delegates returned to Tokyo from Osaka via the Shinkansen high-speed train. They were joined by:

Mr. Taku Kawaguchi, Assistant Manager, International Department, Corporate Planning Division, Central Japan Railway Company, and Ms. Yumi Yamaguchi, Director, International Policy Planning Unit, Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism

During the very fast and very comfortable ride to Tokyo, Delegates were given the opportunity to enter the conductor's cockpit and observe the operation of the train--a series N700. The N700 achieves speeds of 300 km/hr. The Tokaido Shinkansen service between Tokyo and Osaka started operating in 1964. The Central Japan Railway Company was established in 1987 upon the privatization and breakup of the Japanese National Railways. The N700 series has been in operation since 2007. The Central JR hopes to compete for high-speed rail projects in the U.S.

Major Takeaway:

The Delegates found the Shinkansen's speed, comfort, and infrastructure impressive. It is clear that Japan has placed efficient and safe transportation as a high priority for many decades. The Shinkansen represents some of the best technology strengths of Japan. The challenge in competing internationally is communicating these strengths and the experience constructing cost effectively.



Meeting Name: Democratic Party of Japan (DPJ) Young Parliamentarians

Location: Diet Members' Building

Report submitted by: Kenneth A. Oye



This meeting was a lively interchange with Democratic Party of Japan Members of the Lower and Upper Houses of the Japanese Parliament.

Participants:

House of Representatives Members, Honorable Keiro Kitagami (convener), Honorable Norikiko Fujita, Honorable Shuhei Kishimoto, Honorable Mieko Nakabayashi; and House of Councilors Member Honorable Kuniko Tanioka.

Topics:

1. Internationalizing Japan
2. Reducing unemployment and attacking stagnation
3. Improving administrative performance
4. Enhancing the role of women in Japanese politics

Topic 1 Internationalization

DPJ Members asked the Delegates how the U.S. might respond to a Pacific Free Trade Agreement (FTA) that did not include the U.S. The Delegates suggested that a Pacific FTA would create incentives for third parties including the U.S. to join. The Delegates also asked if liberalization was now feasible, noting that fiscal crises in both the U.S. and Japan threatened financial offsets for trade displaced interests. DPJ estimated 2-3 trillion yen would be needed for income support for farmers, busting the budget. DPJ favored reducing the need for offsets by developing export markets for quality Japanese farm products; and reducing costs of income support by eliminating subsidies for casual gardeners, and by shifting support for aging farmers from agriculture specific measures to general social programs for the elderly.

Topic 2 Reducing unemployment and attacking stagnation

The Delegates noted that in both the U.S. and Japan, businesses had restored profits by containing costs and shedding employees. This produced recovery without producing jobs. The Delegates inquired about what could be done to cut the 12% youth unemployment rate. DPJ Members favored sending students abroad during gap years, improving economic returns for study abroad, and developing incubators for innovators. DPJ noted that small new firms are starving for strong employees, while good students and their parents play it safe by choosing established large established firms. This led to discussion on Japan's stagnation, with DPJ noting that a crisis might be needed to overcome paralysis, to spur collective action on common problems and to revitalize Japan.

Topic 3 Improving administrative performance

Among the challenges noted by DPJ parliamentarians included fostering collaborative ties with various ministerial bureaucrats. The DPJ is new to national governance and it has taken some time and effort to successfully transition from an opposition party to the governing party.

Topic 4 Role of Women in Politics

DPJ Members noted that change had not yet come at the level of Ministers, but noted there are increasing numbers of women at lower levels. Another member noted "The numbers are not good" with 52 women and 426 men in the Lower House and 44 women and 198 men in the Upper House. She observed: "The party has had to appoint women candidates. We are not getting grassroots efforts from career women and housewives." The Delegates asked if would be helpful to connect Diet Members to U.S. political figures at the state, local, and national levels? DPJ Members responded with enthusiasm, noting they would like to make the connections to U.S. counterparts at all levels.

Major takeaways and reflections:

This meeting with young Diet Members was marked by humor, creativity and most significantly candor. The open acknowledgement of DPJ problems as well as DPJ accomplishments was an essential step toward learning. The willingness of these parliamentarians to engage realistically with the complex web of economic and political problems and to discuss the evolution of their attitudes and political strategies was remarkable. In the midst of economic stagnation, natural and technical disasters and political crisis, this session provided a basis for optimism.

Meeting Name: Ministry of Foreign Affairs (MOFA)

Location: Tofu-ya Ukai Restaurant

Report submitted by: Bill Imada and Susan Morita

Participants:

Mr. Kazuyoshi Umemoto, Director-General, North American Affairs Bureau; Mr. Hiroshi Ishikawa, Director, First North America Division; Mr. Shinichi Hosono, Director, Second North America Division; Mr. Toshio Odagiri, Consul, Consulate of Japan in Los Angeles; and Ms. Mizuho Hayakawa, Deputy Director, First North America Division

Core Topics and Issues Discussed:

1. U.S.-Japan bilateral relations
2. Student exchange programs
3. Role of Asian Americans in society
4. The rise of China and India
5. The Japanese economy

Topic 1 U.S.-Japan Bilateral Relations

A reoccurring theme at this meeting, as in other meetings we had with representatives from the Ministry of Foreign Affairs (MOFA), was a focus on the strategic importance of the U.S.-Japan alliance. Japan has constitutional restrictions on military engagement outside of its territory and currently relies heavily on the U.S. for its security and defense. Both countries continue to review and discuss their security alliance which eventually could involve multilateral alliances with South Korea, Taiwan or other Asian nations.

Topic 2 Student Exchange Programs

MOFA officials stressed the need for stronger, more effective people-to-people exchanges. Of particular importance to MOFA is to stem the declining number of Japanese students studying in the U.S. MOFA also stressed the importance of promoting Japan studies and the Japanese language in American schools.

Topic 3 The role of Asian Americans in society

MOFA leaders expressed an interest in learning more about how Americans of Japanese heritage could assist them in building stronger ties to American governmental agencies, corporate executives and institutions of higher learning. They were also interested in how Japanese Americans interacted with other Asian Americans on issues of political and economic

importance, as well as in differences between the way other Asian Americans interact with their native countries as compared with interactions between Japanese Americans and Japan. MOFA officials expressed their belief that Japanese Americans can play a leading role in bridging gaps that currently exist between American and Japanese institutions. MOFA officials also expressed a strong interest in Japanese American engagement in efforts to increase trade and commercial activity between Japan and the U.S. Specific areas of interest include high-speed rail construction, energy technology, water industries and high-tech manufacturing. MOFA officials suggested that average Americans may know little about Japanese prowess in each of these aforementioned areas.

Topic 4 The rise of China and India

MOFA officials said Japan and the U.S. have expressed strong concern over the rise of China. Japan is concerned about China's rise as a regional economic and military power.

Topic 5 The Japanese economy

MOFA is interested in being more actively engaged in international discourse on issues involving free trade and regional security. MOFA is actively exploring Japan's future role in the Trans-Pacific Partnership (TPP), but must find solutions to domestic political challenges, including opposition from Japan's agricultural sector.

Major takeaways and reflections:

MOFA seeks specific ideas and solutions on how Japan can continue to remain relevant on the world stage.

MOFA sees Americans of Japanese heritage as potential catalysts for greater people-to-people engagement involving Americans and Japanese.

MOFA officials recognize there is value in being actively engaged with Americans who share their cultural heritage. At this meeting and others involving MOFA officials, Japanese American leaders were given rare access to a wide variety of senior representatives in government and private business.

It was clear that MOFA officials are interested in the thoughts, opinions and ideas offered by the Japanese American Leadership Delegation. MOFA officials were sincere in wanting to hear from Japanese Americans on how to forge stronger and lasting people-to-people connections between Japanese and Americans. They also showed interest in hearing how ethnic and cultural diversity in the U.S. contribute towards a stronger and more vibrant democracy.

MOFA officials clearly emphasized the importance of strong bilateral relations between Japan and the U.S. MOFA officials also reiterated previous ministry positions that focus on economic development, security and cultural initiatives that enable people-to-people engagement. Some of the areas that generated the most discussion included finding the primary value proposition to entice more Japanese students to study abroad; stimulating corporate and governmental partnerships to promote free trade and economic development; encouraging greater dialogue between Japanese and Americans on issues of strategic importance to Japan and the U.S. (i.e., strengthening the U.S.-Japan alliance); building consensus on how to address the economic, geo-political and military rise of China; developing ideas and incentives to promote greater collaborative initiatives around technology, water industries, clean energy generation,

entrepreneurialism, and women's issues. In order to move forward on these topics, and enhance and promote the U.S.-Japan alliance, 2011 Delegates could:

Propose a plan that includes goals, objectives, strategies and measurable steps to promote stronger, more visible people-to-people exchanges between Japanese and American schools, colleges and universities.

Focus on developing a significant win in at least one core industry like renewable energy or high-speed rail.

Find specific, high profile opportunities in the United States for Japanese and American leaders from MOFA, the U.S. State Department and others to talk about the importance of the U.S.-Japan alliance.

MARCH 9, 2011

Meeting Name: Ministry of Education, Culture, Sports, Science and Technology (MEXT)

Location: Ministry's offices in Kasumigaseki.

Report submitted by: Bill Tsutsui

The Delegation met with Mr. Isoda Fumio, Director-General of the Higher Education Bureau at MEXT.

Core Topics and Issues Discussed:

1. The nature of the Japanese Educational System
2. Issues facing higher education today in Japan

Topic 1 The Nature of the Japanese Educational System

Director-General Isoda briefed the Delegation on the current challenges facing education, and especially higher education, in Japan. He stressed a long history of collaborative research partnerships between American and Japanese universities and noted the importance of Japanese Americans in building relationships across the Pacific. He also stressed that reforms would be proceeding slowly in the current unsettled political climate in Japan, but he encouraged the group to be patient in awaiting change, "as even the Meiji Restoration took several years."

Director-General Isoda observed that the Japanese educational system has long been trying to learn from successful U.S. practices but still needs to do more to relax rigid curricula at the primary and secondary levels, provide more freedom to localities and teachers in curricular matters and encourage experiential learning and group projects.

Topic 2 Issues facing higher education today in Japan

Increasingly expensive university tuition and increased income inequality in Japan is placing a greater financial burden on students and parents, as in the United States.

Regional disparities in higher education in Japan limit accessibility, especially in rural areas like Tohoku.

There is the challenge of a rapidly aging population that has not proven adaptable, even though Japan needs to move towards being a more multicultural, multilingual society with expanded options for women and a truly global perspective.

Excessive restrictions on youth from “helicopter parents,” corporate recruiting practices, and the educational system limit their freedom to pursue activities like educational exchange.

Director-General Isoda noted that Japanese universities have been slow to globalize, especially compared to leading institutions in South Korea. To address this issue, government initiatives such as “Global 30” and “Campus Asia” are seeking to engage Japanese universities internationally and encourage student exchanges. Director-General Isoda affirmed that all Japanese young people should have overseas experiences. In this regard, he stressed the potential impact of two new programs (one for short-term study abroad programs, the other for the development of consortia of Japanese and American universities) that were an outcome of the 2010 Obama-Kan bilateral meetings.

Major takeaways and reflections:

Educational systems, particularly at the university level, have proven notoriously resistant to change in many nations, and Japan is no exception. Many top policymakers in Japan recognize the need to promote student exchange, develop global perspectives, and take innovative approaches in higher education. However, change has been slow due to difficulties in building a consensus for reform, rigidities in the Japanese corporate recruiting system, financial constraints and political instability. The initiatives currently underway, or being planned, by MEXT appear promising, but a broader societal commitment to Japan’s “third opening” will be essential to the accelerated globalization of the Japanese education system.

Meeting name: Her Imperial Highness Princess Takamado
Report submitted by: Val T. Iwashita

HIH Princess Takamado is at once elegant and sophisticated, yet warm and engaging. Standing in her reception area throughout our 45-minute conversation, it did not feel like we were in the presence of an equal, but she stood with us and spoke candidly.

Heroes and heroines, idols and icons are important elements of societal life. They give us benchmarks, standards, people to emulate and admire, and sometimes, reasons to live. Presidents, political activists and business leaders once filled the void; now only rock stars and athletes remain. A precious few capture the imagination of a wide audience, and rare are those who stand the test of time.

It was thus with great anticipation that we shook the hand of royalty, most of us for the first time. She was articulate, well informed and approachable. She talked about her love for her children, her interest in the arts and community service and the friendships she enjoys. There was passion and confidence in her voice.

When talking about the status of the royal family, she described their role as “a mirror,” reflecting the nature of Japan and its people, rather than defining it. Although neutral by design, she did offer perspectives about Japan.

- On the role of women: There remains lots of work to be done to redefine the role of women and to provide equal opportunities for them.
- On education: Schools and educational systems have not evolved over time. What was once a very good system has become out of sync with the needs of industry and society.
- On U.S.-Japan relations: The partnership between the two nations is critically important to maintain the balance of power in the world.

Our meeting with Princess Takamado was time well spent. She is someone with whom one could easily have dinner or enjoy a cup of tea. There are restrictions to her life, much unlike those we experience. But she continues to do what is right, for her children, for her country and for the world. Thank you, Princess Takamado.

Meeting Name: CGP Roundtable Luncheon

Location: Meiji Kinenkan, “Aioi” Room, Tokyo

Report Submitted by: Genevieve Shiroma

The Delegation was hosted by Mr. Masaru Sakato, Acting Director of Center for Global Partnership, for a roundtable luncheon with international exchange Nonprofit Organizations (NPO) representatives and other notable participants.

Participants:

Mr. Takashiro Furuhashi, Executive Director, The International House of Japan;
Ms. Hideko Katsumata, Managing Director and Executive Secretary, Japan Center for International Exchange;
Mr. Ken Matsumoto, Executive Director, The Grew Bancroft Foundation;
Mr. Norio Okaido, Special Assistant to the Executive Director of CGP and Secretary General, Japan Secretariat, The U.S.-Japan Conference on Cultural and Educational Interchange (CULCON);
Mr. Tadashi Ogawa, Managing Director, CGP;
Ms. Misako Ito, Counselor, Overseas Policy Planning Dept.;
Mr. Satoshi Hasegawa, Director, CGP;
Mr. Tomoki Akazawa, Assistant Director, CGP;
Ms. Ayusa Koshi, Program Associate, CGP

Core Topic and Issues Discussed:

The third sector in Japan – Nonprofit Organizations

Through the luncheon setting, the Delegation was provided an opportunity to learn more about the role of NPOs in the field of international cultural and intellectual exchange. The basic philosophy of the NPO movement is to foster a civil society that is less inward looking and more outward looking in terms of a willingness or desire to help people outside of their own circle.

The NPO representatives firmly believe education of Japanese youth outside of Japan and particularly in the U.S. is essential for Japan's long term success. Mr. Matsumoto has taken high school teachers to the U.S. to expose them to liberal arts colleges and the opportunities to learn in the U.S. for Japanese students.

The NPO representatives noted that since the Meiji era (1868-1912), Japan's development has been based on two pillars: government and for-profit business. The system did not encourage private non-profit organizations to grow. With 1998 enabling legislation governing the certification of NPOs, a third pillar was created towards facilitating an atmosphere of embracing voluntary activities driven by individual choice, not by business or government. The NPOs have observed, as others have in government and the business sector, that Japanese society lost its flexibility and stagnated. With this third pillar, NPOs believe Japanese society has an opportunity to retool itself.



Major takeaways and reflections:

The law creating and governing NPOs is still relatively new in Japan. In the U.S., private corporations provide monetary support to NPOs and see the value from a societal and tax perspective. Individuals support all sorts of nonprofit causes and receive a tax benefit. Key barriers in Japan are the societal view of the value of NPOs (which are changing) and that fact that unlike in the U.S., donations to Japanese NPOs are not tax exempt.

While the luncheon took place prior to the March 11th earthquake and tsunami, there have been tremendous relief efforts made by NPOs which, no doubt, will influence the landscape for the future.

Meeting name: Forum 21

Location: Ministry of Foreign Affairs International Conference Hall

Report submitted by: Kathryn Ibata-Arens



Participants:

Forum 21 representatives, including the Honorable Mr. Shoichi Umezu, Founder and Principal of Forum 21, and JALD Delegates

Topics:

- Topic 1. Current Forum 21 Research Activities
- Topic 2. Challenge of Rise of Chinese Economy
- Topic 3. Entrepreneurship in Japan
- Topic 4. Recruitment

Topic 1 Current Forum 21 Research Activities

The meeting began with opening remarks by Mr. Umezu, Principal of Forum 21, noting the importance of networks. Ms. Hirano Inouye thanked Forum 21 for agreeing to meet again with JALD Delegates and also for the strong leadership and friendship that Mr. Umezu has shown to the U.S.- Japan Council.

Mr. Gary Oda, designated spokesperson for the JALD Delegates for the Forum 21 meeting, mentioned that although the JALD group had only just arrived in Japan, he already has felt the warm embrace of his Japanese heritage.

After brief self introductions of individual JALD and Forum 21 members, Mr. Masao Kochi of the Mitsubishi Corporation and alumnus of 2010 Forum 21, framed the discussion with a

presentation of the activities of the 2009 – 2010 representatives. Themes of study for the Forum 21 in the last year have been forward looking, toward the future of Japan and what Japanese can be proud of on the one hand, and things that pose a challenge on the other:

Education
National Security
Low Fertility and Aging Society
Political and Governmental System

In order to promote hands on learning about the above, Forum 21 Study Groups must prioritize field activities, as well as present policy proposals to the Japanese government. The presentation prompted a number of questions from both the Forum 21 and the JALD Delegates. One overarching theme of the discussion was the future of Japan's economy and international corporate leadership in the face of the rise of China.

Topic 2 Challenge of Rise of Chinese Economy

Forum 21 representatives noted that China's economic power is "rising tremendously, leading to an imbalance of power". A solution that was suggested was to establish a regional (international trade) alliance between the U.S. and also India. The current regional trading blocs and political groupings are problematic. For example, ASEAN is for Southeast Asian countries. While in this body China is proposing a new "ASEAN plus 3 or 6" which might include China, Japan, Korea, Australia, India, etc., but would not include U.S. Right now, APEC excludes India and proposals for the Trans Pacific Partnership do not include all of the major powers: U.S., China, Japan and India. In this context, it is important for U.S.-Japan to discuss how to make this work for both sides.

Forum 21 representatives further pointed out that various countries do business with China not seeming concerned that they are Communist, not a democracy. In some ways China has the best kind of political system for rapid growth, the Chinese national government has control over many private companies, the military, and all political politics, while at the same time becoming an international economic top power. In other words, China has become an economic powerhouse.

At the same time, other non economic issues such as human rights (jinken) are also important to consider. Within 20 years, China shall bypass both Japan and the United States. Consequently, as a leading economy, how to cooperate so that China, in this new position is a collaborative partner in balance with a Japan-U.S. partnership is of utmost importance.

Other Forum 21 representatives brought the discussion to larger, global level public goods issues including global warming. If leading powers such as the U.S. and Japan continue to fail to act, "we will be in a serious situation in twenty years." One solution is organizations that have power and influence in recognizing our part in saving the earth.

JALD Delegate Phyllis Campbell proposed 3 ingredients to help companies to compete in a world with a rising China:

- Our strong university systems, partnerships with flagship R&D institutions.
- More students to gain international experience, to have global, innovative view.
- Venture capital not a developed concept in Japan, possible partnerships.

The discussion then pursued issues of economy and industry in terms of emerging industries (e.g., green technology, biomedical) having the greatest potential for leading the future recovery of the Japanese and the U.S. economy.

One issue is that China and India both have large populations and deep environmental problems. It follows then that rapid economic growth of China (and India) presents an opportunity for Japanese-American relations and strategies. The U.S. and Japan both have growing capacity in green technology jobs, but much needs to be done to upgrade human capital.

Skilled labor needs to be developed through international networks between U.S. and Japan. If “culture of collaboration” were to be built between the two economies, starting with concrete networks between groups like the JALD and Forum 21, there might be an opportunity for future developments.

One example on the environmental issue, proposed by a Forum 21 representative from JR East, is R&D for West Coast (U.S.) train technologies that reduce the energy consumption several times over the consumption of automobiles. In Japan, the train infrastructure has been developed over a 100 years, but we recognized the need also to understand the cultural context of potential markets.

JALD Delegate Erwin Furukawa noted that Southern California Edison (SCE), an electric utility company, has been a leader in renewable energy in the country, helped by a mandate in the state to have 1/3 of all energy from renewable sources. Consequently, solar might be another area for potential collaboration. The Chinese government is very proactive in electric car provision for the Los Angeles marketplace. In the U.S., utilities are working in deployment of smart grid technology. While in early stages, SCE has 2.5 million smart meters installed for homes. SCE recognizes the need to market to customers how the units will help consumers in making consumption decisions.

It was noted by a Forum 21 representative that the Japanese have seen a clear paradigm shift in the U.S., President Obama has declared that weak dollar, exports, manufacturing new strategy and therefore that the U.S. has a creditor nation mentality. Japan however is obsessed with debtor mentality, “we feel we must earn our money via exporting to other countries, we accumulated this money, without changing to yen, return this money to U.S.” This is a problem and domestic demand has been weak. “Japan can show U.S. how to manufacture, and U.S. can show Japan how to invest money in Japan.”

Topic 3 Entrepreneurship in Japan

The conversation then shifted to the institutional and regulatory foundations for JALD Delegate Gary Moriwaki in Japan, noting that some of most famous companies such as Sony and Toyota were originally entrepreneurial start-ups. At the same time it appears that the tax and legal system in Japan doesn’t encourage entrepreneurship. In Japan, there is a punitive inheritance tax of 50% if the owner dies. “Are things being done in Japan to modify this disincentive towards entrepreneurship?”

Forum 21 representatives acknowledged that it is not very good taxation system and there is no good direction from the top government leaders to cultivate entrepreneurs in Japan, need a tune up of laws and taxation system, but so far nothing has been done. Direction is lacking and the

government and politicians are apart from each other when setting policy, set a common sense based consensus together to grow entrepreneurship.

JALD Delegate Bill Imada responded, “I do not think that the businesses in the room should wait for the government to work, your companies should move first, and the government shall follow, U.S. corporations encourage their employees to take risks. The Eastern (Asian) style does not work in U.S. On high-speed rail, your competitors (Siemens, Bombardier) are working with U.S. consultants to make an emotional connection (hiring multiethnic consultants to help). A 3 hour presentation is not the way to go. Japan Rail must work on how to present their great technology.”

Other Forum 21 representatives noted that it has been a challenge to encourage young people to take risks and start businesses, though the Japanese are working on various Angel Investment and tax laws. However, on a societal and cultural level in Japan, there is no understanding of ventures, any appreciation. “If someone’s boyfriend says I am going to a venture, she says ‘go to Mitsubishi!’” Person to person risk mentality is important to develop, and in the context of building an entrepreneurial economy, this should be the theme of next year.

JALD Delegate Genevieve Shiroma noted, that “My electric utility is much smaller than Mr. Furukawa’s. In Sacramento, there is a core value that large companies partner with small businesses, we provide a price preference if the firm partners with small business. This spawns entrepreneurialism within that area and they also are a large part of the tax base for the area. If in the Request For Proposal (RFP) process, companies come in and can present their products, so when the RFP goes out, it can be shaped by this information. Many technologies are ‘state of the art’ in Japan. While that is a fact, this is not obvious to those developing the proposals for which Japanese companies can compete.”

Forum 21 representative Mr. Matsumoto said, “In regards to ventures, in Japan before the war there were many ventures, esp. in Meiji period. They became large firms. Why have they disappeared? The Japanese economy became too strong in the post war period; people became comfortable in a company place. The companies took care of their full time life time employees – the insurance, pensions, etc.” This became the high value added goal that every college graduate sought, rather than the path of building new value through new businesses. Instead, to become a full time status employee in a big established firm is the goal. This mentality should be changed in order to develop society.

Forum 21 representative Mr. Hamada noted that “Japan is not developing ventures; it is too inward looking (uchi muki). In the pre-Meiji period we were poor; the Edo period had a flourishing of ventures. The successful venture firms, the ones that really built this economy emerged out of this. We should return to this period.”

A Forum 21 representative from Mitsubishi noted that some firms like Mitsubishi sponsor inside ventures, where “lots fail, but some succeed.” One successful example is Soup Stock Tokyo.

Topic 4 Recruitment

JALD Delegate Gary Oda asked “We have learned that students that spend time abroad do not get hired by large Japanese corporations. What is the value-proposition for Japanese firms?”

Forum 21 representative Mr. Wasai responded that at NTT, the graduation is at the end of March, so the job search starts a year before, but due to the differences in the job search period – based on Sept to June academic year presents a problem. “Japanese college students do not really study, so for us, we have to train them, especially to be able to do technology related projects. We have to craft masters level out of bachelor level graduates (Shushi out of Gakushi), for our company, 2 years is a difference. It is difficult to be flexible in hiring because of this tradition.”

The final question posed to the Forum 21 was “What barriers do Japanese women face in entering careers traditionally dominated by men in Japan?”

Forum 21 representative, Ms. Oye responded that at Shiseido, the cosmetics giant, they are driving to have at least 30% of incoming employees to be female, and to pressure other companies as well. Further, there is a need to get women into the important posts in technology and financial management, among others; otherwise it shall remain “male positions.”

Others noted that women need more career counseling and support from their (mostly male) professors. One female Forum 21 representative recalled, “I was told that it would be impossible for me to work for a manufacturer when I sought the advice of my professors. It is also a woman’s problem in that women do not want to be challenged in these high positions, There is a difference between male and female presentation styles, and men who do not understand this, evaluate women in terms of their own framework and do not see the talent of the women; so there is a need to develop an ability to evaluate women in their own terms.”

Major Takeaways and Reflections:

The interests of Forum 21 and JALD intersect at a number of levels, not only in promoting a stronger economic bilateral partnership, but also in emerging technologies and entrepreneurial ideas. Potential future themes of Delegate meetings might include entrepreneurship, human capital development (e.g. new generations of employees with international, multilingual experience) and the under-utilized potential in women’s corporate leadership. Additional key observations are:

- Potential future Forum 21 and JALD collaborations might be based on renewable energy and high-speed rail.
- Institutional and cultural barriers persist that undermine Japan’s ability to craft and entrepreneurial ecosystem for new businesses.
- Japan has a long history of entrepreneurship; it is only in the last 100 years that the economy became big business heavy.
- Recruiting new hires with international experience is a challenge as the system is set up to prioritize “fresh” graduates (who have not interrupted their studies to go abroad).
- Japan needs a cultural shift to encourage both risk taking and women in leadership positions at major corporations.

Name of meeting: Mitsubishi Reception

Location: Mitsubishi Headquarters in Marunouchi

Report submitted by: Gary Oda



Participants:

Ministry of Foreign Affairs:

Ambassador Tatsuo Arima
(Former Ambassador to Germany, Former Consul General in Boston)
Mr. Masafumi Ishii, Deputy Director-General, Foreign Policy Bureau
Mr. Hiroshi Ishikawa, Director, First North America Division
Mr. Hiroshi Furusawa, Director, Local Partnership Cooperation Division
Mr. Hiroki Takabayashi, Deputy Director, Second North America Division
Mr. Toshio Odagiri, Consul, Consulate of Japan in Los Angeles
Ms. Mizuho Hayakawa, Deputy Director, First North America Division
Ms. Junko Fukuyama, Research Analyst

Ministry of Land, Infrastructure, Transportation and Tourism:

Mr. Masafumi SHUKURI, Vice-Minister for Transport, Tourism, MLIT
Ms. Yumi Yamaguchi

Ministry of Economy, Trade and Industry:

Mr. Hidehiko NISHIYAMA, Director-General for Trade Policy, Trade Policy Bureau
Ms. Asako Ueno, Deputy Director, America's Division

CGP:

Mr. Masaru Sagado, Japan Foundation
Mr. Norio Okaido, Center for Global Partnership, Japan Foundation

Mitsubishi Corporation:

Mr. Ryoichi Ueda, Senior Executive Vice President)
Ambassador Ryozo Kato, Member of the Board
Mr. Makihara Minoru, Senior Corporate Adviser
Mr. Yoshikuni Kanai, Corporate Adviser
Mr. Hidenori Takei, General Manager, Corporate Communications Dept.
Mr. Kazuhisa Fujita, General Manager, Legal Dept.
Mr. Shinji Kowase, General Manager, Corporate Strategy & Research Dept.
Mr. Satoshi Akimoto, Acting General Manager, Corporate Strategy & Research Dept.
Mr. Shinji Hikasa, General Manager, Transportation Infrastructure Business Unit

Mr. Shinji Sayama, Deputy General Manager, Transportation Infrastructure Business Unit
Mr. Hirotsugu Ishiyama, COO, Ship & Aerospace Division
Mr. Masato Nagase, Deputy Division COO, Ship & Aerospace Division
Mr. Masao Kochi, Deputy General Manager, Strategic Planning Defense Systems
Mr. Keita Kamoi, General Manager, Coordination & Development for the Americas, Mitsubishi International Corporation
Mr. Shuichi Ijiri, General Manager, The Americas Office, Global Strategy & Coordination Dept.
Mr. Naoki Matsueda, Manager, The Americas Office, Global Strategy & Coordination Dept.
Ms. Megumi Kondo, The Americas Office, Global Strategy & Coordination Dept.

Mitsubishi Corporation, one of Japan's most progressive companies, with 200 bases of operations in 80 countries hosted a reception for the 2011 Delegates. We were hosted at the Company's headquarters in Marunouchi. The area is known as Mitsubishi town because the company's founder bought the land in this area, previously known as the Gateway to Edo. The area is in front of the Imperial Palace.

Introduction

Ambassador Ryoza Kato, Mitsubishi Corporation Board Member, Commissioner of Nippon Professional Baseball and former Japanese Ambassador to the United States, opened the evening. He noted that there were many dignitaries in attendance, including Mr. Minoru Makihara, former Chairman and CEO of Mitsubishi Corporation. Ambassador Kato has been a staunch supporter of the JALD program and continues to believe in its future value for enhancing relations between the U.S. and Japan.

Mr. Makihara who is revered by Mitsubishi employees, opened up by reiterating former Senator Mansfield's quote "The U.S.-Japan relationship is the most important bilateral relationship in the world, bar none." He indicated that because of the current international situation, the relationship is more important than ever. He called upon our Delegation to be champions for helping the U.S. better understand Japan so that we can continue the long-lasting relationship between the two countries. Mr. Makihara, during his tenure as Chairman of Mitsubishi, required executives to communicate in English even though it was very unpopular with the company executives at the time. He recognized that in order for Mitsubishi to have a global presence, it was imperative that his employees could communicate with the Americans who were major players in the international business world.

The evening was filled with open and candid discussion with the Mitsubishi executives and ranking government officials on a wide range of matters including the significant decline in Japanese students studying abroad in the U.S., joint strategies on technologies, entrepreneurship, the aging population and barriers for women in business. It was stated that impetus for change could be heightened by recommendations coming from external channels.

Major takeaways and reflections:

The relaxed atmosphere and flow of the reception allowed the JALD Delegates to comfortably have open discussions on themes that may have been more difficult to discuss in a formal group format. Japanese attendees were also able to speak freely. I felt that the attendees recognize that Japan must make changes in order to be successful globally. New ideas and perspectives are better received when they are suggested by an external source.

Many of the top executives at the meeting either got their degrees at U.S. institutions or had previous work assignments in the U.S. It was much easier to find common ground in our discussions during this reception, because many of the attendees have had previous experience with the American perspective.

The reception called to attention that Japanese companies have highly intelligent, educated, loyal employees with a great work ethic and humility. Our Delegation was impressed with the Japanese attendees at the reception.

We are thankful to Ambassador Ryoza Kato for generously hosting this wonderful event and giving us the opportunity to expand our understanding of the issues that face Japan and Japanese businesses and for a chance to build on people-to-people relationships with the notable attendees at the reception.

MARCH 10, 2011

Meeting Name: Keidanren

Location: Keidanren Building, Tokyo, Japan

Report Submitted by: Erwin Furukawa



Participants:

Mr. Haruo N. Urase, Co-Chairman, Committee on U.S. Affairs and Chairman, Canon Marketing Japan Inc.

Mr. Keikichi Hona, Chairman, Planning and Coordinating Sub-Committee on U.S. Affairs, Chairman, EFI KK

Mr. Satoshi Hirota, Deputy General Manager, Government Relations, Sony Corporation

Mr. Takashi Tsurusawa, Project General Manager, Toyota Motor Corporation

Mr. Akihiro Tanii, Manager International Relations, Panasonic

Mr. Yoichi Yamano, Senior Manager, External Affairs, Hitachi, Ltd.

Mr. Takayuki Noma, Managing Planning Division, Canon Marketing

Mr. Kazuyuki Kinbara, Director International Affairs, Nippon Keidanren

Ms. Hisako Komai, Manager International Affairs, Nippon Keidanren

Ms. Kiyomi Kasai, International Affairs, Nippon Keidanren

Ms. Maki Tanaka, Deputy Director General, Japan-U.S. Business Council

Core Topics and Issues Discussed:

1. Japan's economic growth
2. Foreign Education and recruitment for students
3. Women in leadership

Topic 1 Japan's economic growth

Japan has struggled with its economic situation for 20 years. During this time, the GDP has been relatively flat, land prices have decreased and inflation has been minimal. As a result, the average Japanese person is content with his or her life style. In exports, China now has surpassed the U.S. as an export partner. Entrepreneurship, as a growth area, does exist on a limited basis. However, most individuals prefer the security of working for a larger company than the risk of failure.

Topic 2 Foreign education and recruitment for students

Students do not see the value of studying overseas. The recruitment cycle of college graduates into corporations precludes students from leaving the country. Financial pressures also handicap students from pursuing foreign studies. Corporations are realizing this challenge and are beginning to set aside quotas for those students who have undergone a foreign academic assignment. Toyota is a pioneer in this effort.

Topic 3 Women in leadership

A gap still remains for women in leadership roles. Although there are equal women and men graduating college, the number of men applying in corporate positions outnumbers women significantly. This, along with the interview process, results in a disproportionately fewer women entering corporate managerial programs.

Major takeaways and reflections:

Major challenges face the Japanese in economic expansion including future business leadership development and women in the workplace. A major transformation is needed to position Japan competitively with other Asian giants like China and South Korea. Although Japan excels in research, development and technology, they trail competitors in the ability to integrate solutions with government policy, business strategy and global market opportunities.

Increasing entrepreneurialism is a challenge. Culturally, the Japanese prefer working for a larger company with lifelong employment and security. Experiencing failure from a business venture is not considered acceptable.

Japan's education system has led the world over the past decades. Complacency with their system has disadvantaged new graduates from reaching global competitiveness as compared to those from China and South Korea. A major restructuring of the recruitment strategy is necessary so that students would be motivated to participate in an overseas education experience. Companies need to position the value of an overseas education to new graduates and communicate that these programs exist.

Finally, opportunities exist for women in leadership positions. Japan adopted an equal opportunity law in 1986. There has been some progress for women primarily in the research/development and technical fields. There still exists a limited amount of women in marketing and sales positions. Mitsubishi, for example, had one woman out of 100 managerial candidates and Sumitomo Chemical had 8 out of 75 in 1998.

Meeting name: Japanese Foreign Minister Takeaki Matsumoto

Location: Ministry of Foreign Affairs Building

Report submitted by: Bill Imada & Susan Morita

The Honorable Takeaki Matsumoto met with the Japanese American Leadership Delegation on his first full day as Foreign Minister. Mr. Matsumoto stated that he was pleased to welcome the 2011 Japanese American Delegates. He spoke about the importance of the JALD program and congratulated Ms. Irene Hirano Inouye on her successful tenure as leader of eleven consecutive Delegations.

Participants:

Honorable Takeaki Matsumoto, Foreign Minister of Japan
Mr. Kazuyoshi Umemoto, Director-General, North American Affairs Bureau
Mr. Hiroshi Ishikawa, Director, First North America Division
Mr. Toshio Odagiri, Consul, Consulate of Japan in Los Angeles
Ms. Mizuho Hayakawa, Deputy Director, First North America Division

Core Topics and Issues Discussed:

1. The U.S.-Japan alliance
2. Economic development and free trade
3. The role of Japanese American Leaders

Topic 1 The U.S.-Japan alliance

Minister Matsumoto focused on the strength and vitality of the U.S.-Japan alliance. He emphasized his commitment to strengthening ties between the U.S. and Japan through more people-to-people exchanges. He also recognized Japanese Americans for excelling in a wide array of professions, despite facing hardships and adversity in the U.S.

Minister Matsumoto stated that Japanese Americans play a critical role in keeping the U.S.-Japan alliance strong and viable, and welcomed any ideas, thoughts or suggestions from the Delegation on how to strengthen U.S.-Japan ties. He said he welcomed more exchanges between universities and private institutions that would provide incentives for Japanese to travel abroad and entice foreigners to learn about Japan.

Minister Matsumoto said that the relationship has been challenged from time-to-time by misunderstandings. However, he emphasized the foundation that supports bilateral relations between the U.S. and Japan is strong.

Mr. Matsumoto said the stability and security of the region depends on having a strong alliance with the U.S. He also said the alliance between the U.S. and Japan goes beyond security and includes support for important regional issues such as free trade, economic development and global partnerships. In response to questions from the Delegation, Mr. Matsumoto indicated that he would work towards resolving domestic issues that prevent Japan from entering into free trade partnerships and agreement. He specifically spoke about the need to address challenges with Japan's agricultural sector.

Major takeaways and reflections:

- Foreign Minister Matsumoto and MOFA leaders believe in the value of people-to-people exchanges, including the JALD program.
- Foreign Minister Matsumoto believes that Japanese American leaders play an important role in strengthening the U.S.-Japan alliance.
- Foreign Minister Matsumoto and MOFA leaders seek ideas, thoughts and suggestions on how Japan and the U.S. can strengthen and promote their mutual interests in the region through economic development, the security partnership and educational pursuits.

Name of meeting: U.S. Embassy (March 10 and 11)

Location: U.S. Embassy in Japan

Report submitted by: Bill Imada

Participants:

Honorable. John V. Roos, U.S. Ambassador to Japan

Ms. Susan Roos

Ms. Ann M. Kambara, Director, Tokyo American Center

Ms. Karen Kelley, Press Attaché

Mr. John M. Pommersheim, Deputy Director, Political Affairs

Mr. Aaron Forsberg, Director, Economic Section

Mr. Gary Wakahiro, Foreign Affairs Officer, Visa Section

Ms. Joy Michiko Sakurai, Assistant Cultural Affairs Officer, Public Affairs Section

Core Topics and Issues Discussed:

1. The U.S.-Japan security alliance and bilateral relations
2. Free trade and multilateral relations
3. New economic initiatives and joint ventures
4. Consulate services

Topic 1 The U.S.-Japan security alliance and bilateral relations

Meetings with the U.S. Embassy offered a glimpse into how the United States works to advance and maintain strong bilateral relations with Japan, its strongest ally in Asia. The Japanese

American Leadership Delegation learned that the Japanese public strongly approves of having close bilateral relations with the U.S. and more than 80% of Japanese people favor strong ties to the U.S. However, this relationship has been challenged over the years by the instability of Japan's government and by continuing tensions on Okinawa over the presence of U.S. military bases and other installations. Overall, the U.S. Embassy stated that relations between Japan and the U.S. are strong, stable and comprehensive.

Topic 2 Free trade and multilateral relations

U.S. Embassy personnel briefed the Delegates on trade and security issues. It was clear that the U.S. strongly supports Japan's entry into the Trans-Pacific Partnership. However, embassy leaders recognize that the Japanese government has had a very difficult time convincing farmers to support any free trade agreement that opens Japan's agricultural markets to foreign competition. The U.S. is also encouraging Japan and other Asian nations to participate broadly in free trade and security discussions throughout the region and with Pacific Rim countries including Australia, Chile, New Zealand, and Peru.

U.S. Embassy officers spoke briefly about para-military and multilateral concerns. The U.S. shares strategic objectives with Japan on issues pertaining to regional security and defense. The ruling party of Japan is under tremendous pressure to resolve military issues that have an impact on the stability of the region and its relationship with the U.S. These issues include the costs associated with maintaining a strong U.S. military presence in Japan; ongoing belligerent behavior of North Korea towards its neighbors; the North Korean abduction issue; the rise of China's power in the region; and, Japan's future military role on the international stage.

Topic 3 New economic initiatives and joint ventures

U.S. Embassy officials are clearly concerned about Japan's economy, but have confidence in Japan's eventual economic recovery. Embassy officials are following Ambassador Roos' lead by supporting a wide array of programs to promote and stimulate private sector engagement. The embassy has encouraged Japan to participate in economic development conferences and symposia focusing on clean energy, high tech innovation, entrepreneurship and free trade. The U.S. Embassy and U.S. State Department have also enticed American firms, particularly in the energy and high-tech sectors, to participate in discussions with Japanese firms on potential joint ventures. Support for Japanese universities and colleges that have developed programs to encourage entrepreneurship in Japan are also actively supported by embassy personnel.

U.S. Embassy officials are working with MOFA, the Ministry of Economy, Trade and Industry (METI), the Japan External Trade Organization (JETRO) to stimulate job growth in Japan and the U.S. Discussions between these agencies and a number of NGOs have focused on venture capital, broadening student exchanges and the creation of a senior-level advisory group of business and professional leaders (U.S.-Japan Innovation Council).

Topic 4 Consulate services

Embassy personnel offer a variety of services to support Americans residing in or visiting Japan. This includes business and student visas, and passport services. Another section of the embassy promotes speakers from the U.S. covering education, business, arts and culture and more.

Major takeaways and reflections:

- The U.S. Embassy is highly focused on core issues that are important to U.S. Ambassador John Roos, especially initiatives that support the growth of the entrepreneurial sector in Japan.
 - The U.S. Embassy believes in the vitality of Japan despite, its many political and economic challenges and detractors.
 - The U.S. Embassy role in Japan is multi-faceted. Ambassador John Roos is pushing Japan to return to its historic entrepreneurial roots by encouraging the Japanese government and the private sector to develop initiatives focusing on access to venture capital, educational programs and business-to-business exchanges to rekindle an interest in entrepreneurial pursuits. It is clear that the Ambassador and his team at the embassy have devoted a significant amount of time and resources to support Japan in these endeavors.
 - The U.S. Embassy seems open to receiving ideas from the Delegates to support the many programs it has initiated in Japan and in the U.S. However, the embassy appears to want Delegates to actively promote its work in the U.S. and with Japanese governmental and business leaders.
 - Embassy personnel seem to believe they have made progress in convincing the Japanese that the economic climate in Japan needs to change in order for the country to effectively compete in today's world markets. However, the embassy clearly recognizes that positive change in Japan is a gradual progress that places more emphasis on relationships and confidence-building initiatives. Embassy officials seem to believe that Americans of Japanese heritage could have some role in fostering greater people-to-people interactions that will lead to economic recovery in Japan and the U.S.
-

Meeting Name: Ministry of Economy, Trade and Industry (METI)

Location: ETI Offices in Chiyoda-ku, Tokyo

Report Submitted by: Bill Imada

Participants:

Mr. Hidehiko Nishiyama, Director-General for International Trade Policy, Trade Policy Bureau

Mr. Ryo Minami, Director, International Affairs Division, Director-General's Secretariat, Agency for Natural Resources and Energy

Mr. Yoshinao Ogawa, Director, International Affairs Office, Energy Conservation and Renewable Energy Department, Agency for Natural Resources and Energy

Mr. Yasuhiro Maeda, Director, Service Affairs/Policy Division

Ms. Asako Ueno, Chief Deputy Director, Americas Division

Core Topics and Issues Discussed:

- U.S.-Japan Economic Cooperation
- Innovation
- Entrepreneurship
- Economic Development/Job Creation
- Renewable Energy

METI officials reviewed the “Framework (for) U.S.-Japan Economic Cooperation” by sharing a comprehensive chart summarizing the programs and initiatives it supports to promote innovation, entrepreneurship and job creation in the United States and Japan. The presentations by the METI officials were particularly focused on clean energy technology as a promising area of cooperation between the U.S. and Japan, providing the two countries with opportunities to be global leaders by combining their respective complementary strengths.

METI strongly supports programs that will encourage greater dialogue between the public and private sectors in both countries, and cited several examples where collaborative efforts are already taking place. For example, METI and the U.S. Department of State held its first public, private and intergovernmental dialogue meeting in Tokyo on May 27, 2010. That was followed by meetings covering innovation, entrepreneurship and economic development at Stanford University on February 23-24, 2011. A subsequent meeting involving other entities such as the Japan External Trade Organization (JETRO) is planned for later this year.

METI reviewed some of its success stories including its work with the Okinawa Prefecture and the State of Hawaii on clean energy technologies. This endeavor affords Japan and the U.S. an opportunity to collaborate on areas of mutual interest, including energy efficiency buildings, Smart Grid and electric vehicles.

METI also expressed an interest in seeking more venture capital funding for new start-up companies focusing on technology and energy. During the meeting, METI reviewed its collaboration with the Innovation Network Corporation of Japan and the Kaufman Fellows Program to cultivate rising managerial and entrepreneurial talent in both Japan and the U.S.

METI leaders also expressed a strong desire to engage in more collaborative efforts with universities and colleges, as well as energy companies. JALD Delegates with the Sacramento Municipal Utility District (SMUD) and Southern California Edison discussed some of their activities in the clean energy area and possible opportunities for cooperation and engagement.

Major Takeaways and Reflections:

METI expressed a strong interest and desire to continue forging and developing more people-to-people dialogue on common energy, technological innovation, economic development and entrepreneurship opportunities. In order to build on the discussions it is already having with governmental officials, university leaders and private sector representatives, METI seeks ideas and recommendations from the 2011 JALD Delegates.

METI officials clearly seek an opportunity to advance two specific interest areas in tandem with JALD Delegates. One area focuses on more collaborative efforts between major U.S. and Japanese colleges and universities on promoting entrepreneurship (in both countries). The second area would focus on forging greater public-private partnerships between the U.S. and Japan on clean and sustainable energy solutions.



MARCH 11, 2011

Meeting Name: Honorable Yohei Kono, Former Speaker of the House of Representatives, Former Foreign Minister and Deputy Prime Minister

Location: Ministry of Foreign Affairs (MOFA))

Report submitted by: Susan Morita



Honorable Yohei Kono, Former Speaker of the House of Representatives, met with us at the Ministry of Foreign Affairs. The discussion was wide-ranging and informative, drawing on Mr. Kono's broad perspective on domestic and international issues as a result of his many years in public service.

Core Topics and Issues Discussed:

1. U.S.-Japan Relations
2. Japanese domestic, political, and economic circumstances
3. China
4. The role of Japanese Americans

Topic 1 U.S.-Japan Relations

Mr. Kono emphasized the importance of the U.S.-Japan relationship, noting that it is helpful that U.S. political leadership is generally stable for periods of four years. He also noted that the lack of continuity in Japan's political leadership has been problematic.

Topic 2 Japanese domestic, political and economic circumstances

Mr. Kono was candid about the issues that Japan faces in these areas, including instability in its political leadership and slow economic growth. However, Mr. Kono spoke with pride of Japan's long history, stating that while they may be old, Japan's social systems are sturdy. Even though Japan's economic growth has been less than what was hoped for in recent years, Mr. Kono is not discouraged. He pointed to the Trans-Pacific Partnership (TPP) as an important opportunity for Japan. He also singled out environmental issues as being an area in which Japan should exercise leadership, domestically and globally.

Topic 3 China

Mr. Kono spoke of the very long and complex history between Japan and China, and the need for great care in this bilateral relationship. He said that many Japanese are disappointed because China has overtaken Japan as the second largest economy in the world. Mr. Kono said that he is not disappointed; it is only natural that China has a larger economy given its much larger population and access to natural resources. The important question for Japan is how China will use its many assets. Japan and China must move together in the same direction of peace, stability and prosperity in the region. The trilateral U.S.-Japan-China relationship will be important in achieving these goals.

Topic 4 The role of Japan Americans

Mr. Kono expressed his view that it is important that Japanese and Japanese Americans cooperate, exchange information and provide each other with advice and counsel. Mr. Kono spoke of the enormous impact that a recent television program depicting the lives of Japanese Americans during WWII had on him and his appreciation of the suffering endured by the Issei and Nisei. Mr. Kono also observed that Japanese Americans work very cooperatively with other Asian Americans. He said he thought it important that the Japanese similarly see themselves not only as Japanese, but also as Asians.

Major takeaways and reflections:

Mr. Kono spoke with a calm reflection that seemed hard-earned through many years in the political and diplomatic trenches. We heard many perspectives and views during our trip to Japan. Mr. Kono's were distinctive in his steadfast and unapologetic faith in the Japanese people's ability to navigate the challenges currently facing them. Also distinctive was the way in which his clear and absolute pride in Japan and its history sat comfortably with an inclusive view of the world where he sees Japan fulfilling an important and constructive global and regional leadership role without undue anxiety about its ranking among the nations' economies.



Meeting Name: Luncheon with Japanese Americans Working in Japan

Location: ANA Intercontinental Hotel Tokyo, Mixx Bar and Lounge

Report submitted by: Gary S. Moriwaki

Participants:

Mr. Glen S. Fukushima, Chairman and Director, Airbus Japan KK
Ms. Royanne Doi, Legal Counsel, Prudential Holdings of Japan, Inc.
Mr. Ernest M. Higa, Chairman and CEO, Higa Industries Co., LTD.
Mr. Paul Yonamine, General Manager, IBM Japan, Ltd.

All of the panelists were very engaging and positive about their experiences as Japanese Americans living and working in Japan.

Mr. Paul Yonamine

Mr. Yonamine was educated through high school in Japan and then attended college in the U.S. He drew lessons from the career and traits of his dad, Wally Yonamine, who exhibited passion and humility. To these, Paul has added teamwork and delivering results as keys to success in Japan. Traditionally, the Japanese are risk adverse and human resources issues impede globalization, however, there is growing recognition in Japan that globalization is needed. He suggests that Delegates contribute to this process by offering a global and American perspective, as well as utilizing their networks to further the cause.

Paul also noted that IBM is ranked as the #1 destination for female workers and that IBM has made strong efforts to encourage the progress of women in the workforce.

Ms. Royanne Doi

Ms. Doi has been with Prudential for 17 years. Prior to that, she was a litigator for a firm in Los Angeles. She is very involved in education issues and women economic empowerment. Although there have been some positive developments, like the Todai funds incubators along the lines of the U.S. university research model, she is discouraged that funds set aside by Prudential for the study of math in the U.S. had no takers. She provided the example of South Korea as a model for what Japan might do. In Korea, laws are translated into English, the system encourages critical thinking and computer usage and children study in the U.S.

Ms. Doi also recognized challenges to women in the workforce. Although Prudential had a well-attended diversity program for women, there were still significant issues being faced, especially among women in their 30s and 40s.

As for being a Japanese American woman in the Japanese business world, Ms. Doi used this to her advantage as she is able to be more direct and unique.

Mr. Ernie Higa

Mr. Higa also drew heavily on the experiences of his father, who was thrust into the position of becoming a major league baseball promoter in Japan during the 1950s. After working for his father for a number of years, Ernie became an entrepreneur out of necessity. Along the way, he resolved some identity issues, realizing he was not Japanese, but also could not be Caucasian. Ultimately, he turned this into an advantage – on the one hand, it was possible for him to break some rules, while on the other, he tapped into his ingrained sensitivity to Japanese cultural values.

By extension, Delegates can also serve to further the U.S.-Japan relationship. Mr. Higa sees a gap between Japan's strengths (human capital, quality of life, work ethic, safety, great companies) and weaknesses (lack of globalization, lack of adaptation of global standards in language, Generally Accepted Accounting Principles (GAAP) and computer platforms). He sees Japanese Americans as useful in bridging this gap and in bringing American geopolitical and military capabilities together with the best of Japan's economic strengths. Japanese Americans would be particularly sensitive to cultural differences and not attempt to impose their views on their Japanese counterparts.

Mr. Higa made two other observations: the aging and shrinking population of Japan may lead to increased utilization of the female work force; and the unattractiveness of working for the government or Japanese companies may spur entrepreneurialism. This latter thought was echoed by Glen Fukushima, who noted that there are women entrepreneurs or women whose parents were the business founders, but that they not currently well represented in corporate Japan. Mr. Fukushima also encouraged Asian American executives to look at the Stanford Business School and organizations such as LEAP and Ascend whose mission is to help Asian American executives penetrate the Asian market.

Major takeaways and reflections:

All of our hosts acknowledged that, as Japanese Americans, they are generally accepted in both business settings and social situations with little evidence of bias towards Japanese Americans. Their success as business leaders in Japan seemed rooted in their basic cultural sensitivities along with the ability to bring American practices and ideas to Japan. Humility and results are what seem to matter most. This bodes well and is very encouraging for members of past, present and future Delegations.

Meeting name; Keizai Doyukai

Location: New Otani

Report submitted by: Mari Watanabe

Participants:

Mr. Naneichi Maehara, Keizai Doyukai
Mr. Kiyohiko Ito, Keizai Doyukai
Mr. Mamoru Takahashi, Consultant
Mr. Yukio Tada, Sojitz Research Institute, Ltd.
Mr. Masamitsu Sakurai, Keizai Doyukai
Mr. Masamitsu Sakurai, Ricoh
Mr. Kiyoshi Tsugawa, Office Tsugawa
Mr. Naoki Togashi, Oliver Wyman
Mr. Glen Fukushima, AirBus Japan.

Introduction

As the Delegation pulled into the New Otani parking lot at 2:46 pm, Japan experienced the largest magnitude earthquake in its history. Our bus was rocking and rolling for four minutes as we watched out the window at the ground rolling like waves across the parking lot.

After the earthquake, in Japanese fashion, we proceeded into the New Otani to our scheduled meeting with the Keizai Doyukai. Our Ministry of Foreign Affairs escort advised us that the meeting was on the ground floor of the hotel. We did not have to go up the stairs since the elevators were probably not working.

In between calls home by the Delegates to let our families know we were safe, we introduced ourselves to our hosts and talked about the earthquake we just experienced. One of the members said that the earthquake is Japan's way of welcoming us. As the meeting started, a huge aftershock disrupted the meeting for a few minutes. The Delegates were told to go outside into the Japanese garden, which had never before seen human feet. Aftershocks came every few minutes as we eased back into our meeting.

Keizai Doyukai has 1,300 members who are high level executives that participate independently from their companies. The members voice personal views on issues and topics that pertain to the private and public sectors in Japan.

In the political realm, Japan's weak government needs to focus on long term strategy. Each member of society; government, civic organizations and corporations need to take responsibility for the future of Japan. Keizai Doyukai has completed a report on their activities in Japanese only. The focus is on world peace and free economic development. Thus, partnerships with the U.S are very important to Japan. The important role for the Delegates is to take responsibility for pursuing building relations.



Topics:

1. Entrepreneurialism
2. Education
3. Women in the workplace

Topic 1 Entrepreneurialism

According to Mr. Sakurai, entrepreneurs have been in Japan for a long time but they are typically not the young professionals. A significant indicator is that unemployment is highest amongst young people because often, they only want to be employed by large corporations. This fact has not changed over many years.

In Japan, some young people do become entrepreneurs; however they are sometimes not respected even if they are successful. The Japanese think that if you are too visible, you need to be knocked down. There is a need to create a society that appreciates the entrepreneurial mind.

Mr. Tada of Sojitz described four types of innovation:

- “State of the Art Innovation in technology” – This is not the nature of Japan.
- “Venture Capitalist Innovation” – In Japan, this is too risky.
- “Commercialization Innovation” – This is required for innovation. The Japanese excel at commercialization.
- “User innovation” – This has an educational component but is also a very small part of the total innovation world.

State of the Art Innovation and Venture Capitalist Innovation are foreign ideas to the traditional Japanese.

Mr. Erwin Furukawa talked about how Smart Grid technology is advanced in Japan, but Japanese Smart Grids technology is not yet known in the U.S. Smart Grid technology is a good opportunity for Japan to grow in the U.S. market in comparison to China. Mr. Sakurai agreed and commented that Japan excels in energy and transportation.

Topic 2 Education

Mr. Takahashi talked about gaman and shigata-ga-nai. He asked us how to teach the young the art of gaman. The young think more in terms of shigata-ga-nai vs. how to emote gaman. The parents do not teach their children to ganbatte. JALD are sempai of ganbatte because we still have it from the Issei generation.

Topic 3 Women in the Workplace

Ms. Phyllis Campbell talked about women in the workplace. Toyota has been successful in thinking about diversity with their suppliers, employees, etc. by thinking outside the box, thinking differently. Japan does not have a lot of diversity; there are few women in management and it is a country with little immigration.

Mr. Togashi agreed with these comments. Children in Japan are not trained in critical thinking and oftentimes it is the good critical thinkers that go abroad.

MARCH 12, 2011

Meeting Name: GEWEL (Global Enhancement of Women's Executive Leadership)

Location: Tokyo Prince Hotel

Report Submitted by: Susan S. Muranishi

Our final meeting before returning back to the United States was an opportunity for the female JALD Delegates to meet with the leaders of GEWEL. Since our meeting was the morning after the earthquake and tsunami, some of the Japanese women leaders scheduled to meet with us were unable to attend due to transportation limitations.

Ms. Kimiko Horii, GEWEL President and Vice President of the Kiwanis Club, and Ms. Hiroko Tatebe, a GEWEL Director and founder and Executive Director of GOLD (Global Organization for Leadership and Diversity) greeted us. Ms. Anne Sado-Honjyo, GEWEL Vice President and Director of A to Z Sado Enterprises Ltd, also joined us.

These three women, all established business leaders and corporate executives, and seven other friends, established GEWEL in 2003 to:

- Support Japanese businesswomen to expand and develop their leadership abilities impacting their success in Japan and globally.
- Provide networking opportunities among female business leaders and conduct research on the women's consciousness of their situation and status.
- Promote diversity activities within corporations.

GEWEL has a strategic alliance with GOLD, a U.S. non-profit, established by Ms. Tatebe that develops global leaders building on the principles of diversity and inclusion and is committed to building "leadership bridges across the Pacific."

The GEWEL women we met with corroborated the issues and concerns about women in the workplace in Japan that our Delegation had heard throughout the week during our meetings with business executives, government officials and elected leaders. Our frank discussion highlighted the issues facing women working in Japan, the challenges of the Japanese corporate structure that does not generally embrace women and diversity, and the lack of support systems and promotional opportunities.

Major Takeaways

GEWEL is an excellent resource for corporations and other businesses to promote the advancement of women in the workplace. It has a membership and network of successful women leaders in Japan that are committed to providing mentoring and professional development opportunities for young women and those in the corporate pipeline. It is also an organization that is interested in pursuing strategic alliances and partnerships with other organizations to further its mission.

We walked away from the meeting with new friends and colleagues, and committed to continuing the conversation, nurturing the relationship and identifying opportunities to establish partnerships that can mutually benefit Japanese and Japanese American women.

PART 5: PERSONAL REFLECTIONS

Personal Reflection – Kathryn Ibata-Arens

I am a fourth-generation Nikkei of mixed heritage as my mother's family is originally from Finland. I have been studying and visiting Japan for several decades and shall reflect on our trip in these two contexts. First, I have observed over the years an evolution in Japanese and Nikkei American attitudes towards children of mixed heritage like myself. It may be surprising to hear this, but I saw an earlier and positive shift in Japan than I saw in Nikkei Americans. The same reasons explain why my great grandmother and aunties spoke a quaint and formal Meiji style of Japanese – that I was shocked to find rarely spoken inside Japan! I hesitated applying for the JALD program for these reasons. What a pleasure it was, then, to have the honor of joining the JALD trip.

Second, while I have been fortunate in the past to travel in some “elite” (at least academic) circles in Japan, for example as a Fulbright Fellow at Tokyo University, I was thoroughly impressed by the unprecedented access that we Delegates had to high ranking members of big business, as well as esteemed bureaucrats, not to mention the lovely Princess Takamado. To have fit all of these meetings in within a week is truly a feat accompli. My deepest gratitude goes to Ms. Irene Hirano Inouye and her staff at the U.S.-Japan Council, and our colleagues in the Japan Foreign Ministry and Japan Foundation Center for Global Partnership. I shall do my best to facilitate further dialogue and collaboration with our new Japanese colleagues who we met through the JALD program.

Finally, I would like to mention the lifelong bond I feel we have made as a group, but also as a Delegation that lived through the Great East Japan Earthquake. You can really judge the caliber of a person when put through extreme situations, and I am humbled by the grace and tact with which my JALD colleagues handled the many stressful moments during and after March 11, 2011. I look forward to working with my JALD colleagues and other JALD alumni via the U.S.-Japan Council in the future.

Personal Reflection – Erwin Furukawa

The traumatic events of March 11, 2011 continue to have a monumental impact on Japan. The disaster has forced the country to regroup, rethink and rebuild in multiple areas, including their infrastructure, economy, environment and energy plans. Prior to this event, the Japanese faced many challenges: a sluggish economy, a decline in population growth, and an absence of leadership opportunities and programs, especially for women. A major transformation is needed to position Japan competitively with other Asian giants, such as China and South Korea. Although Japan excels in research, development and technology, they trail their competitors in the ability to integrate their innovative solutions with government policy, business strategy and global market opportunities.

Historically and culturally, Japanese professionals prefer to work for larger companies with the promise of lifelong employment and security. Experiencing failure from a business venture is not acceptable. This way of thinking creates barriers to the kinds of risk-taking and entrepreneurialism needed to successfully compete in the global marketplace.

Japan's education system has led the world for many years, but complacency with the current system has disadvantaged new graduates from reaching global competitiveness as compared to those from China and South Korea. Specifically, a major restructuring of the recruitment strategy would motivate students to participate in overseas education experiences. Japanese companies need to demonstrate to new graduates, through new recruiting programs and incentives, that an overseas education is valued.

Finally, opportunities exist for placing more women into leadership positions. Japan adopted an equal opportunity law in 1986 and a limited amount of progress has been made for women since then. Current graduating classes now include an equal number of women as men, but a disproportionate number of women fail to achieve the same level of success as their male counterparts due to the limitations of the recruiting and selection process for major corporations.

Each of these key areas should be considered during the rebuilding of Japan. Leaders in government, education and business must address these important topics as they create and execute their plans.

Personal Reflection – Bill Imada

Several years ago, a Japanese national said that all people of Japanese heritage must walk at least once in the land of their ancestors. At that time I had never been to Japan. Since that fateful encounter, I have visited Japan at least a half-dozen times. Each time I returned to Japan, I discovered something new. And, each time I visited, I felt as if I had returned back to my second home.

As an American of Japanese heritage, I feel a sense of connection to Japan and the Japanese people. However, even with that connection, there have been a few moments when I felt a world apart from the country of my ancestors. For instance, the Japanese people revere patience and a consensus approach to addressing issues and challenges. I prefer a quick, more assertive style of tackling a problem or challenge. My communication style and approach often clashes with a culture that is both familiar and foreign to me at the same time. Being in Japan and meeting with Japanese business, governmental and nonprofit leaders, only reinforced by my preconceived notions about how difficult it would be for someone like me to adapt to a culture that places greater value on harmony and balance than on quick, decisive action. However, on this most recent trip to Japan, with members of the Japanese American Leadership Delegation, I felt there was a growing level of openness to try new methodologies for stimulating the economy; promoting deeper people-to-people interactions; and, exchanging thoughts and approaches that will strengthen bilateral relations between Japan and the U.S.

The trip to Japan and my interactions with Japanese expatriates in the U.S. also afforded me a greater appreciation for my cultural heritage and for the Japanese people. This level of appreciation, in many respects, has deepened after the devastating earthquake and tsunami that struck Japan on the last day of our official visit. I feel a sense of urgency to do more to assist and support Japan as it addresses the many problems that have been caused by the earthquake and tsunami. But even more importantly, I feel a sense of duty and obligation to help Japan rebuild its economy and society after such a horrific national tragedy.

This sense of obligation and duty is a clear indication to me that I continue to hold many of the cultural values of my Japanese forefathers. After the earthquake and tsunami, I witnessed first-hand the quiet resolve and orderly behavior of the Japanese people. And despite all of the

devastation in Northeastern Japan, the Japanese people's level of patience and endurance seems to work well for them. It is clear that we can learn a great deal from one another. And in the aftermath of the earthquake and tsunami, I hope we'll have that opportunity.

In closing I am reminded that many Japanese words have multiple meanings or nuances. For example, the word for earthquake is "jishin." This same word also describes benevolence, mercy, and self-confidence. I'm heartened by the mercy, benevolence and generosity I have seen towards the Japanese people after the earthquake. I am hopeful that the Japanese people will have the self-confidence to rebuild their country in the wake of so much death and destruction.

I plan to be there to help.

Personal Reflection – Susan Morita

I have known about the Japanese American Leadership Delegation program for many years as a member of the Board of Governors of the Japanese American National Museum and as a member of the U.S.-Japan Council. I had heard only great things. Now, after hearing so much about the program, I was myself a Delegate and on my way to Japan.

The orientation for the program was held in the Japanese American National Museum in Los Angeles, the perfect place to begin our journey. With a wonderfully personal and intimate tour of the Museum exhibits by Chris Komai, the venue reminded the Delegates of our shared heritage, which both bound us and set us apart from the Japanese we would meet on our trip. Throughout our trip, in conversations on the bus, on the Shinkansen or over meals or drinks, we would have opportunities to share our personal family histories with each other. I was struck again and again by the many differences in the details of our stories, but also by the broad similarities and how much we had in common by virtue of our ethnic heritage.

Once in Japan, I was impressed by the variety of different Japanese government, business and non-profit groups with which we had the opportunity to meet. It was as former Delegates had described: an amazing opportunity to hear the very consequential views of senior individuals and organizations that sit at the crux of issues of importance to Japan and to the U.S.-Japan relationship. I was also impressed by the candor and willingness to engage of our Japanese hosts. The more we talked, the more different perspectives we heard, the more complicated the issues became. There were no easy answers, and it was clear that solutions to the issues we discussed would not be so easy as to simply adopt American practices or approaches. But there was also a genuine openness on both sides to the cultivation of long-term relationships and ongoing engagement and collaboration on these and other issues on both sides of the Pacific.

An often cited Japanese proverb during our conversations with our Japanese hosts was the familiar saying "the nail that stands out the farthest will be pounded down." It was cited as encouraging conformity and discouraging creative thinking and risk-taking. It was cited as the reason why Japanese students do not study abroad in the U.S. in greater numbers, and for why Japanese are not natural entrepreneurs.

When the earthquake struck on Friday, March 11th, we were approaching the New Otani Hotel in our bus for a meeting with the Keizai Doyukai. Despite aftershocks and the need at one point to evacuate to the hotel's interior Japanese garden, the meeting proceeded as planned. It was

only later that evening when we saw television footage of the destruction to the north that we began to understand the magnitude of the tragedy that had struck Japan. In the days that followed, the Western press was filled with stories about how surprised Western journalists were by the calm civility and strength of the Japanese people in the face of such devastating loss.

It occurred to me then that this was the other side of the proverb: that the patience of the Japanese people in the face of adversity and their willingness to place the well-being of the group above that of their individual selves may be a weakness in some quarters, but could also be the source of great strength in others. It also brought me full circle, for the strength of the Japanese people on display following the earthquake is in many ways the strength of the Japanese issei who endured so much on their journey from Japan to the United States.

Personal Reflection – Gary Moriwaki

Prior to the JALD visit to Japan, I was quite pessimistic about the economic and cultural future of the country. An aging and shrinking population, tight immigration policies, a dearth of truly international perspective among the rank and file as well as at more senior levels of corporate Japan, lack of youthful, inspirational government leadership, impediments to entrepreneurialism and an undeveloped third sector all point to a not so rosy future. Yet, the spirit and enthusiasm of the DPJ young parliamentarians, the Diet members we encountered in other venues, and the Forum 21 participants; the directness of Princess Takamado; and perhaps most of all the dignified and heroic response of the Japanese after the horrors of March 11 give one hope for the future of Japan.

The experience of March 11 and its aftermath was quite unsettling; but it was with regret that I left Japan a few days later, as I was anxious to do whatever I could to assist our brothers and sisters. Realistically, however, I could do more at home. Together with the Japanese and Japanese American community in the greater New York region, we have been fully engaged in numerous activities and fundraising events. We have been asked to provide both moral and financial support to the Japanese. While raising funds is important, letting Japanese know that we are behind them is perhaps even more significant, both in helping those in need get through very difficult times, and in letting the Japanese know that they are respected and revered global citizens. Rahm Emanuel has said, “You never want a serious crisis go to waste.” While this might sound a little dark, there is a good point; it is an opportunity for Japan to shake off its malaise and recognize that it is and needs to be more of a global player in every arena.

The experiences of Paul Yonamine, Ernie Higa and Royanne Doi in particular encourage me to continue to engage in the process of furthering U.S.-Japan relations on a one to one basis on every possible front, whether it is business, culture, cutting edge technology, design, charitable pursuit or others. In particular, I want to find out more about how the youth of Japan see their future and how we can help foster entrepreneurialism in Japan.

Personnel Reflection – Susan Muranishi

It is an honor and privilege to be a member of the 11th JALD Delegation. Our trip to Japan exceeded expectations of an “opportunity of a lifetime” and an “experience that you will never forget” shared by former Delegates and others involved with the program.

The time spent traveling with and getting to know such esteemed colleagues from across the country and our leader, Irene Hirano Inouye, was itself an enriching experience. Our full agenda of productive meetings with business executives, government leaders, elected officials and royalty resonated with common themes about the Japanese economy, business climate, people and culture. Both the formal structured meetings and the more informal conversations added to the rich experience and provided diverse perspectives.

As our week-long visit progressed, the Delegation bonded and developed as a team, the nuances and subtleties of our meetings became more meaningful, and the significance of our visit crystallized. We were proud Japanese Americans, connecting with our ancestry and heritage as we conducted business, established business relationships, engaged in dialogue, focused on common issues and developed new friendships.

The tragic earthquake and tsunami that struck Japan at the end of our visit further strengthened our bonds as a Delegation, as Japanese Americans on an official visit to our home country, and as human beings that observed first hand, the swift and calm response to a tragedy that will affect all of us and the world for decades.

The strength and importance of the relationship between Japan and the United States is clear. The opportunities to develop and enhance that relationship became clearer. The vision of creating new partnerships and initiatives is our new reality and challenge.

Our Delegation's work on the disaster relief efforts in our local communities across the country will continue as we strengthen our ties as colleagues and friends – all deeply committed to enhancing people to people relationships and forging new partnerships with our colleagues and new friends in Japan.

Personal Reflection – Gary Oda

My preconceptions at the onset of our JALD trip were focused on how our Delegation would be able to assist Japan with some of the major systemic concerns facing its people and businesses. What actually transpired during the trip was a collection of diverse interactions with business leaders, parliamentarians, government officials and educators that resulted in a better understanding of the complexities of the issues facing the people of Japan.

My first reflection is on the culture of Japan. We were presented with the opportunity to visit the Shinto and Buddhist temples in Kyoto, tour the Osaka museum, attend a Kyogen performance, tour the Tsukiji Fish Market, ride the Shinkansen, tour a sake brewery, enjoy a karaoke night, dine at many different restaurants and the highlight of the visit with Princess Takamado. These experiences connected me to my Japanese heritage. I was inspired to embrace my ancestry and better appreciate the many extraordinary aspects of Japanese culture. These aspects include attention to detail, providing great service and high-quality goods, humility, civility, honesty, honor and sense of duty. In the wake of the one of the worst natural disasters in history, the people of Japan have shown great perseverance, patience, cooperation and strength. There have been many stories and reports of people helping one another with the struggles they face and the great unity of the people in Japan.

My reflection of the political state of affairs in Japan starts with the symbolic resignation of Minister of Foreign Affairs, Seiji Maehara. Instability describes Japan's current political structure as evidenced by the numerous changes to its leadership. Frequent changes of the

Prime Minister can be troublesome for Japan's efforts to build long-lasting relationships with other key nations. A notable resemblance with the political environments for the Japanese and the Americans is that economic conditions of the respective countries will certainly dictate upcoming election results. Japan's leadership can make a major statement during this period following the devastating destruction by guiding the country through this crisis and emerging with a new spirit of hope.

Japan's great success after World War II made it a top economic power worldwide. Currently, Japan faces many years of stagnation, and the mature economic society business leaders recognize that they will need to make changes in order to continue on as one of the world's foremost economic powers. Japan's great manufacturing prowess created a homogenous society that efficiently and effectively produced some of world's top quality goods. The business leaders in Japan have shifted manufacturing jobs overseas and now realize that they must slowly shift from an industrial society to one that produces intellectual property that relies on innovation. Japan and its businesses have many opportunities and challenges in positioning itself within the global marketplace including education, aging population, changing values in the younger generations, immigration and women in the workplace. The threats to the Japanese economy and businesses are widely acknowledged by its leadership; however, the solutions are not simple and require multifaceted changes to the established culture and traditional business practices.

Japan's economy has a highly educated workforce, people with good work ethics, a clean and safe environment, a high standard of living, and some of the best technology in the world. The challenge will be to identify what changes are necessary to best facilitate utilizing Japan's untapped potential to revitalize its economy. The aftermath of the tragic earthquake and tsunami only underscores how important Japan's economy and businesses are to the stability and future prosperity of the world's economy.

I'm truly grateful for the opportunity given to the 2011 JALD Delegation to experience the many facets of Japan and its people. This experience has solidified my link to my Japanese heritage. I have also developed a much better understanding and appreciation of the importance of U.S.-Japan relations. I have maintained correspondence with many of the people we met in Japan, especially from the Forum 21 group. I expect to continue the people-to-people relationships formed on our trip and contribute to enhancing the future relationships between our two countries.

Personal Reflection – Kenneth Akito Oye

My reflections on this visit to Japan can be divided into four distinct phases.

I. In the weeks prior to the trip, my preparations included meeting with Boston area Japanese friends as well as faculty members and graduate students specializing in Japan. The most emphatic advice that I received was from my MIT colleague John Dower. Conventional wisdom in 2011 holds that Japan is incapable of innovation, with cultural arguments grounded in the frequently cited aphorism on "the-nail-that-sticks-out-gets-pounded-down." Conventional wisdom in 1980 held that Japan was the eternal engine of global innovation, with references to the collective spirit of the Japanese variant on market capitalism. Conventional wisdom in 1945 held that Japan would not be able to reshape itself as a peaceful modern industrial democracy, with cultural arguments grounded in references to ostensible innate militarism. As an historian, John warned against generalizations, but then wryly noted that conventional wisdoms on Japan are invariably wrong.

II. In our week of JALD meetings with business leaders, ministerial staff, Diet members and educators, one common thread emerged. All spoke with sadness of Japan's long period of economic stagnation and political paralysis, and expressed the hope that Japan would be able to rediscover the capacity for collective action that Japan had tapped during the Meiji Restoration, in the aftermath of World War II and in the decades of extraordinary growth that followed. The particulars of policies to be followed if political paralysis could be overcome could not be discussed in depth during the limited time that we had to meet. But I was struck by how many of our Japanese hosts from all walks of life and from all political parties indicated that a crisis might be needed if Japan was to discover how to transcend partisanship and to act in the common interest. The Great Earthquake and tsunami struck on the last day of the JALD official visit, creating a crisis almost beyond imagination. Japan has summoned extraordinary strength to deal with the collective disaster.

III. I had previously planned an extension of my stay in Japan to learn about a cousin's small start-up business, to have a reunion with some of my former Woodrow Wilson School students now in assorted ministries and universities, to reconnect with old college friends with roles as senior foreign policy advisors, to pay my respects to a courageous Hiroshima Maiden who is a family friend, to visit academic colleagues at Todai and Waseda and a journalistic friend at Mainichi and to reconnect with a co-author now with the Japan Atomic Energy Commission. Despite the earthquake, all of these planned meetings including the trip to Hiroshima took place either in person or through telephone and ongoing email interactions. The experiences of my friends and relatives were varied, but their responses to crisis were notable for their immediate attention to national and international as well as personal considerations.

IV. Two friends asked me to stay in Tokyo. I was torn, but ultimately thought that I could do more to help back home than in Tokyo. Like many Delegates, on returning to the U.S. I have been working to raise funds for relief, speaking with the media and serving on panels about Japan and the earthquake. I have also been working in small ways to gather information for colleagues in Japan on ongoing technical and policy issues associated with the situation in Fukushima and to improve reporting on the crisis on Western news outlets. My visit to Japan did not end with the flight back to the U.S., but continues with these activities.

V. To return to John Dower's warning to be wary of conventional wisdoms; I was most surprised by the spirit of the dinner and karaoke session with a mixed group of DPJ, LDP, *Minna no T*, and New *K meit* Diet members. The evening was infused with regard for others, not by the rancor that is central to the conventional wisdom on interparty relations in Japan. Perhaps the Diet members with whom we ate, drank and sang may find a way to work together in addressing Japan's short term and long term needs. I am not so naïve as to believe that jockeying for political advantage will end. But the qualities of character and intellect and public service in those with whom we met left me with some basis for optimism.

Personal Reflection – Genevieve Shiroma

Thank you to the Japanese Ministry of Foreign Affairs, the Japan Foundation and the U.S.-Japan Council for providing me with the opportunity to participate in this year's Japanese American Leadership Delegation (JALD) program. It was a tremendous experience and I am honored and privileged to have been included.

The preparation provided in advance in Los Angeles at the Japanese American National Museum was excellent in educating the Delegation on key issues, which were then reinforced at each of our meetings in Japan. While I did not know the other 2011 Delegates prior to the trip, it was gratifying to have an instant connection with each Delegate and as a group. We travelled together well, worked hard, kept focused and all with good humor. Experiencing the Great East Japan Earthquake on the last day of the trip solidified the bonds between us, which were already strong.

During our week in Japan, I was struck by the consistent themes of concern. Business groups, nonprofit organizations, educators, elected Parliamentarians and government representatives described the “lost decade” of flattened productivity. Factors contributing to the “lost decade” include: China surpassing Japan in GDP, a disenfranchised youth, a low birthrate and aging population, a large debt, security concerns and a “Galapagos” syndrome threatening to hamper Japan’s international competitiveness. A number of Japanese representatives touched on whether Japan needed a renaissance to the scale of the Meiji Restoration Era (1869-1912), which was preceded by the arrival of U.S. Admiral Perry in 1854, and the signing of the Treaty of Kanagawa towards opening up Japan to U.S. trade.

Mentioned in these discussions was last year’s showing of Tokyo Broadcasting System’s “99 Years of Love.” The five-night miniseries spanned a period of 99 years through the eyes of one family, beginning with the immigration of an Issei father to America through his Nisei son joining the 442nd Infantry Regiment during World War II. Even though it was shown during baseball playoffs, many Japanese tuned in. Evidently, it was the first time many were able to see the story of the Japanese American WWII internment camp experience. Some of our Japanese counterparts opined that we were the successful result of the Gaman of the Issei and Nisei. They ruminated whether the Japanese need to be reconnected to the spirit of Gaman towards addressing the pressing issues of the day.

I juxtapose these views with the admirable observations that Japan has a very high GDP and strong work ethic, high quality products and technology, values its heritage and provides many amenities for its citizens. Further, Japan has emerged out of adversity time and time again to rebuild and retool. On the heels of the massive earthquake, they are doing so once again.

Throughout my childhood growing up a third generation sansei in the upper San Joaquin Valley of California, I was fascinated with my mother’s stories of my Issei grandparents as well as their parents and grandparents, and was very aware from her stories that our roots were from the Meiji Era, allowing my grandparents to come to America. Woven through my family’s “99 Years” is the gratitude for the opportunities sparked by the Meiji Era, despite times of adverse economic conditions, eroded civil rights in the U.S., or differences in culture, language and religion. I come away from my week in Japan appreciating the rich heritage I’ve been given, and with the firm belief in Japan’s ability to retool itself as it has in the past and that I will be a part of it.

Personal Reflection – Bill Tsutsui

For most of my life, I had little sense of myself as a Japanese American and almost no knowledge of the Japanese American community nationally. I grew up in a small town in Central Texas, where Japanese Americans were even rarer than liberals; I worked for seventeen years in Kansas, where brunette was considered a minority group; and I now live in North Texas, where the Japanese American population is small and dispersed. Participation in

the JALD program gave me the opportunity to meet and learn from a wonderful group of fellow Japanese Americans and it opened my eyes to the important role that Japanese Americans can play in shaping and furthering the U.S.-Japan relationship.

Like several other members of the Delegation, I have lived in Japan, visited the country numerous times and spent much of my adult life studying Japan. Nonetheless, I have never had the kind of experiences and the kind of access that Delegates were afforded in our week in Japan. The perspectives we gained, through meetings with such a wide range of leaders in Japanese business, politics and education and through the rich diversity of backgrounds and interests within our group, were truly remarkable. For this, I cannot even begin to express my thanks to Irene Hirano Inouye and the U.S.-Japan Council; our hosts in Japan, the Ministry of Foreign Affairs and the Japan Foundation Center for Global Partnership; all the individuals and organizations in Japan that engaged in dialogue with us; and all my fellow Delegates who were thoughtful, generous and great fun.

I no longer give prognostications about the future of Japan, since I have been proven wrong so many times in the past. I recall predicting a quick recovery for Japan after the bursting of the bubble in 1990, the final demise of the LDP (on more than one occasion over the past couple decades), and the complete breakdown of the economy under the weight of mounting government debt and a seemingly endless downturn. Of course, none of these things took place, which only goes to show why historians should keep their focus on the certainties of the past rather than the ambiguities of the future. Nevertheless, I returned from the JALD trip more optimistic about Japan's future than I have been in a very long time, even considering what is sure to be an extended and difficult recovery from the tragic events of March 11th.

I was impressed by the energy of young Japanese parliamentarians, the creative thinking of rising Japanese corporate leaders and the enthusiasm of Japanese educators for exchange and interaction. Japan has long been dealing with many problems now becoming more prevalent across the developed world—an aging population, an economy persistently stuck in the weeds, a knot of historical disputes with near neighbors—and has discovered that none of them have easy answers. We in the United States could stand to learn from the Japanese experience of the last two decades and should work together with Japan's emerging leadership to wrestle with the pressing but seemingly intractable concerns that both our societies share.

The recent earthquake, tsunami and nuclear crisis have brought the strength, dignity, and resilience of the Japanese people to the world's attention. The disasters have also highlighted how interconnected the world is today, from international supply chains and interlocking tectonic plates to global networks of technical expertise and worldwide relief and fundraising efforts. The time is right, I believe, for Japanese Americans to step up and play a larger part in the evolving U.S.-Japan relationship by facilitating, connecting and leading in one of the world's most important international partnerships.

Personal Reflection – Val T. Iwashita

Upon arrival in Japan, we were armed with lots of information about Japan. Much of it concerned the many challenges-economic, political and social-which the Japanese society now faces. The aging population and the financial stress this will place on entitlement programs, the huge monetary deficit, the prejudicial treatment of women, the complacency of youth and the political instability, collectively serve as an alarming backdrop for change. The urgency of such change is highlighted further by the emergence of China, South Korea and other Eastern

nations; their shadows loom large over Japan.

It was therefore with some relief, and a source of pride, that the political and business establishments acknowledged the threats to their way of life and the call to action. Their perspectives on what needs to be done are understandably diverse, and laced with the cultural underpinnings of their society. Our assistance in analyzing alternatives and our support for their choices, both now and in the future, would be a welcomed contribution. They are in the best position to judge the most effective ways to solve problems and what is good for Japan, is good for America.

The earthquake and tsunami added immeasurably to the experience. We were saddened, knowing the long-term grief and hardship that that will be felt by Japan. The strength of the nation, and of its people, will surely be tested.

If there is any counterbalance, it is that sometimes, the true character of a nation or an organization becomes most evident during times of crisis. During the four days after the earthquake, I observed civility, respect for others and empathy for colleagues, friends and family. There was also a sturdiness that belied the fear and uncertainty that lay ahead. I was impressed and for the first time in my life, felt a bond with the people of Japan.

I want to be more like them.

Personal Reflection – Mari Watanabe

From the beginning, our 2011 JALD trip was to be a memorable one. To start, the day after we arrived in Japan, Foreign Minister Maehara resigned from his position, which was disappointing as this meeting would have been one of the highlights of our trip. At that time, Irene Hirano Inouye commented that our Delegation would likely be remembered as the group that was in Japan when the foreign minister resigned. Little did we know, the resignation of the foreign minister would be the least likely experience for which our group would be remembered. The devastating Friday, March 11, 2011 earthquake, tsunami and subsequent nuclear crisis would set our JALD trip apart from all others.

When Foreign Minister Maehara resigned, I was saddened that this capable leader resigned at a time when Japan's shaky government was and is in dire need of strong leadership. Our preparation for this trip did not include discussion of the positive aspects of Japan's governmental leadership, with the exception of Minister Maehara. So with his resignation, it was a blow that in the political world, Japan was taking a step back.

Later in the week, the new foreign minister was appointed and our Delegation was granted a meeting with him on his first full day in office. I was honored to meet Foreign Minister Matsumoto and hope that under his leadership we will continue building strong relationships between the U.S. and Japan.

On March 10th, Kevin Maher, head of the Japan Desk at the U.S. State Department was removed from his post amid allegations of inappropriate comments he made about the Okinawan people. Although Maher's denied saying these remarks, for me, it brought attention to the forefront of how sensitive the American military base topic is to the Okinawans. In our own day to day lives, we forget that these bases are still a huge issue in the day to day lives of the Okinawans. I will not forget again.

My favorite meeting of the week was with the young parliamentarians. Their energy, passion and hope for the future of Japan were invigorating. I did not expect the high level of candor about the state of Japan. In a land where women are not normally found at the top, it was refreshing to see so many women serving in the Diet – more that the U.S. has in Congress.

The last full day of our meetings was March 11th, the day of the earthquake and tsunami. The lasting impression of the devastation of the Tohoku region caused by the earthquake and tsunami followed by the tremendous acts of kindness among the Japanese have shown the world who they are as a people. Their incredible inner strength, resiliency and human compassion for one another are the highlights of news stories. As I watch the best of humanity during this crisis, I am proud of my Japanese American heritage.

For me, this trip started out as an opportunity to engage with the leaders of Japan. It will be my hope and pleasure to continue these dialogues to find more ways to promote the wonderful relationship the U.S and Japan share.

The memories and experiences from this trip will live forever inside of me. Thank you to Irene Hirano Inouye, the Japan Foreign Ministry and the Japan Foundation Center for Global Partnership for your sponsorship and support of this trip.

PART 6: 2011 DELEGATE BIOGRAPHIES

2011 Japanese American Leadership Delegation

The 2011 Delegation is comprised of senior Japanese American leaders who are at the foremost level of leadership in their professions, have had moderate to extensive experience in U.S.-Japan relations, and will be committed to furthering the U.S.-Japan relationship upon their return. Selection to the 2011 Delegation emphasized leaders from the business, communications, education, and government sectors.



PHYLLIS CAMPBELL (Seattle, Washington)
Chairman, JPMorgan Chase & Co., Pacific Northwest

Phyllis Campbell is the Chairman of JPMorgan Chase & Co., Pacific Northwest. She also serves on the Executive Committee and is the firm's senior executive in Washington, Oregon, and Idaho representing JPMorgan Chase & Co. at the most senior level. She previously served as CEO of the Seattle Foundation and the U.S. Bank of Washington. She sits on the Diversity Advisory Board of Toyota North America, and serves as a Director on the boards of Nordstrom Inc., and Alaska Air Group. She is the immediate past Chair and Trustee of Seattle University. She holds an MBA from the University of Washington's Executive MBA Program and a BA degree from Washington State University as well as Stanford University's Executive Management Program. Prefecture in Japan of ancestral origins: paternal side from Tokyo, maternal side from Hiroshima.



ERWIN FURUKAWA (Los Angeles, California)
Senior Vice President, Customer Service, Southern California Edison

Erwin Furukawa is the Sr. Vice President of Customer and Programs and Services at Southern California Edison, where he leads the company's Energy Efficiency, Demand Response, Customer Solar, Business Strategy, Marketing and Regulatory organizations for one of the United States' leading utilities. Prior to his current position, Mr. Furukawa also held various vice president positions at Pacific Bell, SBC and AT&T. His involvement in the Japanese American community currently includes serving as a board member and marketing chair of the Asian and Pacific Islander American Scholarship Fund and as a board member for East-West Players, the nation's preeminent Asian American theater organization. Mr. Furukawa received a BA from the University of Southern California and an MBA in Management from the University of San Francisco. Prefecture in Japan of ancestral origins: Paternal side from Hiroshima, Maternal side from Okayama.



KATHRYN C. IBATA-ARENS (Chicago, Illinois)
Associate Professor, Department of Political Science, DePaul University

Kathryn Ibata-Arens is an Associate Professor of Political Science at DePaul University. She has done extensive research on topics pertaining to the U.S.-Japan relationship, and is currently conducting research as a Fulbright New Century Scholar and Mike and Maureen Mansfield/Center for Global Partnership Japan New Network Fellow. She is widely published on the topic of the U.S.-Japan alliance, writing on entrepreneurship, politics and new technology. Professor Ibata-Arens has conducted lectures and presentations in both English and Japanese at such locations as Kyoto University, Ritsumeikan University, Okinawa Institute of Science and Technology, National University of Singapore and Fulbright New Century Scholar Workshops in Berlin, Germany; Rio de Janeiro, Brazil and Washington D.C. She received her Ph.D. in Political Economy from Northwestern University. Prefectures in Japan of ancestral origins: Akita, Tokyo, and Kochi.



BILL IMADA (Los Angeles, California)
Chairman and CEO, IW Group, Inc.

Bill Imada is the Chairman and CEO of IW Group, Inc., a marketing, advertising, and public relations company. Mr. Imada provides strategic counsel for many governmental and corporate clients. With more than 20 years of experience in marketing, public relations, advertising and human resources development, Mr. Imada has played an instrumental role in helping clients develop their Asian and Pacific Islander American market strategies. He has extensive experience working with Asian Pacific American community organizations in key leadership positions. More recently, Mr. Imada has worked closely with the Los Angeles Consulate of Japan to connect the Consul General with various business and ethnic leaders in Los Angeles. He serves on the boards of the Asian Business Association, the California Asian Pacific American Chamber of Commerce, and is an active member of the U.S.-Japan Council. He is an AMBEP graduate of the Tuck School of Business. Prefecture in Japan of ancestral origins: Hiroshima.



VAL T. IWASHITA (Honolulu, Hawaii)
Headmaster, 'Iolani School

Val Iwashita is the Headmaster of the 'Iolani School in Honolulu, overseeing the educational, public relations, and financial operations of the school. Prior to becoming Headmaster, Dr. Iwashita was the Vice President and Principal of Mid-Pacific Institute until 1995. Serving for 11 years on the board, he was also the Chairman for the National Association of Independent Schools, a national organization which represents over one thousand independent schools and associations all over the country and overseas. Mr. Iwashita received his Ed.D in Counseling and Personnel from Brigham Young University, Provo. Prefecture in Japan of ancestral origins: Kumamoto and Yamaguchi.



SUSAN MORITA (Washington, D.C.)
Partner, Arnold & Porter LLP

Susan Morita is a Partner at the law firm of Arnold & Porter LLP in Washington, DC. Ms. Morita specializes in domestic and international mergers, acquisitions and joint ventures, and frequently works with Japanese companies as clients. Her firm is a full service law firm and has significant expertise in matters involving clean and green technology. Ms. Morita lived in Japan for six years and has studied at the Inter-University Center for Japanese Language Studies. She is an active leader of the Japanese American Network (JA-NET), serves on the Board of Governors for the Japanese American National Museum and is a member of the Japanese American Citizens League and the U.S.-Japan Council. She holds an MPA in International Relations from the Woodrow Wilson School of Public and International Affairs, received her JD from Harvard Law School, and her BA from Stanford University. Prefecture in Japan of ancestral origins: Nagoya, Tokyo, Nara, Kyoto.



GARY S. MORIWAKI (New York, New York)
Partner, Tax & Estates Department, Fox Rothschild LLP

Gary Moriwaki is a Partner in the Tax & Estates Department at Fox Rothschild LLP. Mr. Moriwaki is very active in the Japanese American community, currently serving as President of the Japanese American Association of New York, Vice Chair of the Asian American

Federation, Inc., and as a member of the Board of Governors for the Japanese American National Museum. Mr. Moriwaki was also an Advisory Board Member for the 2005 Special Olympics World Winter Games in Nagano, Japan, and is a member of the Japan Society and the U.S.-Japan Council. He received his JD from Brooklyn Law School. Prefecture in Japan of ancestral origins: paternal side from Wakayama, maternal side from Saitama.



SUSAN MURANISHI (San Francisco, California)
County Administrator, Alameda County

Susan Muranishi was appointed as County Administrator for the Alameda County Board of Supervisors in 1995. Ms. Muranishi is responsible for the management of a large diverse urban county with a population of 1.5 million, over 9,000 County employees and a \$2.4 billion budget. She has participated in official trade missions to Asia with elected officials and various business and community leaders. Susan has worked on issues of clean & green technology as well as regional transportation. Alameda County is a national leader in climate change and sustainability programs, and supports the East Bay Green Corridor Project. Alameda County is also actively engaged in regional transportation issues including the high speed rail authority through the Metropolitan Transportation Commission and the East Bay Economic Development Alliance. Ms. Muranishi has extensive community and professional volunteer leadership experience in Northern California. She received her BA in Social Sciences from the University of California, Berkeley. Prefecture in Japan of ancestral origins: Hiroshima.



GARY ODA (Honolulu, Hawaii)
President, Allied Builders System

Gary Oda is the President of Allied Builders System, a Top 250 Hawaii Company and a Top 20 General Contractor in the state of Hawaii. He is also President of HHA, Inc., and a managing partner of the Hilo Hawaiian Hotel. Mr. Oda sits on the Board of Directors for the Honolulu Japanese Chamber of Commerce, is the President of the Hawaii ESOP Association, a member of the Board and the Finance Chairperson for the Japan-American Society of Hawaii, and serves on the Board of Directors for the Oahu Country Club. He received his Bachelors of Business Administration, Finance and Accounting, from the University of Hawaii. Prefecture in Japan of ancestral origins: Yamaguchi.



KENNETH A. OYE (Boston, Massachusetts)
Director, Program on Emerging Technologies (PoET)
Associate Professor of Political Science and Engineering Systems
Massachusetts Institute of Technology (MIT)

Kenneth Oye is Director of the Program on Emerging Technologies and Associate Professor of Political Science and Engineering Systems at MIT. He is also the scientific advisor for the International Risk Governance Council and a faculty investigator for NSF Synthetic Biology ERC. He has researched environmental technology transfer as well as examining risks and benefits in nuclear reprocessing, pharmaceuticals and bioengineering. In the community, Mr. Oye is Co-President of the New England Chapter of the Japanese American Citizens League (JACL) and also the Vice Governor of the Eastern District Council of JACL, focusing on national security and civil liberties. Additionally, he is Co-founder of the Harvard-Radcliffe Asian American Association. Mr. Oye holds a BA in Economics and Political Science from Swarthmore College and a Ph.D. in Political Science from Harvard University. Prefecture in Japan of ancestral origins: Hiroshima and Yamaguchi.



GENEVIEVE SHIROMA (Sacramento, California)
Board Member, Agricultural Labor Relations Board, State of California

Genevieve Shiroma is a Board Member of the Agricultural Relations Board for the State of California, a gubernatorial appointment confirmed by the California Senate. Prior to her appointment to the ALRB, Ms. Shiroma was employed by the California Air Resources Board as an air quality engineer for over 20 years. There, she worked on regulations and programs that identified air contaminants and aimed to reduce air pollution from various industrial sources. She is also the immediate past President and current, elected Director of the Sacramento Municipal Utility District, Ward 4, serving the electricity-related needs of Sacramento residents. Ms. Shiroma is a member of the Matsuyama Sacramento Sister City Corporation, and a member and former Board Member of the Japanese American Citizens League, Sacramento Chapter. Ms. Shiroma received her BS in Material Science and Engineering from the University of California, Davis. Prefecture in Japan of ancestral origins: Hiroshima, Yamaguchi, Okinawa.



WILLIAM TSUTSUI (Dallas, Texas)
Dean and Professor of History, Dedman College of Humanities and Sciences, Southern Methodist University

William Tsutsui is the Dean of Dedman College of Humanities and Sciences and Professor of History at Southern Methodist University. His academic work has focused on 20th century U.S.-Japan relations and he has authored several books exploring the postwar Japanese financial system, the American influence on Japanese factory management, and the globalization of Japanese pop culture (particularly the Godzilla film series). Professor Tsutsui has also administered programs at K-12 schools to train teachers in Japanese studies and increase awareness of Japanese history and culture, been active in the media providing expert commentary on U.S.-Japan relations, and worked with the former Japanese Consulate in Kansas City to organize community activities. He received his Ph.D. in History from Princeton University. Prefecture in Japan of ancestral origins: Mie.



MARI WATANABE (Portland, Oregon)
Executive Director, Oregon Nikkei Endowment

Mari Watanabe is the Executive Director of the Oregon Nikkei Endowment (ONE), a non-profit that preserves the history and culture of the Japanese Americans in Oregon. Prior to joining ONE, Ms. Watanabe worked for 25 years in the apparel field, developing strong business partnerships with primarily Asian countries. In her work with ONE, she has expanded the educational focus to a more diverse audience which includes educating Japanese students about the World War II internment experience. She sits on professional and community boards including The Oregon Commission for Asian Affairs, the Old Town Chinatown Business Association, Friends of Minidoka and the Japanese Ancestral Society; the steering committee of the National Veterans Network and Japan Related Organizations Committee; and advisory board of the Asian Pacific American Network of Oregon. Ms. Watanabe received her BA from Washington State University, and has completed various leadership trainings, including the Leadership Education for Asian Pacific Executive Directors program and the Center for Asian Pacific American Women APAWLI leadership program. Prefecture in Japan of ancestral origins: Kumamoto and Tokushima.

APPENDIX A – Presentations at CGP

Presentation by Dr. Val T. Iwashita CGP Symposium, March 7, 2011

Good afternoon.

It is a pleasure to be in Japan and to represent our Delegation at this symposium. I hope my perspectives and those of others on our panel will be helpful. Our partnership with Japan is important to us. We want to be supportive, recognizing all that we have in common and knowing that Japan is our most critical ally in the region. What is good for Japan is good for us and good for America.

Personal History

I was told it would be of interest to describe my family history. My paternal grandfather served in the Imperial Army and grew up in Kumamoto Prefecture. My maternal grandfather, who drove a taxi in Hawaii, grew up in Yamaguchi Prefecture. Both married picture brides after they immigrated to the Big Island of Hawaii and had children, six on the paternal side and three on the maternal side. I never spoke enough Japanese, nor did they speak enough English, for us to communicate, but some things do not need words; we knew we were appreciated and loved by them.

My parents met in Honolulu. And I am the younger of two boys. My father was a teletype machine repairman and supervisor, and my mother was a secretary for the U.S. Army. I am one of fifteen third generation Japanese Americans in my family. I am married to Cynthia who studied at Waseda University for a year; we have three grown children and one granddaughter. As some of you may know, grand children are terrific. I'm hoping for many more! Anthropologists say that it takes three generations for immigrants to acclimate to a new culture, and I am a prime example of this premise. I am the first person in my family to achieve a doctoral degree, the first alumnus and non-Caucasian Headmaster in Iolani School's 148 year history, and the first Japanese -American to be the Chairman of the Board for the National Association of Independent Schools. I've accomplished more than my parents or I ever thought possible.

Preparing Global Citizens

On both sides of the Pacific Ocean, we see the need to develop global citizens who can function effectively in our multi-cultural, interdependent world. We also need leaders who can deal effectively with the challenges we face in the global commons. As J.F. Rischard has argued in High Noon 20 Global Problems and 20 Years to Solve Them, nothing short of a global response, free from protectionist strategies of nation states, will successfully address the world's most pressing problems.

What lessons do we want to teach our children? What attitudes and skills will give them the greatest chance for success in the future? Are there experiences that will allow them to overcome the anxiety and discomfort associated with studying, working and living abroad? What incentives do government and industry provide to encourage learning about other cultures and their manners, processes and principles? These and other questions are complex, and there are no easy answers.

Today I hope we can share our thoughts about a few salient issues and clarify the focus of our efforts.

Education Starts at Home

Any examination of how one might go about preparing young people to be global citizens must start at home. Vital perspectives, values and priorities develop during the formative years, long before formal schooling begins.

A National Association of Independent Schools (NAIS) research study indicated that mothers make 80% of the decisions about their children's education. I suspect the percentage is even greater in Japan and in other Eastern cultures. Interestingly, mothers of different ethnic groups have different aspirations for their children. These differences result in a variety of parenting practices. They also create diverse attitudes and habits in their children. One study asked mothers what they want most for their children. American mothers answered that they wanted their children to be "happy." Japanese mothers said that they wanted their children to be "successful." Finnish mothers, whose children invariably score at the top of international standardized tests, answered that they wanted their children to be "good."

One can imagine how these distinct goals affect childrearing practices. Consider the recently published book by Amy Chua entitled The Battle Hymn of the Tiger Mother. The author apparently considers it customary among Chinese mothers to practice a coercive, dominating form of child-rearing. Ms. Chua never allowed her two daughters to be in a school play, to watch TV or play computer games, to get any grade less than an A or to choose their own extracurricular activities. Raising children in a foreign country, even one as diverse as America, according to your cultural traditions is not easy. Quite understandably, one of the daughters frequently challenged her mother. The book and the author were roundly criticized in the American press. I wonder whether or not there would have been a similar response in a culture that places a high priority on family honor.

I think it would be inappropriate to stereotype parenting practices, knowing there are significant differences within a culture. Americans, however, more so than Asians, attempt to encourage their children to find their individuality, their passion in life. The one size fits all model is less revered. Asians seem to favor a more structured approach in which children are required to learn the skills, habits and attitudes necessary for success within their societal system. Perhaps such a difference stems from America's demographic diversity. Irrespective of the reasons, however, cultural differences in child-rearing practices exist, and they result in significant differences in aspirations, values and behaviors.

My parents tried to bridge the gap between Japanese and American cultures. They never insisted that we learn the Japanese language or culture. Rather, they sent us to church to learn Christianity, wanted more than anything for us to speak and write English well and placed a high priority on our success in school. The war, internment camps and other forms of prejudice increased their desire for us to fit in to American society. They also, maybe subconsciously, taught us to be respectful, polite and obedient. Our aspirations, attitudes, knowledge and skills were American, but our values were Japanese. I feel comfortable here, even though many of the cultural nuances are foreign to me.

Formal Schooling

Formal schooling in America is facing significant challenges. We have shifted away from the thinking of the Industrial Revolution. Then, we saw children as empty vessels to be filled with

knowledge and skills. Now, we see children as already filled with innate potential, learners who need encouragement and guidance to realize their potential. Our philosophy has become more humanistic, but pedagogically, we maintain an assembly line approach that favors efficiencies of scale and traditional methods. Large public schools and large class sizes are the norm. The schedules, the administrative structure, the segregation of subject matter, graduation requirements and teacher training programs remain virtually unchanged. Standardized tests remain the primary assessment instruments. Teacher unions are a political force that challenge change at every turn. Public support for increased funding is difficult to attain.

The results are poor. Although statistics vary some from one study to another, approximately 30% of American students who enter ninth grade do not achieve a high school diploma. Another 10-20% of students graduate with only 8th grade skills. Less than 50% of our students enter post-secondary school. About 35% get a Baccalaureate degree, mostly women.

Education and government officials have attempted to respond by increasing accountability, clarifying and raising learning expectations and promoting standardized approaches. Some of these initiatives have included “Back to Basics,” “No Child Left Behind,” standardized testing and calls for a national curriculum. More regimentation is being promoted to address our lack of success.

Neither these approaches nor the rigidity and standardization of the Japanese school system will develop global citizens. The skills needed for success in the future are different from those of the past. Vast sources of information lie literally at our finger tips via the internet. YouTube brings us amusing videos as well as demonstrations of everything from cutting sashimi to building a house. Many of the more logical and linear tasks that were once performed by highly skilled and knowledgeable people are now being done faster and more accurately by the computer.

Daniel H. Pink, author of A Whole New Mind and other Westerners have promoted the teaching and learning of a new set of skills. Commonly referred to as 21st Century skills, they include the following:

CREATIVITY – Bringing together disparate bits of information and processes in new ways; producing novel solutions to solve problems; generating unconventional ideas.

COMMUNICATION – Using text, pictures, video, art and design to communicate with others.

PEOPLE SKILLS – Working with others in teams to address complex tasks.

CULTURAL UNDERSTANDING AND SENSITIVITY – The “global commons” will force people to work with others from foreign lands.

SERVICE – Sharing time, talent and resources to help those less fortunate.

CONFIDENCE – Taking risks, getting out of one’s comfort zone and bouncing back from failure require the accumulation of successful experiences in a variety of circumstances.

I continue to believe that a grade school education should require the teaching and learning of traditional habits, skills and bodies of knowledge. Standardized tests, along with other assessment tools, have their place in school. We must, however, develop goals and practices that address the changing context in which we live and then evaluate their effectiveness. To do otherwise is to diminish our children’s chances for success.

School and Community Based Programs

We can always find reasons not to create programs to foster the attitudes and skills necessary for the 21st Century. We do, after all, have to teach reading, writing and arithmetic. We know

that departures from the standard curriculum or changes to the normal progression of grades and courses jeopardize college acceptance and may limit vocational options. A national curriculum that is closely regulated and standardized tests that hold schools and students accountable do not give us the flexibility to try new teaching and learning modalities. The weak world economy and 20 years of stagflation in Japan do not permit expensive travel experiences, training abroad and taking risks.

What are our options? Student travel, student and teacher exchanges, teacher internships, sister school partnerships and study abroad programs are effective ways of exposing our students and teachers to the world outside our borders. Project based learning, online teaching tools such as Skype or other broad band communication technologies might also be effective in bringing the world into the classroom. We should seek financial support from big business and the other non-governmental organizations that will benefit from a better prepared work force. I believe it is critical to introduce all students, even elementary aged children and their parents, to such learning opportunities.

I do not know enough about Japanese bureaucracy and society to be able to advise you on how to move such initiatives forward. I do know that other countries, especially South Korea and China, are aggressively adopting programs to have students and teachers study abroad. Fear of falling behind may be the best motivational force.

My leadership roles as Principal of Mid-Pacific Institute for 12 years and Headmaster at Iolani School for the past 16 years have helped me develop the 21st Century skills I described earlier. Travel, problem solving, managing teachers and staff members, communicating with people from diverse industries and ethnic groups, taking risks and working in groups were key elements of my learning process. The more we are able to include such real life lessons in school, under the guidance of expert teachers and mentors, the better our students will be equipped to face the challenges of the future.

For these and other reasons, Iolani School will soon construct a Center for Applied Studies on campus. The Center will house a wide range of learning options including robotics, video production, entrepreneurial programs, community service, independent research, project based lessons and travel opportunities. Experts from diverse industries and universities will interact directly with students. Our vision is to have students experience the world as well as to learn about it. It is our way of promoting the teaching and learning of 21st Century skills. I think my grandparents would approve.

Presentation by William M. Tsutsui Educational Exchange in Higher Education CGP Symposium, March 7, 2011

Personal history

It is an honor and a pleasure to be here today. I would like to thank the organizers of this event for the opportunity to speak with you about educational exchange in higher education, a topic that is very close to my heart. Indeed, were it not for educational exchange between Japan and the United States, I would never have come into existence. So let me explain.

My father, Minoru Tsutsui, was born in Wakayama City in 1918 and grew up in Chiba. He graduated from Gifu University with a degree in chemistry. After graduation, my father entered the Imperial Army but after just a couple years, he was transferred to the Navy (which, in some ways, was a very bad choice, since my father could get seasick just looking at a ship). He spent

the war years working on chemical research projects but struggled after 1945 to find employment. In 1951, he was fortunate to win a scholarship to go to the United States to continue his studies in chemistry. Enrolling at first at MIT and later at Yale University, life was hard going: with little money and poor English, he led an isolated existence. Living in a small room on the top floor of Yale's chemical labs, he only left the building once a week to do his laundry, buy his groceries and get his hair cut. Nonetheless, my father persevered and received his PhD in 1954.

My father proceeded to a post-doctoral fellowship in New York City, where he met my mother, Ethel Ashworth. She was born in a small town in upstate New York of English and German stock and was also a chemical researcher. They were married in 1956, a time when it was still very unusual for a white woman to marry an Asian man in the United States. The proof of how exotic this was is the fact that my parents' marriage was written up in the New York Times, not as a social announcement, but as a news story. As the article noted,

"After laboratory hours, Dr. Ethel [my mother] and Dr. Min [as my father was called] are learning each other's hobbies. "I am very athletic and I will teach Ethel to play judo," said Dr. Min. "She likes to go bird-watching, and I think I will too." As for Ethel, she is learning to speak Japanese and cook in the oriental fashion."

Needless to say, my mother never learned judo or Japanese and my father could never stand bird-watching.

All the time that I was growing up, my father did not speak often of his experiences during the war. When he did, it was with regret and certain bitterness: he felt that his youth had been stolen by war and military service. As a result, he dedicated much of his professional life to furthering international scientific cooperation, which he saw as an important means of promoting world peace. As a chemistry professor at Texas A&M University he was a leader in promoting collaborative projects in the USSR throughout the Cold War and in 1980 he organized the first joint conference of American, Japanese, and Chinese chemists in Beijing. My father's enthusiasm for international exchange and intercultural communication rubbed off on me: in an age when few young Americans traveled abroad, I had opportunities as a child to go around the world, and studied abroad in Italy while in high school and in Japan while a graduate student. I have since been very involved in my own academic career in promoting global understanding through teaching, research, and educational exchanges. The passion and spirit that took my father to the United States in 1951 have inspired me in my professional life and have brought me to this symposium today.

As all of us here know, educational exchange between the United States and Japan is more important now than ever before. University students on both sides of the Pacific need the broadened horizons, cultural competencies, and linguistic proficiency that only study abroad can provide. And while there are many more opportunities for exchange now than when I was an undergraduate in the early 1980s, there are also many challenges and barriers on both the American and Japanese sides.

First of all, let's look at some data. The good news is that American students have been growing less insular and more international in outlook over the past quarter century. The number of U.S. post-secondary students studying abroad has increased consistently for 25 years, at least up until 2008-2009 when the total fell slightly due to economic factors and the security situation in Mexico. Meanwhile, the number of American students studying in Japan has grown steadily over the past 15 years, reaching a total of 5,784 in 2008-2009, a new record.

Educational exchange between the United States and Japan remains asymmetrical, however, as over 24,000 students from Japan studied in American colleges and universities in 2009-2010. Strikingly, the number of Japanese studying abroad in the United States has declined significantly in the new millennium, falling from a peak of over 47,000 students a year in the late 1990s. Between 2008-2009 and 2009-2010, the number of Japanese studying in American institutions slipped 15.1%.

The study abroad choices of American students reflect the changing contours of the global economy and the evolving interests of American youth. For U.S. undergraduates studying abroad in 2008-2009, the most popular countries were Great Britain, Italy, Spain, France, and China. Statistics show that the number of students going to Western Europe is declining, while study abroad in China is booming and more American young people are traveling to the Middle East and the developing world, especially Africa and South America. Japan was the eleventh most popular destination for American students, just behind Costa Rica and ahead of Argentina.

With this information in mind, how can we understand the changes in American students' preferences in study abroad? And what are the implications for study abroad in Japan?

Needless to say, the impact of the ongoing economic downturn in the United States is substantial. American undergraduates are more focused than ever before on pre-professional concerns; that is, on how international experiences will affect their preparation for the job market. Students are placing more emphasis, for example, on the immediate practical benefits of study abroad, with many showing more interest in international internships and other vocational experiences rather than traditional language and culture study. There is also rising concern about the cost of study abroad, which is an issue for Asia in general (due to the expense of air travel from the United States) but which is particularly acute in the case of Japan, due to the strength of the yen and the weakness of the dollar. Moreover, American students are increasingly insistent that study abroad not slow progress toward their degrees; that is, they wish to earn course credits abroad that count directly toward their academic requirements.

At the same time that economic concerns weigh heavily, American students are very idealistic. Indeed, today's millennial generation of students might be the most idealistic in American higher education since the 1960s. This is due, at least in part, to the fact that the current generation is the first to have been surrounded throughout their schooling with an educational emphasis on community service and volunteering. On many American university campuses, courses, degree programs, and extracurricular activities in areas such as human rights, sustainability, global health, and international development are rising in popularity. I am struck by how many American young people today yearn to make an immediate difference in the world and to help others directly and personally. This helps explain, I believe, the increasing appeal of study abroad in Africa and Latin America, two world regions where social needs seem to be the most pressing and where an idealistic individual can hope to have the greatest impact.

An important factor in educational exchange that we need to keep in mind is that American women are much more likely to study abroad than American men. In 2008-2009, 64.2% of Americans studying abroad were female and only 35.8% were male. These percentages have been steady over the past decade. Higher education in general in America is becoming increasingly female: just over 55% of all undergraduates are female and approximately 60% of degrees awarded go to women. Even so, the gender balance is more skewed in study abroad than in the college population as a whole. We should also note the positive development that the number of Asian Americans participating in education abroad is increasing.

Trends in foreign language study can also provide us valuable perspectives on the changing international interests of American students. Although Spanish is by far the dominant language taught in American universities, in recent years the most rapid growth has been in Chinese and Arabic, reflecting economic concerns, global political changes, and career opportunities. Italian and Japanese have also shown growth over the past 20 years, though it has been less dramatic; enrollments in French and German have been declining; the numbers in Hindi and Korean have risen quickly, but many of these students are heritage learners, the children of recent immigrants to America. (And here is a chart showing just the trend of enrollments in Japanese) I would suggest that the popularity of Italian and Japanese are as “lifestyle languages,” with students studying them for cultural interests (food, wine, and fashion in the Italian case, popular culture in the Japanese one) rather than for business or career motivations. Interestingly, a recent national survey by the American Council on the Teaching of Foreign Languages revealed that 9.1% of American high school students were most interested in learning Japanese, while Chinese attracted only 6.1% and Arabic just 2.4%.

In short, to encourage more American students to study abroad in Japan, I believe that we need to (1) be sensitive to practical concerns about costs and attempt to design programs that provide students with good value for their money; (2) consider internships and other programs that provide pre-professional experiences to students and help prepare them for the job market; (3) consider ways in which community service components can be built into study abroad; (4) think about how to capture the particular interests of young women, while hopefully attracting more men to educational exchanges; and (5) emphasize the cultural aspects of the study abroad experience in Japan, especially those forms of Japanese pop culture (manga, anime, film, video games, and food) that so attract American young today.

One other important (and often overlooked,) influence on educational exchange is government policy, and especially the programs pursued by nations like Japan to cultivate “soft power” on a global scale. In recent years, the most ambitious initiative from overseas to affect education in the United States has unquestionably been China’s Confucius Institutes. Since 2004 at least 60 Confucius Institutes have been chartered at American universities, with generous financial support from Beijing, and charged with promoting Chinese language and culture. I was the founding director of the fifth Confucius Institute in the United States, so I know first-hand how effective these organizations can be. The institutes have created instructional materials, brought hundreds of language teachers from China into American classrooms, helped create a pipeline of Mandarin learners from primary schools through universities, and invested, on a grand scale, in international exchange. The China Bridge program, for instance, takes hundreds of Chinese language students, teachers, and school administrators to China every year for travel, study, and cultural events.

In contrast, the most prominent of Japan’s “soft power” activities in the United States is the Japan Exchange and Teaching program (JET). JET has long been very successful in building goodwill for Japan and creating lasting affection for Japan among participants. But JET is an elite program not a mass program (like the Confucius Institutes) : it is aimed specifically at university graduates and does not seek to engage large numbers of students in schools or universities in the study of Japanese language and culture. Moreover, JET creates an unusual incentive structure when it comes to exchanges: many American students choose not to study abroad in Japan as undergraduates because they hope to be selected for JET after graduation, which is financially advantageous. In the future, Japan should consider other forms of “soft power” investments that reach more students, that create more positive incentives for study abroad, and that better leverage the widespread appeal of Japanese culture (especially pop culture) in the United States today.

Needless to say, we in the United States also need to do more to promote educational exchanges with Japan. Those of us in colleges and universities need to make it easier for our students to integrate study abroad in Japan into their degree programs. We need to work harder to partner with Japanese institutions and find attractive, affordable programs for exchange students on both sides of the Pacific. We certainly need to press Washington to invest more in international education: the Senator Paul Simon Study Abroad Foundation Act, for example, would greatly increase federal support for American students seeking to go abroad, but the legislation has long been caught up in Congress and faces an uncertain future in a time of fiscal stringency.

Government support for world language training also should be encouraged: initiatives like President Bush's National Security Language Initiative have had an impact on increasing the study of critical foreign languages (including Japanese), but creating sustainable programs that train large numbers of American K-12 and university students will require more dramatic investments. Above all, we Americans need to make sure that Japanese students know how welcome they are in the United States and what a quality academic and cultural experience they will receive in U.S. colleges and universities. In this regard, and indeed in all of the work that needs to be done to strengthen and increase educational interchange, Japanese Americans can play a critical role

Thank you.

Presentation by Phyllis Campbell remarks CGP Symposium, March 7, 2011

Introduction

It is a pleasure and a privilege to be here with you today. I will cover several areas in my presentation:

- My personal history, including highlights about my company.
- A focus on the requirements for employees in today's globally competitive businesses.
- Some suggestions and ideas for businesses and universities to consider in today's world.

I hope our comments will provide the basis for mutual exchange of ideas following my presentation.

Personal history

My mother's side of the family came from the Hiroshima prefecture. My grandfather, Tetsuo Mihara, immigrated to Hawaii during the early 1900's along with other farm workers who were brought over to work in the pineapple fields. They raised my mother and my two uncles in plantation housing on the island of Maui.

My father's side of the family was from Nagano, then raised in Tokyo. He was a Kendo master, as well as a cultured, educated man. His original intention was to go to Cambridge University to study English literature; however, he was robbed of his money in the voyage across the Pacific Ocean. Thus, he ended up in Seattle and had to start all over. Tomotsu Takizaki raised their nine children in Seattle, one who was my father. My grandfather never met his dream of

furthering his education, as he was taken by the FBI to an internment camp in North Dakota during World War II. The rest of his family was left to fend for themselves and most ended up in an internment camp in Idaho.

I was raised in Spokane, Washington, as the oldest of five children. I met and married my husband Bill Campbell in Spokane, nearly 38 years ago. We both now live in the Seattle area. Bill is the Public Works Director for the City of Redmond, Washington – which is essentially called “Microsoft City.” I know most of you are all very familiar with our hometown baseball team, the Seattle Mariners. Ichiro Suzuki is our shared “hometown hero”, coming from the Orix Blue Wave!

I am an executive for JPMorgan Chase, serving as the Chairman of the Pacific Northwest. My role is to expand and grow our lines of business in the states of Washington, Oregon and Idaho. I also serve on the Executive Committee of the firm.

Here are a few facts about JPMorgan in Japan:

- JPMorgan commenced operations in Japan more than 85 years ago when we underwrote bonds for the government to finance the recovery of the Great Kanto Earthquake in 1924.
- Our office in Tokyo is today one of our largest offices in Asia Pacific, with 1,400 employees. Our services include our Investment Bank, Asset Management and Treasury and Securities Services.
- We actively contribute to the communities in Japan: 845 of our employees and their families volunteered for such projects as:
 - Special Olympics in Osaka
 - Cleanups at Mount Fuji and Fujisawa Beach
 - Helping with events at Aiiku Yogo School and other Japanese schools

Education is one of our main global areas of focus. One of my primary personal interests is higher education. I serve on the board of trustees of Seattle University and have been a Regent at Washington State University.

Requirements for employees of globally – competitive businesses

A survey indicated in 2010 by the American Society of Training and Development (ASTD) found that four out of five businesses who were surveyed said they have a skills gap that is significant in their workforce. The conclusion that was drawn from this survey was that American students today scored an “F” in critical thinking skills. The article goes on to state: “American companies are hardly alone in confronting this matter. China, Japan and others (businesses) are struggling to find qualified middle-level managers”.

The skills and leadership gaps that were cited are: creativity, collaboration, problem solving, and the ability to adapt to changing conditions.

In addition, the Conference Board Review – (Winter 2011) cited their findings which showed that businesses have a “brain-work gap”, which they defined as a lack of executive thinking in areas of strategy, international perspective and ability to manage across cultures.

We are told that the Japanese government, as well as the business community, finds much commonality with American counterparts, as “educating global leaders” is a high priority. There appears to be two main challenges that may be unique to Japan in this regard:

- Universities in Japan may not be aligned to the goal of creating globally competitive leaders.
and –
- As stated by my colleague, Japanese students are not going abroad to expand their skill sets and points of view.

The notion of a global education at a “Global Campus” environment is becoming even more critical in today’s fast-changing, complex and interconnected world. An article in “The Economist” magazine dated 1/22/11 quoted Ben Wildavsky, author of The Great Brain Race: “Because big problems often transcend borders, many ambitious students demand a global education. Global universities are re-shaping the world.” The article goes on to say that sending students abroad takes young people out of their comfort zone, exposes them to new ideas and cultures, and stretches /enlarges their point of view.

Ideas and best practices to consider

Now that we have discussed the challenges we face, let’s turn to some potential ideas and best practices:

First of all, I am encouraged to hear that the Japanese government (MEXT) is sponsoring a new policy called “Global 30”. In 2009, I am told that MEXT selected 13 universities as core institutions to globalize Japanese higher education. These universities are expected to double or triple their number of international students. This is a move in the right direction towards creating these global campuses. Also, the fact that Prime Minister Kan stated as his priority cross-border, high volume research collaborations is a very positive step. This should allow for cross-pollination of ideas and scholarly exchange among graduate-level students and professors.

I will spend the remainder of my time focusing on ideas and best practices for businesses to consider in order progress in solving the “brain-work gap” referenced earlier.

Example 1: business

- JPMorgan Chase: global company, doing business in 53 countries.
- At our firm, we focus on recruiting students during their college years, providing internships and internal programs to help train students on the job.
- Once hired, we ensure that employees are engaged in providing new ideas, speaking up and collaborating on solutions for clients.
- Executives are increasingly being asked to take global stretch assignments, moving to places like London, Sao Paulo, Tokyo and Beijing.

Example 2: business

- Boeing invests in programs (educational partnerships) that help train and educate technical workers to meet their needs.
- Boeing has a structured talent management program that lists every high potential employee in the company, maps career and development plans, and ensures there is a succession plan created for every managerial position.

Recommendations

- Adjust recruiting practices so that university students are continuously recruited throughout their college years and after graduation.
- Create internship programs that encourage a broader group of students, (including women, overseas students) to work in Japanese companies.
- Give higher priority to the hiring of students who have studied overseas.
- Once hired, ensure that the environment for workers (e.g. English speaking) is welcoming and that there are mentors /sponsors to support employees' career development. Ensure the environment is conducive to new ideas and collaboration.
- Support entrepreneurship programs in partnership with Universities. The University of Miami, in 2008, started an entrepreneurship program called "Launch Pad" which has yielded remarkable results: since the launch, over 45 companies have been started and are doing well. The Blackstone Group, (a U.S. Investment Fund,,) contributed money to start a similar set of programs this year at Wayne State University and Walsh College in the State of Michigan. They would like to expand these partnership programs to five more cities in the coming years.

Conclusion

Though there are no easy answers to the challenges in a changing environment, they must be addressed so businesses can stay globally competitive and contribute to the economy. This is true whether you are in the U.S., China, India or Japan. Linking this back to my personal history, I was very fortunate to have had the encouragement of my grandfather and father, who emphasized that "education is the pathway to a better future." Consequently, I obtained my undergraduate and graduate degrees from two top-notch research universities. They helped me to think independently and creatively, while helping me to work in a collaborative way with diverse teams. Once hired in a U.S. corporate environment, I have been given much support in the way of mentors, continuous training and stretch assignments.

The U.S. education system and businesses have their challenges, just like the Japanese system. In today's world, the one advantage in the U.S. is that the major universities are still considered to be among the best in the world. There are lessons to be learned, however, from each other. It will take the best ideas and thinking to help sustain successful economic environments across the globe.

I look forward to our exchange of ideas today and beyond as we look to our brighter futures ahead.

APPENDIX B - Media and Outreach Activities Including Quake Fundraising

Immediately after the earthquake, individual JALD Delegates interviewed with media and participated in outreach and fundraising efforts. The following is a partial list of activities.

Phyllis J. Campbell

Seattle Times	March 12, 2011
Puget Sound Business Journal	March 18, 2011
KIRO TV	March 12, 2011
KING TV	March 12, 2011
KONG TV, story on relief efforts	March 17, 2011
NPR (KPLU) radio story	March 11, 2011
Sammamish Review	March 27, 2011
JPMorgan Chase homepage story	April 1, 2011

Kathryn Ibata-Arens

Shinpo Newspaper Los Angeles	March 11, 2011
ABC News Chicago, evening news, various	March 12, 2011
WGN News morning news	March 13, 2011
Insight Press	
WTTW Chicago Tonight	April 5, 2011
DePaulia Magazine	

Speaking Engagements

Stanford University Business School	April 22, 2011
New York University Business School	April 28, 2011
Consul General George Hisaeda Dinner	May 6, 2011
Panel on Role of Entrepreneurship in Economic Rebuilding, Japan-America Society Chicago (TBA)	

Erwin Furukawa

WGN Radio	March 11, 2011
LA Times	March 13, 2011
Rafu Shimpo	March 13, 2011
KTLA	March 14, 2011
KABC	March 14, 2011
KNX Radio	March 14, 2011
KFWB Radio	March 14, 2011
Computerworld	March 14, 2011
PC World	March 14, 2011

Bill Imada

PSA produced which raised over \$1 million promoting \$10 transmitted contributions.

<http://www.youtube.com/watch?v=pdCfLupzvr8>, with:

Jamie Chung (Sucker Punch)

Amy Hill (comedian, actor; All American Girl)

Alec Mapa (Desperate Housewives)

Tamlyn Tomita (Joy Luck Club, Karate Kid)

Aaron Takahashi (Mr. Sunshine, Traffic Light)

Francois Chau (Chicago Code, Chuck)

Leonardo Nam (Franklin & Bash, One for the Money, Exposure, CSI)

Tia Carrere (You May Not Kiss the Bride, CSI: Miami, Hard Breakers, Nip/Tuck)

James Kyson Lee (Heroes, Hard Breakers, How to Make Love to a Woman, Despicable Me)

Susan Morita

Washington Post interview

March 11, 2011

WomensVoiceForChange.org interview

March 14, 2011

Gary Moriwaki

Interviews

MSNBC and NY Times

Outreach and fundraising-among others:

- Participated in panel discussion at Asia Society on impact of disasters on the Japan brand; prospects for recovery
- Worked with AmeriCares to arrange delivery of 40 tons of medicines and medical supplies to Tohoku University Hospital
- Worked with NBC Universal on “Dining Out for Japan” and raised \$100,000
- Raised to date about \$300,000 via Japanese American Association for relief efforts; working with Bobby Valentine on event to take place June 18 with expectations of raising additional \$1 million
- Coordinated with multiple NPOs and others in NYC area, including Japan Society, Japanese Medical Society of America, Japanese Chamber of Commerce and Industry, Japanese Consulate, AABANY
- Participated in fundraiser sponsored by Manhattan Borough President
- Participated in Interfaith Ceremony at Riverside Church
- Worked with Korean NGOs in connection with fundraising
- Outreaching to localities in Tohoku region with possibility of creating partnerships with US municipalities and educational institutions
- Coordinating with emissaries conducting due diligence in Tohoku region

Susan Muranishi

Oakland Tribune	March 17, 2011
Bay City News Service (carried on NBC-11 and CBS-5 websites)	March 18, 2011
NBC-11 TV	March 18, 2011
Patch.com (AOL News Blog)	March 19, 2011
KCBS Radio	March 19, 2011
Nichi Bei Times	
Oakland Post	March 25, 2011
Alameda County Press Release	March 16, 2011
Alameda Country Courier (County employee newsletter)	March 22, 2011

Gary Oda

The Hawaii Herald	April 1, 2011
-------------------	---------------

Kenneth Oye

New England JACL and Wellesley Friends Meeting	April 2, 2011
Discussion on Crisis in Japan	March 29, 2011
Counsel General Dinner briefing	March 17, 2011
WGBH TV	March 11, 2011
The Boston Globe	March 15, 2011
NECN	March 12, 2011
Boston Herald	March 14, 2011
Pacific Citizen	March 16, 2011
Starr Forum Blog	March 11, 2011
WGBH radio	March 11, 2011
WHDH article	March 15, 2011
Ohare airport TV interview	

Genevieve Shiroma

Sacramento Bee/McClatchy Washington Bureau	March 11-12, 2011
Merced Sunstar/Sacbee	March 11, 2011
CNN/KSRO	March 12, 2011
SFGate	March 13, 2011
KRON 4	March 14, 2011
News 10 ABC	March 18, 2011
KXJZ Capitol Public Radio/Insight/	
Viewpoint, A Publication of the	
Sierra Curtis Neighborhood Association	April 2011 issue
"API Unite"	
A benefit for Japan's tsunami victims at The Grand	April 3, 2011

Bill Tsutsui

"SMU Adventures" Blog on the JALD Trip and Japan Disaster
http://blog.smu.edu/StudentAdventures/william_tsutsui_in_japan/

<i>New York Times</i>	March 11, 2011
<i>New York Times</i> Lede (breaking news blog)	March 11, 2011
<i>Dallas Morning News</i>	March 11, 2011
<i>SMU Daily Campus</i>	March 11, 2011
<i>New York Times</i> "Quote of the Day"	March 12, 2011
<i>NBC Nightly News</i>	March 12, 2011
<i>CNN</i>	March 12, 2011
<i>Time Magazine</i>	March 12, 2011
<i>Fort Worth Star-Telegram</i>	March 12, 2011
<i>The Daily</i>	March 12, 2011
Fox News Channel Fox & Friends	March 14, 2011
Lawrence (Kansas) <i>Journal-World</i>	March 14, 2011
"Expert on Japan's Economy Returns Unharmed but Worried,"	
<i>"Chronicle of Higher Education,"</i>	March 17, 2011
NPR Studio 360, "Japan: The Imagination of Disaster,"	March 18, 2011
Essay/op-ed: "Tokyo Disaster Fantasies," <i>Newsweek Online</i>	
and <i>Newsweek International</i> print edition,	March 20, 2011
NPR Morning Edition, "Movie Mutants Give A Face To Our	
Nuclear Fears,"	March 30, 2011
Appearances on every local network-affiliate in Dallas-Fort Worth	
(TV) and for six local radio stations, including NPR KERA "Think"	
(discussion, phone-in program),	March 12-22, 2011

Organized and moderated a special roundtable discussion for the Association for Asian Studies Annual Convention in Honolulu on April 2, 2011 entitled "After 3/11: Japan in the Wake of Earthquake, Tsunami, and Nuclear Crisis." Participants included Rob Gifford (NPR), Kitaoka Shinichi (former Japanese ambassador to the UN), and academics from Harvard, Oxford, and the University of Hong Kong.

Val T. Iwashita

Star Advertiser	March 11, 2011
KITV Channel 4(ABC Affiliate)	March 11, 2011
The Hawaii Herald	April 1, 2011

Mari Watanabe

Oregonian newspaper	March 12, 2011
Yuukaye Shimbun newspaper	March 2011
KATU-TV evening news	March 13, 2011
KATU-TV morning news	March 14, 2011
Northwest AM TV Show	March 15, 2011
Oregon Public Broadcasting Think Out Loud radio show	March 21, 2011
Dmae Roberts KBOO radio show	March 22, 2011
Dmae Roberts KBOO radio show	March 29, 2011
Old Town Chinatown Crier newsletter	Summer 2011
From Oregon With Love benefit concert	March 27, 2011
Sakura Sunday benefit festival	April 3, 2011

頑張って

persevere

探検
discovery

危険

peril

exploration

発見

冒険

risk

冒険

adventure