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JAPANESE AMERICAN
LEADERSHIP DELEGATION

SPONSORED BY
JAPAN MINISTRY
OF FOREIGN AFFAIRS
IN COORDINATION WITH
U.S.-JAPAN COUNCIL

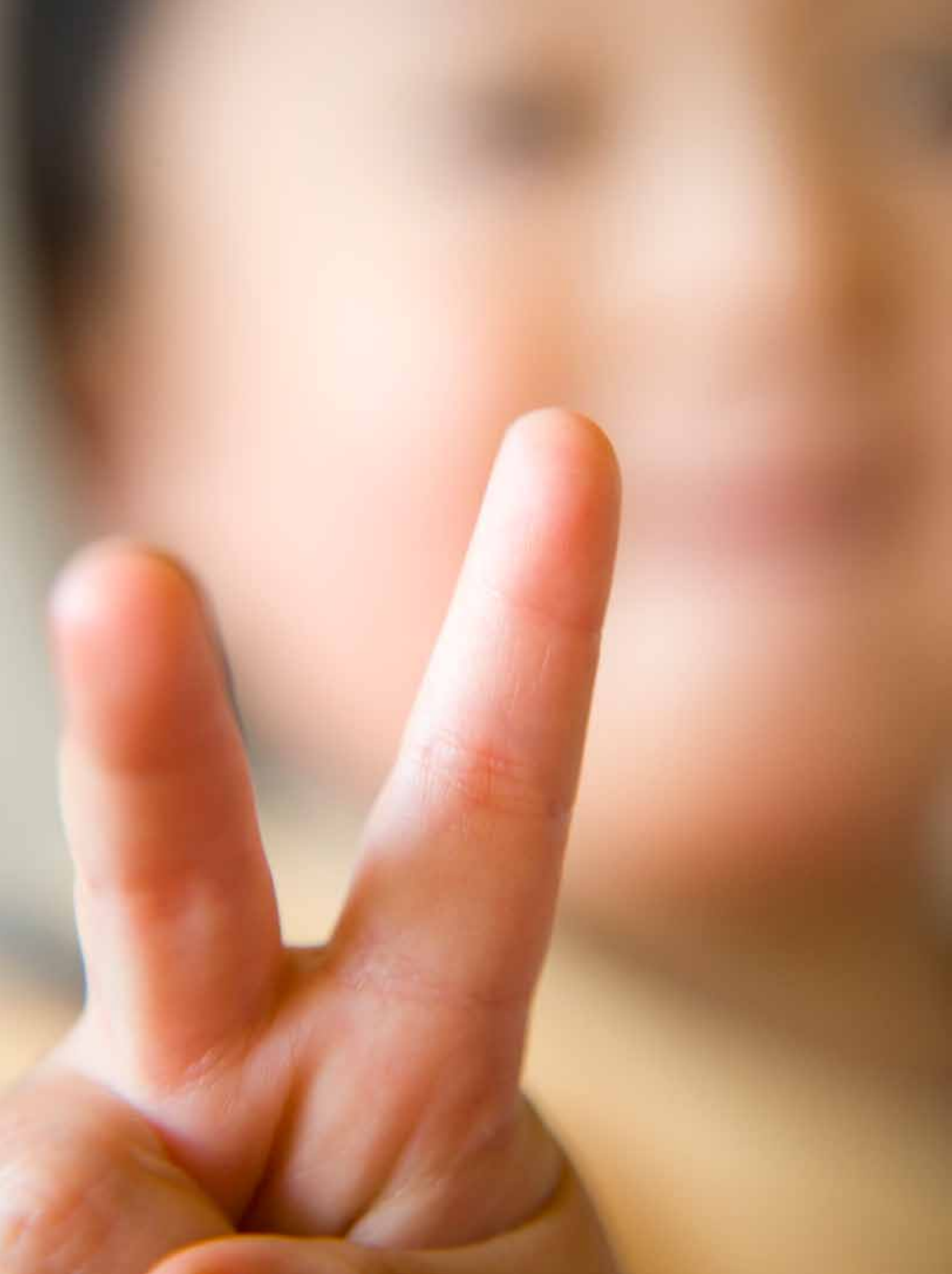


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IN MEMORY

The 2013 JALD dedicates this report to the memory of the Honorable Senator Daniel K. Inouye who, during an exemplary career as a Japanese American statesman, worked tirelessly to maintain and improve the excellent relationship between America and Japan.

We are grateful to the Ministry of Foreign Affairs of Japan for this once-in-a-lifetime opportunity. Similarly, we are humbled by Irene Hirano Inouye and the U.S.-Japan Council and their invaluable work. We dedicate ourselves to implementing the lessons learned to strengthen the friendship between two of the greatest countries in the world.



JANIC Fukushima Office – Fukushima NGO Cooperative Space

With much anticipation, we arrived in Tokyo on Saturday, March 9, 2013. After spending one night at the beautiful Hotel New Otani, we departed by train to Fukushima.

ON MARCH 11, 2011, the tsunami left over 18,000 people missing or dead, and 370,000 houses destroyed in Fukushima. The Triple Disaster (Great Eastern Earthquake, tsunami, and Fukushima nuclear power plant accident) caused unimaginable devastation to the area. This loss of human life and property were a great tragedy that brought sympathy from the entire world, especially Japanese Americans.

JALD's first meeting was in Fukushima at the office of Japan NGO Center for International Cooperation ("JANIC"). We were welcomed by the director of the NGO, Toshiyuki Takeuchi, who reported to us that since the Tsunami, JANIC has focused their work in Japan in the Tohoku area. JANIC is a non-profit networking NGO which coordi-

nates several NGOs in Japan, including the over 50 organizations that have come to Fukushima to assist the region. In Fukushima, JANIC has an "NGO Collaboration Space" for community groups working in the area. JANIC also has set up a website at www.fukushimaontheglobe.com to disseminate information about Fukushima after the Nuclear Accident. While the world has contributed funds and efforts to help the region, JANIC's Fukushima Director emphasized that this work is long term, and that there is risk that people outside the area will lose interest. The Delegation also heard from the World Network for Saving Children from Radiation, which seeks to protect the approximately 300,000 children in the area.

PARTICIPANTS:
Toshiyuki Takeuchi,
Director of JANIC Fu-
kushima Office; **Emiko**
Fujioka, Information
Officer of JANIC Fuku-
shima Office; **Hiroyuki**
Yoshino of the World
Network for Saving
Children from Radiation

CGP Symposium: “Towards Common Ground: Connecting Diverse Voices for the Future.”



The symposium was co-organized by the US-Japan Council, and the Fukushima Future Center for Regional Revitalization, Fukushima University. Support for the symposium was provided by the Ministry for Foreign Affairs, Fukushima Prefecture, US Embassy, Tokyo, Fukushima International Association, and NHK Fukushima.

THE JAPAN FOUNDATION'S CENTER for Global Partnership hosted a symposium in Fukushima titled: “Towards Common Ground: Connecting Diverse Voices for the Future.” The symposium was held on the eve of the 3/11 anniversary and was well attended by a diverse audience of students, local residents, public officials, and members of the press. The symposium featured a video describing the Japanese American experience in the United States, including the founding of the Japanese American National Museum, as well as a brief video describing the Art of Gaman Exhibit that showcased art objects created by Japanese Americans who were imprisoned in the U.S. Internment Camps during World War II.

Opening remarks for the symposium were provided by Mr. Eiji Taguchi, Executive Vice President of the Japan Foundation, and Mr. Fumio Murata, Vice Governor of Fukushima Prefecture. Irene Hirano Inouye then provided a brief introduction, describing the US-Japan Council, the

Japanese American Leadership Delegation, and the Tomodachi Initiative. Emily Murase followed with a talk titled “Home, Community, Change: What will your adventure be.” Her talk explored her Japanese American origins, and then explored the notion of Community and the shared culture that brings us together and provides us with a sense of Common Ground. Marion Friebus-Flaman followed with “Building Common Ground.” She began with an exploration of her family roots in Fukushima and her early childhood experiences as a Japanese American living in Japan. She then described Dooley Elementary School, a dual language school in Schaumburg, IL, that teaches English to Japanese students and Japanese to English speaking students in a blended classroom. The result is bilingual and bicultural competence and true common ground. The final JALD Delegate to speak was Kelly Ogilvie, whose talk was titled, “Social Entrepreneurship and the Hero Generation.” Kelly spoke of being a Yonsei and of a family member

whose roots included Japanese, Filipino, German, French, Spanish, African American, and Native American ancestry. He spoke of his background in clean technology, as well as his more recent ventures in the area of social entrepreneurship. He ended with observations about Generation Y who look to make a difference in the world, and are uniquely situated to become the HERO generation.

The next speaker was program moderator David Slater of Sophia University. He introduced the audience to his Tohoku Voices Project, a post-3/11 oral narrative project that gives voice to those most affected by the triple disasters of earthquake, tsunami, and radiation. The interviews revealed a great deal of resilience and hope in those who lost so much. The final speaker was Professor Mitsuo Yamakawa, Director of Fukushima Future Center for Regional Revitalization (FURE) of Fukushima University. He spoke of his involvement in the recovery process, of the 62,808 displaced citizens who want to return to their homes, and of the triumph of “human spirit over data.” He emphasized the need to engage local citizens in reconstruction and noted that 270 volunteers provided assistance in developing a radiation map of Fukushima. Overall, the symposium was successful in bringing together ideas for the future of Fukushima, in giving voice to the people of Fukushima, and in engaging Japanese and Americans in a constructive and optimistic dialogue for reconstruction and recovery.



Art of Gaman (Art from the Japanese American Internment Camps during World War II)

The Delegation had the privilege of viewing Delphine Hirasuna's Art of Gaman exhibit while in Fukushima. On the way to the exhibit, the Delegation walked past a craft fair on the first floor of the exhibition center. The delegates were struck by the similarities between the art produced by Japanese Americans in the camps and the work produced by people who had been displaced by the triple disaster and were living in the temporary housing facilities.

Fukushima Prefectural Medical University

The Japanese American Leadership Delegation met with the leadership team of the Fukushima Medical University. After a brief review of the three disasters of the Great East Japan Earthquake, the tsunami, and the Tokyo Electric Power Company's Fukushima Daiichi nuclear power station accidents, the speakers provided an overview of the concept of the proposed Fukushima Global Medical Science Center, the disaster response at Fukushima Medical University, and the Fukushima Health Management Survey.

THE PRESENTERS PROVIDED

a detailed timeline describing the impact of the triple disasters on evacuees with respect to radiation exposure, displacement and temporary living situations, and mental and physical health. They described how Fukushima Medical University has provided medical care for disaster victims, served as a secondary radiation emergency care facility, and provided a base for the Fukushima Health Management Survey. They stated that because of the disaster, they now possessed a wealth of first-hand experience relating to radiation, decontamination, thyroid cancer screening in children, and of physical issues related to radiation exposure.

Some of the most concerning results from the Fukushima Health Management Survey were elevated rates of health problems as well as increases in obesity and depression. Problems appear most pronounced in males who describe problems such as sleeping disorders, a lack of exercise,

and excessive alcohol consumption. The presenters elaborated on the mental health issues that are secondary to forced evacuation and the uncertainty of what lies ahead. They emphasized a need for more counseling and mental health services.

The presenters emphasized how they saw it as their personal responsibility to promote and protect the health of Fukushima residents, and that they recognize they play an important role in rebuilding the region. To that end, they stated that the Fukushima Global Medical Science Center seeks to create partnerships at the local, national, and international levels to establish cutting edge medical treatment facilities, foster globally-oriented medical professional, and promote the medical industry to rebuild and revitalize the local community.

The presenters expressed their heartfelt appreciation for the support provided by the people of the United States, for the Tomadachi Initiative, and for the many efforts



of Japanese Americans.

The JALD expressed appreciation for the opportunity to learn more about the current status of public health in Fukushima, and expressed great sympathy for the concern and anxiety felt by Fukushima

residents regarding their health and safety. We promised to continue to support the Fukushima region by reporting on Fukushima's recovery efforts upon return home to our respective communities.

PARTICIPANTS:

Professor Seiichi Takenoshita, Vice-President, Fukushima Medical University, Chair, Department of Organ Regulatory Surgery. **Professor Mitsuru Munakata**, President, Fukushima Medical University Hospital, Trustee, Fukushima Medical University. **Professor Seiji Yasumura**, Vice Director, Radiation Medical Science Center for the Fukushima Health Management Survey, Chair, Department of Public Health

Iitate Village Temporary Elementary School

(Consolidating Kusano, Itoi, and Usuishi Elementary Schools)

The Delegation had the privilege of visiting, and having lunch, with the students of Kusano, Itoi, and Usuishi Elementary Schools from Iitate Village.

THE VILLAGE OF IIDATE was evacuated as a result of the earthquake, tsunami, and resulting nuclear disaster, requiring the three schools to share a temporary facility. Each school is housed in its own section of the facility and they share a gymnasium. While the facility is clearly meant to be temporary, the staff from each of these schools have worked together to create an environment that promotes academic and social development for the students as well as a sense of “home.” The stark hallways and classrooms are transformed by students’ work and art projects, creating an environment that looks and feels like school. The phrase, “Kodomo no anzen to anshin” (safety and security for the children) was stated repeatedly during our meeting with the three principals, and it is clearly the core operating principle of their work.

The principals spoke of the challenges they face. For example, students live in temporary housing facilities spread around the region, requiring travel of up to an hour each day to get to school. Many students drop out of school as their families evacu-

They (students) take pride in their school and they are looking forward to progressing to the next grade in a few weeks’ time. They symbolize the hope for the future of Iitate.

ate to other areas of Japan. Currently, 220 students attend the three schools combined—roughly 73 students per school (grades 1-6). A decision was made to maintain three separate elementary schools, with the stated intention of returning each school to its original location and capacity. This has not happened. While the principals hope that new first grade students will continue to enroll in these schools in the upcoming years, they are concerned that these students will never have experienced school in Iitate Village, and will not have the cultural connections to their furusato (home). For this reason, they are creating instructional units about Iitate Village so their students will continue to have a sense



Food testers at the Agricultural Cooperative Center test food so that it is safe to eat. This includes every grain of rice grown in the region, which is known for its rice and sake.

of identity connected to their true home.

The teachers and principals work hard to give students a sense of control over their lives and believe that it is important for students to be positive and to not dwell on what has been lost. For example, each student is provided a personal radiation meter so they can see for themselves what the radiation level is and know that it is safe for them to play outside. They work to give students a sense of hopeful

purpose in building their own futures. Students, staff, and parents have opportunities to meet with school counselors who rotate in for a week at a time from Kyoto or with a school counselor who comes once a week from Tokyo. The students are bright, respectful, and playful. Simply put, they are genki (healthy). They take pride in their school and they are looking forward to progressing to the next grade in a few weeks’ time. They symbolize the hope for the future of Iitate.



“Mutual Support” ODAGAISAMA Center

“This will be a moment we will never forget.”

— JALD DELEGATE **MARTIN IGUCHI**

At the exact time of the 2011 Great Eastern Japan Earthquake, 2:46 pm on March 11--but now two years later--the Delegation listened intently to Keiko Yoshida, a staff person at the Tomioka Town Odagaisama Center. Keiko expressed her dream of going back in time to enable the people of Tomioka Town, including herself, the opportunity to live out their lives in their beloved hometown which was devastated by the accident at the Fukushima Daiichi Nuclear Power Station. At the same time, Kazuhiko Amano, the charismatic director of the Center, lit a candle to commemorate the moment.

KEIKO RECOUNTED THE PANIC AND CHAOS of the townspeople who were ordered to evacuate at 6:15 am on March 12, 2011, the day after the accident. They left abruptly, without any preparation, fully expecting to be able to return to their homes within a few hours or a day. Instead, they found themselves among the 25,000 evacuees at the Big Palette Fukushima, a major

convention facility in Koriyama City. She stated that for up to 6 months they slept on the cold, hard, concrete floors amid cardboard partitions, with little privacy and nothing to do. The parallels drawn between the experience of the evacuees and the Japanese Americans who were incarcerated in desert prison camps during World War II caused a deeply

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emotional response among Delegates.

Dr. Amano explained that the “Odagaisama Center” was a social support center designed to create solidarity among those at the evacuation center. For example, as a means to reach out to the otherwise isolated evacuees, the Center facilitated a partnership with local university students to create a foot spa area at the Big Palette. By offering simple foot massages and soaking stations, students were able to connect on a personal level with evacuees who slowly opened up to them about their deepest fears and concerns.

The Odagaisama Center has become a focal point for the dislocated residents of Tomoioka Town who now find themselves living in row upon row of prefabricated temporary housing. Dr. Amano asserted that, “the strongest community is rooted in the strongest ties



between people.” In this spirit, he and his staff have launched a radio station, a tabloid newspaper by, for, and about the residents, and a handicraft business for residents to create handmade scarves and tote bags using the traditional Kusazome dye process.

At the close of the meeting, Delegates received a priceless handmade gift, a small pouch made from traditional Japanese fabric containing a shard of charcoal. Delegates learned that the charcoal originated from a prized cherry blossom tree at the now abandoned Tomioka Town High School and was to be used to renew or refresh areas of the home. Handmade by the women of Tomoioka Town, the pouches represented the hope that out of the charred remains of their devastated community would come renewal and an even better, stronger community.

United States Embassy Briefing

After taking the bullet train back to Tokyo, we attended a luncheon held by Mitsubishi Corporation which included its Chairman of the Board, Yorihiro Kojima, and various corporate executives from top companies in Japan. The delegation was able to address the impressive gathering of attendees and communicate the similarities between the role of Japanese Americans and the corporate principles of Mitsubishi Corporation. The 3 principles include responsibility to society, integrity/fairness, and global understanding.

AFTER INITIAL FORMALITIES were concluded, the delegation was able to interact and network with key attendees over a hosted lunch. Many new relationships were started and business ideas exchanged.

The Delegation was first briefed at the US Embassy by Joy Sakurai, Tim Heffner (Political Section), Collin Furst (Consular Section) and Frank Stanley (Economic Section), followed by a meeting with Ambassador John Roos and Susie Roos. The discussions ranged widely. One topic regarded the low level of interest demonstrated by Japanese students in US-Japan student exchange programs. They noted that Japanese students had concerns about safety, but were most concerned about losing an opportunity for employment with Japan's top businesses by being in the US while their peers

were being recruited. Staff also addressed trade deficits between Japan and China, as well as Japan's recent decision to enter into the Trans Pacific Partnership (TPP) negotiations. Ambassador Roos stated that the alliance between the US and Japan remains strong but faces great challenges. He talked about changes related to the new fiscal policies of Prime Minister Abe (Abenomics) over the recent months and of a country-wide change of psyche. He stated that the fiscal policies brought new optimism and a belief that economic growth will be spurred, and emphasized that Japan has not experienced this level of economic optimism in 20 years.

Ambassador Roos also spoke glowingly of the Tomodachi Initiative and of its importance in assisting the Tohoku region in its recovery, as well as its role in strengthening US-Japan relations.



Meeting with Fumio Kishida, Minister of Foreign Affairs

THE DELEGATION HAD THE HONOR of meeting with Foreign Minister Fumio Kishida at the Ministry of Foreign Affairs. The Foreign Minister thanked the Delegation for visiting Fukushima on this second anniversary of the 3/11 Disaster. Delegate Julie Azuma responded, "Everyone we met in Fukushima had great hope for the future." Minister Kishida also thanked the Delegation for wearing pins promoting a return of the Olympics to Japan in 2020. He explained that Japan's bid to host the Olympics and Paralympics in Tokyo is motivated by the desire to not only show the world a Japan rebuilt in the aftermath of the 2011 Great Eastern Japan Earthquake, but as an expression of appreciation to the world that extended so much support to the country during its time of greatest need. He asked the Japanese American community, in particular, for its support. JALD members happily responded that they hoped to be back in Tokyo to watch the Olympics in 2020, and that they would rally support back home.

The Delegation thanked the Minister for

the once-in-a-lifetime opportunity provided by participation in the leadership Delegation. Members stated that Japan's Consul Generals are active in numerous American cities and states, promoting the people-to-people understanding critical to the strong ties between Japan and the United States. Programs (such as JALD, the Tomodachi Initiative, and study abroad exchanges) all facilitate this crucial understanding.

Minister Kishida emphasized that promoting U.S.-Japan relations is one of his most important priorities. The Minister ended the meeting by stating:

"I am very appreciative of the Japanese American Leadership Delegation, not just this year's class, but the entirety of 13 classes and the 150 Delegates, for contributions to advancing US-Japan relations. My sincere wish is for Japanese Americans to further strengthen relations between Japan and the US, following on the examples of the late Senator Daniel Inouye and Irene Hirano Inouye."



Dinner hosted by Director General Kazuo Kodama, Foreign Service Training Institute, Ministry of Foreign Affairs

ON TUESDAY, THE DELEGATION WAS TREATED to a gourmet Japanese dinner hosted by Director General Kazuo Kodama, Foreign Service Training Institute, Ministry of Foreign Affairs. We were also joined by Principal Deputy Director Takuro Tasaka, Director Hiroshi Furusawa, and Deputy Director Mizuho Hayakawa, all from the Ministry of Foreign Affairs.

Director General Kodama opened the evening by welcoming the Delegation to Tokyo, telling us about his 36 years of service to the Japanese government and of his most recent service as Ambassador to the United Nations (UN). He also spoke of his work as the Consul General in Los Angeles

and also spent several years in Washington D.C. and New York City. The Director General expressed a special sense of kinship with me (David) as we had in common 36 years in public service as well as shared time in Los Angeles. The Director spoke of Abenomics, and of the growing optimism in Japan regarding the new fiscal policies.

The evening was filled with lively discussions and the Director General demonstrated a wealth of knowledge in multiple areas of government when answering questions from the Delegation. It was an enjoyable evening of great food and great conversation between Director General Kodama and the Delegation.



Meeting with Her Imperial Highness Princess Takamado

THE DELEGATION WAS HONORED to have the privilege of a private audience with Her Imperial Highness Princess Takamado. Our meeting began with a discussion of the role of her daughters as part of the royal family. Her Highness then spoke of how it seems that Japanese youth are driven 100% by Anime and Manga, providing them with motivation to learn. Princess Takamado asked about the Delegation's visit to the Tohoku Region. She spoke eloquently of how the youth were affected by the tragedy, with no homes, impacted families, and great uncertainty regarding the future. Her Highness spoke of how many of the affected youth are being provided opportunities to go abroad, allowing them the opportunity to be a part of a new sense of globalization in the country as they return with an understanding of other cultures and unique experiences. Her Highness also spoke of her role in support of sports in Japan, and of her hope that Tokyo would be selected to host the Olympics Games in 2020.

Luncheon with Keidanren at Keidanren Hall

The Delegation attended a beautiful luncheon hosted by Keidanren (Japanese Business Federation), a comprehensive economic organization with a membership comprised of 1,285 representative companies of Japan, 127 nationwide industrial associations, and 47 regional economic organizations.

CHAIRMAN ISHIHARA WELCOMED the Delegation, and stressed the importance of the U.S.-Japan alliance. He spoke of the recent visit by Prime Minister Abe to the United States, and of his meeting with President Obama. He referred to the alliance between our two countries as a diplomatic cornerstone.

While we shared a delicious meal, JALD members engaged Keidanren in a discussion regarding a variety of topics such as globalization, entrepreneurship and innovation, and workforce development. The discussion began with a focus on Japan's need to be more global in its business dealings and of the need to expose the next generation of business leaders to foreign cultures. In response to a query regarding support for entrepreneurship and new startups, members of Keidanren mentioned that greater collaboration between industry and academia, and a relaxation of regulations, would encourage



innovation. Questions regarding the aging workforce led to discussions regarding the need to diversify the workforce, including a need to maximize the contributions of women in the workforce. With regard to education, Keidanren representatives spoke of efforts to provide scholarships for students to study in the United States in a way that would not interfere with the March job interview season. A final discussion point was raised regarding the need for Japanese companies to allow their representatives in the US to control charitable

funds locally, rather than having to refer back to the home office.

We thanked Keidanren for the informative discussion and noted that their Charter of Corporate Behavior is a model for others. In particular, the statement that, “corporations and individuals alike should demonstrate lofty ethical values, recognize that their social responsibility goes beyond merely compliance with laws and regulations, and actively participate in solving relevant issues.”

PARTICIPANTS:

Kunio Ishihara, Chairman of the Board, Tokio Marine & Nichido Fire Insurance Co., Ltd.
Haruo Murase, Chairman, Canon Marketing Japan Inc.
Takashi Morimura, Deputy President, The Bank of Tokyo-Mitsubishi UFJ
Osamu Nagata, Managing Officer, Toyota Motor Corporation
Daisaku Hayashi, Chief Specialist Operation Planning Div., NEC Corporation
Tatsuo Matsumoto, Manager, Corporate Planning Dept., Tokio Marine & Nichido Fire Insurance Co., Ltd.
Yumiko Inagaki, Manager, Overseas Dept., Corporate Planning & Strategy Div., Mitsui & Co., Ltd.
Sachio Kobayashi, Manager, Global Citizenship Department, Environmental Social Contribution Division, Mitsui & Co., Ltd.
Hiroyuki Watanabe, Industrial Research Team Leader, Global Strategy & Business Development Dept., Mitsubishi Corporation
Kazuyuki Kinbara, Director, International Affairs Bureau, Keidanren
Atsushi Yamakoshi, Director, Chairman's Office, Keidanren
Masanao Ued, Co-Director, International Affairs Bureau, Keidanren
Hisako Komai, Senior Manager, International Affairs Bureau, Keidanren
Kiyomi Kasai, International Affairs Bureau, Keidanren
Yoshihisa Takasaki, Deputy Director General, Japan-U.S. Business Council

Meeting with Forum 21 at the Ministry of Foreign Affairs

FORUM 21 (BAIKASON JUKU) is a membership business association comprised of young, mid level managers, both in the private and government sectors, who have been identified by their respective employers as having qualities and track records indicating that they are candidates for senior positions. Forum 21 conducts management training for its members over a one-year period with members continuing participation as alumni. Total membership including all alumni is now over 800. At our meeting with Forum 21 were 39 class members and 40 alumni.

Mr. Umezu, the founder of Forum 21, presented the background of Forum 21 and the founding philosophy. Mr. Umezu also took the opportunity to pay respects to Irene Hirano Inoyue on the passing of Senator Inoyue. Following Mr. Umezu's opening remarks and introductions, a representative of the prior year's class presented an update report. One of the highlights was the 2012 class' year long project titled, “What if...? Nippon in 2030.” Four topics, submitted by the Delegation to Forum 21 in advance of the meeting were covered in the ensuing discussion: staying ahead in innovation; increasing foreign trade; changing management practices and corporate culture; and expanding the workforce and developing leaders. A lively discussion was led by Mr. Nakamura of the Ministry of Foreign Affairs.

Some key points raised in the discussion: gender diversity remains a challenge; opening immigration should not just be for accessing low cost labor unless that labor pool can be trained for more senior future positions; fear of failure in the Japanese culture is an impediment to entrepreneurship; emerging Asian markets represent both opportunity and challenges; emerging market consumers are unwilling to pay for the same level of service expected in Japan; current process of identifying and nurturing

future corporate leaders needs review; and, there has been a steady decline in the number of Japanese students going to the US, while the number of US



students visiting Japan has been relatively constant until the events of 3/11. The meeting ended with one-to-one discussions between Delegates and Forum 21 members.

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- Gender diversity remains a challenge
- Opening immigration should not just be for accessing low cost labor unless that labor pool can be Trained for more senior future positions
- Fear of failure in the Japanese culture is an impediment to entrepreneurship
- Emerging Asian markets represent both opportunity and challenges
- Emerging market consumers are unwilling to pay for the same level of service expected in Japan
- Current process of identifying and nurturing future corporate leaders needs review; and, there has been a steady decline in the number of Japanese students going to the US, while the number of US students visiting Japan has been relatively constant until the events of 3/11.

The meeting ended with one-to-one discussions between Delegates and Forum 21 members.

Former Speaker Yohei Kono

THE DELEGATION MET PRIVATELY with the Honorable Yohei Kono, former Speaker of the House of Representatives. Also a former Minister for Foreign Affairs and President of the Liberal Democratic Party, Mr. Kono is widely recognized as one of the most influential political leaders of his generation. He has been extraordinarily committed to the Japanese American Leadership Delegation Program and has the distinction of having met with each of the 13 JALD Delegations. His commitment arose out of his deep and lasting friendships with Japanese Americans he met during postgraduate studies in political science at Stanford University.

Mr. Kono provided an overview of the current political landscape in Japan, including the dynamics between the ruling Liberal Democratic Party and the former majority Democratic Party of Japan, rising tension between Japan and China, and the significance of the Trans-Pacific Partnership. Reflecting our recent visit to Fukushima, Delegate David Yamahata engaged Mr. Kono about the challenge of overcoming opposition to the Trans-Pacific Partnership from the agricultural sector, and Delegate Amy Yamashiro reported on our visit to Fukushima schools where the resiliency of local communities was very evident. Mr. Kono was very generous with his valuable time. It was a tremendous privilege to engage one of Japan's legendary politicians on substantive public policy issues.



CGP Luncheon

AFTER AN INFORMATIVE MEETING with former Speaker Kono, the Delegation enjoyed a luncheon at the historic Meiji Kinenkan (Meiji Banquet Hall), the building where Japan's Constitution was drafted. The luncheon was hosted by the Japan Foundation Center for Global Partnership (CGP) and included honored guests: Naoyuki Agawa, Vice President of Keio University; Shingo Ashizawa, Professor at the Organization for International Collaboration at Meiji University; and David Satterwhite, Executive Director of Fulbright Japan. Following a greeting from Akio Nomura, Executive Director of CGP and kampai from Irene Hirano Inouye, each of the honored guests related their stories and the work they do to strengthen ties between Japan and the United States. The Delegates offered brief reflections of their time in Japan, thanked the CGP for supporting the Delegations visit, and for sponsoring the symposium in Fukushima. Several Delegates discovered connections with the CGP directors and honored guests, including links to Georgetown University, Los Angeles, New York, and Keio Academy.



Meeting with Representative Katsuyuki Kawai, Chair of the Foreign Affairs Committee

THE DELEGATION HAD A MEETING WITH Chairman Kawai between sessions of the Diet. Chairman Kawai, a member of the Liberal Democratic Party (LDP), raised significant issues for the Delegation's consideration. He spoke enthusiastically about the results of the most recent election and of his hope that the change of parties would result in a revitalized economy. He postulated that the Democratic Party of Japan's (DPJ) resistance to considering the Trans-Pacific Partnership (TPP) was one reason why the DPJ lost the election. He informed us that the Diet had authorized Prime Minister Abe to enter into TPP negotiations the night before our meeting.

The chairman also spoke with our Del-

egation regarding sensitivities towards the U.S. military bases on Okinawa. He characterized the 1996 plans to relocate the bases as having been stalled for many years, and that Prime Minister Abe had recently visited Okinawa to speak with residents regarding their concerns. He indicated that the most recent round of negotiations with the U.S. had resulted in a clearer plan that would serve both our countries well. Finally, the Chairman discussed regional tensions with China and North Korea. Regarding China and the Senkaku Islands, he stated his belief that Japan and China would resolve the dispute peacefully. He spoke briefly about the Democratic People's Republic of Korea, noting the nuclear tests, and speaking of Japan's need for a strong defense force.



VP of Liberal Democratic Party Representative Komura

THE DELEGATION TRAVELED TO the headquarters of the Liberal Democratic Party in the Nagata-cho District of Tokyo to meet with Party Vice President Masahiko Komura on March 14 (the Prime Minister serves as President of the Party). Vice President Komura, a 7-term member of the House of Representatives representing Yamaguchi Prefecture, asked for report of the Delegation's visit to Fukushima. The response was facilitated by Delegate Eric Takahata. Delegate Kenzo Kawanabe asked the Vice President about the next generation of Japanese leaders and he responded by emphasizing his party's commitment to mentoring newly elected members. Delegate Martin Iguchi highlighted the common interests between the U.S. and Japan on global health issues, noting that gains in gross domestic product correlate with improvements in average life expectancy. Delegate Emily Murase concluded the session by emphasizing the connection between Japanese Americans and the Japanese, stating that her grandparents immigrated to California from Yamaguchi Prefecture.



Parliamentarians Dinner

THE HONORABLE TARO KONO, a fifth-term Liberal Democratic Member of the House of Representatives representing cities of Kanagawa Prefecture, hosted the Delegation and his colleagues in the Japanese Diet for a Chinese banquet in Akasaka. As an extension of a life-long friendship between his father Yohei Kono, a veteran Parliamentarian who served as Foreign Minister twice in his career, and the late legendary Nikkei entrepreneur and philanthropist George Aratani, Taro Kono has hosted the Delegation for dinner every year since the inception of the program. Attending the banquet were members of minority parties, including the Hon. Mito Kakizawa from the relatively new "Your Party," Mr. Isamu Ueda of the New Komeito Party, and the Hon. Misako Yasui of the Democratic Party of Japan who serves in the House of Councillors or "Upper House." Particularly notable were the women Parliamentarians who attended the banquet. In addition to Councillor Yasui were Councillors Kuniko Inoguchi and Yukari Sato. Attending from the House of Representatives were the Hon. Karen Mikishima, just a few weeks into her new position, the Hon. Toshiko Abe who serves as the Parliamentary Vice-Minister for Foreign Affairs. Even



more remarkable was that each of these women held doctorate degrees. Many of the Parliamentarians had substantive experiences of living, studying, and/or working in the United States. The Delegation enjoyed

Keizai Doyukai



AT A BEAUTIFUL CONFERENCE ROOM overlooking the luscious New Otani Gardens, Delegates met with the leadership of the Keizai Doyukai over breakfast on Friday, March 15. Ms. Yukako Uchinaga, who chairs the organization's Committee on America-Japan Relations, welcomed the Delegation. Also joining her were senior executives from All Nippon Airways, Citigroup Japan, Mizuho Securities, Ogilvy & Mather Japan, and Pfizer Japan. USJC President Irene Hirano Inouye expressed her appreciation to the organization for hosting the breakfast.

The first part of the meeting featured a spirited discussion of "The Policy Priorities of the Obama Administration and the Abe Cabi-

an excellent dinner with noted dignitaries from the Japanese Diet. One of the key messages of the evening was the value of this kind of exchange and the importance of reaching out to members of Congress to visit Japan as the number of these visitors has been on the decline. Following the banquet, Kono-sensei hosted the Delegation to an evening of karaoke, just as he has done in past years. He serenaded his guests with an unforgettable rendition of "Hey Jude" by the Beatles. The lively people-to-people exchange went far into the night.

net" that covered economic restructuring in Japan, U.S. security interest in airbases in Japan, and the Trans-Pacific Partnership, a multilateral trade agreement that Japan was expected to announce joining that very day.

The latter half of the meeting focused on "Diversity, Globalization, and Women n the Workforce." Delegate Kelly Ogilvie gave remarks about the necessity of a diverse workforce in the fast-paced world of technological innovation. The most competitive companies derive their advantage from capturing the talent of younger employees. Delegate Emily Murase gave specific examples of strategies for gender diversity in corporate leadership, such as linking bonuses to promoting women, and reflecting workforce diversity in all corporate marketing. All agreed that the small-group setting of the breakfast facilitated a candid and open discussion that advanced the goal of people-to-people connections and mutual understanding.

PARTICIPANTS:
Yukako Uchinaga, President & CEO, Berlitz Corporation
Hiroko Kawamoto, Senior Vice President, Inflight Services, All Nippon Airways Co., Ltd.
Ichiro Umeda, President, Pfizer Japan Inc.
Keisuke Yokoo, Advisor (former President), Mizuho Securities Co., Ltd.
Yukio Yoshimura, Executive Officer, Head of Government Affairs, Citigroup Japan Holdings Corp.
Kiyohiko Ito, Managing Director, Keizai Doyukai



Luncheon with Japanese Americans in Tokyo

High atop the ANA Hotel, overlooking the Akasaka skyscrapers, the Delegation enjoyed a stimulating luncheon with Japanese American corporate leaders who, after many years of working to advance U.S.-Japan business relations, have risen to the top of their industries. Paul Yonamine, General Manager of IBM Japan, facilitated the discussion that focused on the initial challenges he and his colleagues faced as Japanese Americans working in Japan, how they overcome these challenges, and the greatly improved environment for Japanese Americans living and working in today's Japan.

ERNEST HIGA, WHO PIONEERED the Japanese market for the fast food franchises of Domino's Pizza and Wendy's Hamburgers, explained the vastly different consumer preferences of Japanese from Americans. Whereas Americans tend to value larger portions, the Japanese demand variety and constantly changing menus. Bill Ireton spoke about

the highly regulated entertainment industry in Japan and the barriers that this regulation creates for foreign content. Kathy Matsui spoke about Japan's gender employment gap and how the effort to jumpstart the stalled Japanese economy hinges on better use of women in the workforce. She also touched on her work as a board member of the newly launched

Asian University for Women in Bangladesh, a regional effort to educate and train women who have traditionally been excluded from the formal economies of Asia. The Delegation was greatly inspired by these corporate leaders and how they have contributed to a wider recognition, and appreciation, of Japanese Americans by Japanese leaders throughout the economy.

Meeting with Prime Minister Shinzo Abe



ONE OF THE HIGHLIGHTS OF THE TRIP was the Delegation meeting with Prime Minister Abe. In his greeting, Prime Minister Abe thanked the Delegation for visiting Fukushima, and related that he would be visiting Fukushima soon. He expressed gratitude to the United States and to the Japanese American community in the United States for its tremendous support in the wake of the triple disasters. The Prime Minister acknowledged the impact that the late Senator Daniel Inouye had on U.S.-Japan relations, and thanked Irene Hirano Inouye for her continued efforts to strengthen the ties between our countries.

Meeting with Prime Minister Shinzo Abe

(continued)

PRIME MINISTER ABE also told the story of his grandfather, Nobusuke Kishi, who as the Prime Minister of Japan who brought the Olympics to Tokyo in 1964, and made a request of Fred Wada to build support for Tokyo's bid for the Olympics at that time. He expressed his hope that the 2013 JALD Delegation would be like Fred Wada in Tokyo's current bid for the 2020 Olympics.

The Delegation expressed our appreciation for this once in a lifetime opportunity to engage with so many leaders in the Japanese government, education and business sectors. We informed the Prime Minister that in Fukushima, we pledged to share our newly gained knowledge about their revitalization efforts. We further pledged to continue to do all we can to strengthen U.S.-Japan relations, and we look forward to returning in 2020 for the Tokyo Olympics. That afternoon, Prime Minister Abe announced that Japan would be joining the TPP negotiations. ■



OUR REFLECTIONS



MARION FRIEBUS-FLAMAN (Schaumburg, IL)

School Principal, Thomas Dooley Elementary School



Marion Friebus-Flaman is the Principal of Thomas Dooley Elementary School in Schaumburg, IL. She has participated in the planning and development of a Japanese-English Dual Language program at the school, where half the students are native speakers of Japanese and half are native speakers of English. By the time they finish 6th grade, the goal is for each student to be bilingual, bi-literate and bi-cultural. This program is the first of its kind in the U.S. Dr. Friebus-Flaman spent the first six years of her life in Japan, and prior to her time with the Schaumburg School District, she spent six additional years as a foreign lecturer/instructor at two Japanese national universities. She has served as a member of the Illinois English Language Learner Assessment Advisory Committee and the Illinois Governor's Task Force on Growth Models. Dr. Friebus-Flaman holds a B.A. in English from Southern Illinois University at Carbondale, M.A. in TESL from the University of Illinois at Urbana-Champaign, M.S. in Educational Administration from Northern Illinois University and Ph.D. in Education from Capella University.

A S A CHILD OF A U.S. NAVY CHIEF PETTY OFFICER and a Japanese citizen, I grew up with two languages and two cultures. I often thought of myself as having a Japanese side and an American side, so I identified very well with the TV characters Spock from the original Star Trek series and Deanna Troi from Star Trek: The Next Generation when they spoke about their Human sides and their Vulcan or Betazoid sides. Growing up as a child of two cultures, I developed a deeply-rooted desire to bring the Japanese and American cultures together. I currently serve as the principal of Thomas Dooley Elementary School in Schaumburg, IL where we have a Japanese-English Dual Language program. Japanese students and American students (including Japanese Americans) study academic content and language arts in both Japanese and English so they will become bilingual, bi-literate and bicultural. This program develops the multicultural perspective necessary for our students to be successful in the global market of tomorrow.

I am very grateful to the Ministry of Foreign Affairs for giving me the opportunity to further develop my own global perspective through my participation in the Japanese American Leadership Delegation. I learned a great deal about the workings of the government and business sectors of Japan, and had many enlightening conversations throughout the trip, especially with the members of the Foreign Ministry and the Center for Global Partnership.

The Fukushima portion of the JALD 2013 trip was particularly meaningful to me because my family roots are in Fukushima and I had visited my grandfather there when I was a child. I was very pleasantly surprised to find that this was significant to the people we met in Fukushima. One moment that stands out in my mind is the moment of silence to commemo-



rate the two-year mark following the triple disaster at the Odagaisama Center. One woman in particular was so excited to find out that I had roots in Fukushima that she called her friend over to us and introduced me to her as someone whose family was from Fukushima. This encounter touched me deeply because for that one moment, we were not strangers meeting for the first time. I felt as if they made me part of their family. They seemed delighted to see me and asked me to pass along their well-wishes to my family back in the U.S. Upon further reflection, I believe this was because they felt a connection between us that reached beyond the Delegation's visit.

“Connections” was a central theme of the trip for me. The majority of the trip was about making new connections; to my new JALD 2013 family, to people in the worlds of education, business and politics in Tokyo, and to the people we met in Fukushima. I especially felt a personal connection to the principals from the Iitate Schools as we talked about their efforts to build stability, resiliency, and a sense of connection to their home village in the students. Like me, they are working to create a unique community in their school; one that brings distinctive communities together as one culture without losing their traditional values. Some of the connections I found were a little looser, falling into the range of “six degrees of separation.” One of the distinguished guests at the CGP luncheon was already familiar with Thomas Dooley School because he had been scheduled to be part of a Delegation to visit Dooley a few years ago, but had been unable to make it. I discovered that one of the parliamentarians we had dinner with has a best friend who attended Obihiro University of Agriculture and Veterinary Medicine, while I was teaching there. Last, but not least, I discovered that my cousin lives in Representative Taro Kono's district. (I am sure she voted for him.)

Upon my return:

I intend to increase my activity in the Japanese American and Japanese in America communities. I also intend to become more active in U.S.-Japan relations through participation with the U.S.-Japan Council, and friendship with the office of the Consul-General of Japan in Chicago.

MARTIN Y. IGUCHI (Washington, DC)

Dean & Professor , Georgetown University, School of Nursing & Health Studies



Martin Iguchi is the Dean of the Georgetown University School of Nursing & Health Studies. He is also an adjunct behavioral scientist at the RAND Corporation, where he formerly served as the director of the Drug Policy Research Center. Prior to joining Georgetown, Dr. Iguchi served as chair of the Department of Community Health Sciences within the School of Public Health at the University of California at Los Angeles. Dr. Iguchi has a long record of NIH and foundation funded research and scholarship aimed at improving public health. He has conducted extensive research on the intersections of drug addiction, drug policy, the criminal justice system, health disparities and HIV transmission. He is widely published and holds editorial roles with a number of scholarly journals, including senior editor for Addiction and member of the editorial boards for Drug and Alcohol Dependence and the Journal of Drug Policy Analysis. The recipient of a master's degree and Ph.D. in experimental psychology from Boston University, Dr. Iguchi is a fellow of the American Psychological Association and an elected member of its board of scientific affairs. He holds a B.A. from Vassar College.

VISITING JAPAN AS A MEMBER of the Japanese-American Leadership Delegation was a transformative experience. I had never before visited Japan and my Japanese vocabulary is limited to words my grandmother spoke to me as a toddler (e.g. ikimasho, abunai, atsui, yakamashii). The visit allowed me to better understand my own cultural lens and the values and biases passed down to me by my own Nisei parents. The visit also energized my own sense of Japanese identity and from that sense of identity emerged a personal commitment to serve as a citizen ambassador to strengthen US-Japan relations. The visit also brought me together with my fellow Delegates, each of whom brought intelligence, passion and commitment to the mission of the Delegation in ways that proved remarkably synergistic. On top of all that, we were led by the incomparable Irene Hirano Inouye. Her commitment, sense of humor, intelligence, insight, connections, and unmatched enthusiasm for US-Japan relations brought everything together for us all. She was the perfect guide, travel companion, topical expert, Japan guru, and celebrity.

So what did I learn? In Fukushima, I learned that while the Japanese people are resilient, hopeful, and efficient, and the government response was relatively rapid and thoughtful, significant challenges remain. It appears that the government response to the nuclear disaster has focused on factors that can be somewhat controlled (e.g. collecting and storing contaminated water from clean up efforts) but longer term challenges such as



where to store the increasing volumes of contaminated water and what to do about rain water drainage in contaminated communities appear beyond the pale. I was impressed by the temporary facilities developed for refugees, and sympathetic for all those we spoke with who state that no one in power will tell them if there are plans for their collective futures. I was impressed by the spirit, resilience, and hopefulness of those affected by the triple disasters, but concerned that mental health resources are relatively limited, and reports of suicide risk abound. This is especially concerning in a country where the major cause of death in men aged 20-44 has been suicide.

In Tokyo, I found that everyone I spoke with was excited by the leadership of the new Prime Minister, Shinzo Abe, and by his plan to grow the economy – described to us as his “three arrows.” (I am told three arrows refers to a Japanese proverb that states “three arrows can’t be broken.”) The arrows include a lowering of interest rates (monetary easing); investments in infrastructure and R&D (fiscal policies to stimulate demand); and attempts to open up Japan’s economy to increased competition (structural reforms) by, for example, joining the Trans-Pacific Partnership (TPP) talks. I was very impressed by the universal enthusiasm for Abenomics, by the steadily rising stock market, and by his historically strong poll numbers. The challenges, however, appear formidable. Public debt is extremely high, the mean age for the country’s population is the highest in the world, energy prices are high (and the loss of the nuclear option for a time will further increase costs), and there are still unresolved costs associated with rebuilding and recovery. I questioned whether Japan could shift, for example, to a “big agriculture” model when the challenges include unsuitable topography, an increased emphasis on mechanization and associated petroleum industry costs, an increased demand for low skill labor that will not be met given highly restrictive immigration policies, and a lack of clear plan for making the transition practically or politically palatable for aging farmers who will be displaced. Overall, I am most concerned with the continued failure of leadership to address the immigration issue. Japan cannot reclaim past economic glory without a work force, and the demographic fundamentals all indicate a crisis as Japan’s workforce, and indeed its entire population continues to shrink in number.

While I see the challenges faced by the Japanese people as formidable, I came away impressed by the optimism and can do spirit of both leaders and citizens. I developed a strong sense of personal responsibility for supporting the land of my ancestors, and I am grateful for this opportunity. I join with my fellow Delegates in pledging not to forget those impacted by 3/11, as well as joining them in a commitment to strengthening US-Japan relations in years to come.

KENZO KAWANABE (Denver, CO)
Partner, Davis Graham & Stubbs LLP



Kenzo Kawanabe is a commercial litigator and Partner at Davis Graham & Stubbs LLP (DGS). He represents corporate clients in a variety of matters relating to contract disputes, business torts, products liability and intellectual property. He has significant litigation and trial experience in high stakes cases. Prior to joining DGS in 1998, he served as a law clerk for the Honorable Mary J. Mullarkey, Chief Justice of the Colorado Supreme Court. During law school, he studied Japanese law in Tokyo. Mr. Kawanabe also contributes significant time to community service. He was Chair of the Board of Directors of the Denver Foundation, one of America's oldest and largest community foundations. He also was Board Chair of the Colorado Lawyers Committee, a consortium of over 50 law firms dedicated to assisting children and the disadvantaged. He is on the boards of Colorado Legal Services and the Center for Legal Inclusiveness and serves as a member of the Chief Justice Commission on the Profession and U.S.-Japan Council. Mr. Kawanabe holds a B.A. from the University of Colorado and a J.D. from Georgetown University.

THE RELATIONSHIP BETWEEN THE UNITED STATES and Japan is one of the most important in the world. Economically, they are the first and third largest economies. More importantly, these two countries share a common value system that promotes global peace and security. Both countries exemplify representative democracies, with the rule of law as a founding principle which ensures justice.

Prior to my trip, I hoped for a greater connection with the country of my great-grandparents. I had visited Japan a handful of times, including spending a semester in Tokyo studying Japanese law. However, this Japanese American Leadership Delegation (“JALD”) trip has forever changed my perspective.

The trip began in Fukushima, the prefecture ravaged by the 3/11/11 Triple Disaster. Two years ago, the tsunami left over 18,000 people missing or dead, and 370,000 houses destroyed in the area. The Triple Disaster (Great Eastern Earthquake, tsunami, and Fukushima nuclear power plant accident) caused unimaginable devastation to the area. This loss of human life and property were a great tragedy that brought sympathy from the entire world, especially Japanese Americans.

The JALD visited Fukushima Medical University, the elementary school for children who were evacuated from three other elementary schools, and the agricultural testing facility which made sure that Fukushima foods and products were safe. At 2:46 p.m. on 3/11, the JALD shared a minute of silence at the Odagaisama community center for residents living



in over 100 temporary housing units. While the people in Fukushima experienced one of the worst natural disasters in history, they were rebuilding their lives and planning for the future.

In Tokyo, the JALD met with numerous political and business leaders. Delegates spent time with Prime Minister Shinzo Abe, Foreign Minister Fumio Kishida, and members of the Diet (national legislature). Delegates interacted with Keidanren and other prominent business organizations, which included leaders from the largest companies in Japan such as Mitsubishi, Toyota, and Canon. A sense of hope permeated all of these meetings.

While the Japanese economy has declined over the past two decades, the current economy is experiencing large gains in the stock market and a decreasing value of the yen which allows Japanese exports to better compete in the world. The same day that we met with Prime Minister Abe, he announced that Japan would join the discussions of the Trans-Pacific Partnership (“TPP”). The TPP includes the United States, Australia, and Chile, and a handful of other countries which will hopefully allow TPP members to better cooperate and compete in the world economy.

The hope and warmth that we experienced was infectious, and the JALD left Japan with a feeling of optimism and renewed dedication to help strengthen the relations between two of the greatest countries in the world.

UPON MY RETURN:

I intend to become more active in U.S.-Japan relations including my participation with the U.S.-Japan Council, and friendship with the Japanese Consul-General’s Office. On a local level, I will coordinate with the political and trade organizations in Colorado, and work towards increasing tourism, trade, and discussions regarding energy. The timing could not be better, as United Airlines will soon begin the first direct flight between Tokyo and Denver. Japan is Colorado’s 4th largest trading partner, and this direct line of transportation will increase travel and business between Japan and Denver.

EMILY MURASE (San Francisco, CA)

Executive Director, San Francisco Department on the Status of Women



Emily Murase serves as Executive Director of the San Francisco Department on the Status of Women, where she oversees a \$3.5 million budget to promote the human rights of the women and girls of San Francisco. Previously, she served in the first Clinton White House as Director for International Economic Affairs (1993-1994), after working for AT&T Japan in Tokyo, and she later worked in the International Bureau of the Federal Communications Commission. In 2010, Dr. Murase was elected to the San Francisco Board of Education and is the first Japanese American to serve on the school board. In 2009, Dr. Murse was named Woman of the Year by California State Senator Leland Yee and was recognized for her contributions to the women’s community by the Democratic Women’s Forum. Dr. Murase holds an A.B. in modern Japanese history from Bryn Mawr College (including a year at Tsuda College in Tokyo), a Master’s degree from the Graduate School of International Relations & Pacific Studies at UC San Diego, and a Ph.D. in Communication from Stanford.

Top 5 Observations from the Delegation Trip

OBSERVATION #5: Our group of 10 nikkei leaders were AWESOME, including a public school principal of an Illinois Japanese immersion school (Marion), a Deputy Fire Chief from Los Angeles (David), a 3rd generation import-export business owner from Portland (Verne), a rising star attorney from Colorado (Kenzo), the Dean of Health Studies at Georgetown (Martin), an pioneer in instructional toys and resources for autistic children in New York (Julie), an educational policy expert from the Washington, DC area (Amy), a magnate in Japanese tourism from Hawaii (Eric), and a Seattle-based serial entrepreneur in the tech sector (Kelly). We were sansei, yonsei, and of mixed heritage. Three of us spoke Japanese, several had lived and worked in Japan before, and two of us had never been to Japan before. We got along famously and became a tight-knit family, looking out for each other throughout the trip, with friendships to last a lifetime.

OBSERVATION #4: Despite their travails and tragedies, the people of Fukushima we met were very strong and full of hope for a better future. The visionary Professor Mitsuo Yamakawa of Fukushima University laid out a blueprint for recovery that relies on, not government-written directives, but a broad diversity of citizen voices, from seniors to students to housewives to displaced farmers. This was really exciting to hear about.

OBSERVATION #3: Through formal discussions and informal conversations with the business leaders of Mitsubishi, Forum 21, Keidanren, Keizai Doyukai, it was clear that the business community recognizes that the workforce must change in 3 fundamental ways:



- 1. Better use of women in the workforce.
- 2. Creating systems to ensure a diversity of ideas for innovation.
- 3. Encouraging/requiring overseas experience among employees.

A clear indication of this change was evident in the new wave of women politicians. Of the 722 members of the Japanese Diet, there are 81 women (about 11% compared to a still disappointing 18% in the US Congress). Five of these women joined us for the dinner hosted by Parliamentarian Taro Kono, which means we met 6% of all the women Parliamentarians in Japan! Amazingly, all 5 held degrees from U.S. universities, including 4 PhDs!

OBSERVATION #2: When I first lived in Japan, in 1975, Nikkei were not well understood. We looked Japanese, but didn’t speak Japanese well. In some cases, we were thought to be “mentally retarded.” It was truly inspiring to meet with Nikkei leaders in Japan, including legendary businessman Ernest Higa who owns all of the Domino Pizza shops in Hawaii and Japan, Kathy Matsui, Chief Japan Strategist of Goldman Sachs, Bill Ireton, President of Warner Japan, and Paul Yonamine, General Manager of IBM Japan. Overall, the visit demonstrated to me that there has been a fundamental shift among opinion leaders in Japan about attitudes towards Japanese Americans. Now, we are considered an asset to U.S.-Japan relations.

My final observation, **OBSERVATION #1:** This fundamental shift would not have been possible without the vision of the late Senator Daniel Inouye (D-HI) and the steadfast work of his wife Irene Hirano Inouye over these many years, from her tireless efforts to raise money to support a national Japanese American museum by demonstrating to Japanese corporations the importance of the Nikkei community to US-Japan relations to now, as President of the U.S.-Japan Council, firmly positioning Nikkei leaders to interact with the highest decision-makers in Japan to further advance US-Japan relations. Irene is truly a force of nature you want on your side.

On the last day of our unforgettable trip, our delegation proclaimed Irene most qualified to become US Ambassador to Japan, perhaps under a Hillary Clinton Administration. My colleagues on the trip have pledged to make this happen. Nothing could be better for US-Japan relations!

KELLY OGILVIE (Seattle, WA)

Founder, Chairman, President and Chief Operating Officer, Quemulus, Inc.



Kelly Ogilvie is Founder, Chairman, President and Chief Operating Officer of Quemulus, Inc., an “e-wallet” application accessible from a website and mobile devices. He is also Founding Partner of Social Milli, LLC, a social media consultancy that advises small and medium sized businesses on social media strategy. Prior to founding Quemulus and Social Milli, Mr. Ogilvie was Founder, CEO and President of Blue Marble Biomaterials. Before that time, Mr. Ogilvie worked with the Seattle Chamber of Commerce to promote business interests in Washington State, and also worked for Microsoft co-founder Paul Allen’s Vulcan Real Estate division on developing the South Lake Union Corridor. He began his career in former Washington State Governor Gary Locke’s office coordinating outreach efforts. Mr. Ogilvie also spent time as Deputy Director for former Mayor of Seattle Greg Nickels and currently serves on the Board of Directors of Extraordinary Futures and the External Advisory Board of Washington State University’s Center for Environmental Research Education and Outreach. He attended Seattle University, where he received a B.A. in Humanities and International Business.

Land of the Rising Sun

THE 2013 JAPANESE AMERICAN LEADERSHIP Delegation visited Japan during a pivotal moment of transition and transformation. Japan is facing crises on a number of fronts: the ongoing environmental disaster at Fukushima, a secular demographic decline, a yawning fiscal deficit, an economy mired in two decades of deflation, and growingly aggressive neighbors in China and North Korea.

We had the chance to be in Japan as Prime Minister Shinzo Abe was rolling out his dramatic “Three Arrows” plan for economic and cultural revitalization: monetary policy, fiscal policy, and structural reforms, as well as the announcement of Japan’s participation in the Trans Pacific Partnership (TPP) trade agreement. The psychological impact of ‘Abenomics’ was apparent to our Delegation; a deep sense of optimism permeated the people we spoke with while we were there.

Fukushima - 6 Months On

When the Great Tohoku Earthquake and subsequent tsunami hit Fukushima on March 11, 2011, the world witnessed the largest nuclear incident since the 1986 Chernobyl disaster. Two and a half years later, the problem still persists as Japanese officials in charge of cleanup struggle to contain the radioactive material leaking into the Pacific Ocean. As this crisis rages on, one has to wonder if the Japanese government will open up to international assistance to address the growing concern that this is a truly global environmental disaster.

Although it’s been nearly 6 months since our Delegation visited Tohoku on the two-year anniversary of the disaster, the experience still resonates. On March 11, 2013 our Delegation had the privilege of standing alongside evacuees of the disaster during the ceremonial commemoration of



the earthquake and tsunami. In that emotional moment a strong sense of humanity connected us to the people of Fukushima. As I reflect on that experience and watch the current news reports about the worsening conditions at the Fukushima Daiichi Nuclear Power Plant, I can’t help but feel deep sorrow for the evacuees whose dreams to return to the places they called home grows ever more distant.

Abenomics - Monetary Bazooka

2% inflation and a doubled monetary base in two years. This was Bank of Japan (BoJ) Governor Kuroda’s monetary ‘bazooka’ that had financial markets buzzing while we were in Tokyo. It led to a surging Nikkei stock market and rapidly depreciating yen. However, on April 4th the unexpected occurred: bond yields began to rise significantly, which was the opposite of what the BoJ was hoping for. Perhaps Governor Kuroda’s unwavering aim of achieving 2% inflation in two-years may have spooked the Japanese bond market. This could have created a ‘Rational Investor Paradox’: namely, that if the BoJ is successful in creating inflation, Japanese bonds lose value as a result of eroded buying power. In this scenario investors would be motivated to sell Japanese bonds and buy foreign bonds, causing interest rates to rise. This is opposite of the BoJ’s goal which is to keep a lid on interest rates. What this may indicate is a point of diminishing return for Quantitative Easing. As Stephen Jen points out, while the effectiveness of QE rises with the firepower of the bazooka, beyond a certain point increased firepower could become counter-productive. The Federal Reserve and European Central Bank were likely watching very closely, and I wonder if the recent “taper” discussion of our own Federal Reserve’s QE program may have been in some part influenced by the volatility in the Japanese bond market.

It is worth noting that Japan is now growing at a rate of 4% annual GDP. This makes Japan the fastest growing developed market in the world. Although the Nikkei and bond markets have been highly volatile since April 4th, Abenomics seems to be having an affect on real economic growth.

While many of our Delegation discussions in Japan included the massive debt burden Japan carries (one quadrillion yen), an ignored positive is the current amount of wealth held on Japanese household balance sheets. While the government is poor, Japanese households are rich. They hold over 1,500 trillion yen in liquid assets (\$15 trillion USD) and 840 trillion yen in cash (or \$8.4 trillion USD).

Structural Reforms

A major topic of discussion was the aging and declining population of Japan. In the next 36 years, Japan will lose 32 million people, or 1/4th of the population. Population growth is a major driver of GDP growth and Japan’s demographic problem is exacerbated by an aging population that even further reduces the potential workforce. Where will Japan’s growth come from?

The potential to increase female participation in the workforce was considered a tremendous opportunity in our discussions with Japanese businesses. A concern is the potential impact on depressing the birthrate as women delay having children to pursue career opportunities. Hiring the elderly was also discussed, although manual labor and the technical skill to operate recent

(CONTINUED ON PAGE 44)

technology could also pose a challenge.

So how is it that Japan ranks so highly among the G7 countries in the ‘GDP growth per worker’ metric? How can this be, considering the declining population? While Japan faces demographic headwinds, it does a very good job of being highly productive. This productivity is tied to returns on investments in robotics and automation.

From SLJ Macro Partners:

“Roughly speaking, half of all the robots in the world are in Asia (Japan being the world’s largest user of robots, accounting for 30% of the world’s robots). Europe and North America account for, respectively, 32% and 16% of all robots”

Immigration is an unpalatable (and politically unlikely) option for solving the demographic crisis, so several compensating solutions seem to be likely: greater female participation in the workforce, and continued investment in robotics and automation. Also, providing young people social mobility and entrepreneurship present an opportunity to attract highly skilled labor and capital from the rest of the world.

Conclusion

While Japan certainly has considerable challenges ahead of it, there are signs of life in the economy and optimism in the people. Abenomics seems to have jostled loose a two decade hold of deflation in Japan. While entrepreneurship participation is still extremely low, the sentiment is shifting as the Generation Y “internet generation” connects, shares, and decouples from the gradated authoritarian social structures of Japanese culture. If there are expectations for economic growth, risk taking becomes more likely and the massive Japanese household wealth could be put to use in the domestic economy as investments to create jobs, or applied abroad expanding Japan’s reach as an economic superpower.

The relationship between the United States and Japan has a special significance for me, many Japanese American families, and in human history. It was forged in the tragedy of the world’s only nuclear war and tempered in the peacetime reconstruction that led to economic prosperity for both countries. Perhaps the land of the rising sun will lead against the horizon of the emergent Asian century, or perhaps the challenges Japan faces will end up being gravitational, secular, and inescapable. Only time will tell. My best guess is that Japan will be a positive economic surprise in the coming decade.



DAVID YAMAHATA (Pasadena, CA)

Deputy Chief, Los Angeles Fire Department

David Yamahata is a 35-year veteran of the Los Angeles Fire Department. He has served 16 years as a Chief Officer and with his most recent promotion, is the first Japanese-American to reach the rank of Chief Deputy in the Department’s history. As Chief Deputy, he is responsible for supervising all fire and emergency medical service resources, serving the 470 square miles of the city of Los Angeles, as well as the Metropolitan Fire Communications dispatch center. As former Chief of Staff for the Fire Department, he served as a liaison between the Fire Department and the Mayor, City Council members and their staff in managing issues within the community to ensure public safety for the citizens of Los Angeles. Chief Deputy Yamahata holds a B.A. in Biology from University of California, Los Angeles. He has a Master’s Degree in Emergency Service Administration from California State University, Long Beach. He completed the National Fire Academy’s Executive Fire Officer Program in 2006.

AFTER MY SELECTION AS PART OF the 2013 Japanese American Leadership Delegation and reviewing the backgrounds of my fellow Delegates, I knew I was going to be surrounded by very talented individuals. Following the two-day orientation, I realized each day of our trip would be filled with events from morning until evening and my work was cut out for me before the trip even started. I was apprehensive about my skill level to participate and contribute but I found my fellow Delegates to be very supportive and I quickly found a comfort level with each subsequent meeting.

As a member of the 2013 Delegation, I had the opportunity to meet the highest leaders in government, business, and the non-profit sectors, and to participate in discussions regarding key issues that affect both of our countries. Listening to high level business leaders enlightened me to the fact that both the United States and Japan have similar challenges in maintaining a successful business. Yet, I also learned that Japanese businesses continue to struggle with upward mobility of women and allowing people outside of Japan the opportunity to contribute new ideas.

Meeting her Imperial Highness Princess Takamado was a highlight for me; she is a genuine, consummate diplomat for the Royal family. Her pleasant demeanor and ability to transition from one subject to another provided an atmosphere of comfort for the Delegation. Then to top it off, we culminated our journey with the opportunity to meet with Prime Minister Shinzo Abe. Just like President Obama, many people see Prime Minister Abe either on television or in person from afar but few are afforded that rare occasion, to hold a private meeting, and it was a honor to spend time with him.

As Japan recovers from the three catastrophic events from two years ago, there were two experiences during our journey that I will never forget. The first was our visit to an elementary school in Fukushima, a temporary facility constructed to accommodate children from three separate schools that had to be evacuated as a result of the nuclear plant disaster. Here the Delegation had the opportunity to observe and interact with children that continued to maintain a positive attitude and worked at adding personal touches to the school to make it their own. The second occurred with our visit to the Odagaisama Center, a social support organization designed to create solidarity among those at an evacuation center. At 2:46 pm on March 11, the exact time of the 2011 Japan Earthquake, the Delegation, staff members and evacuees stood for a moment of silence. At the end of our visit, each Delegate received a handmade gift, a small pouch made from traditional Japanese fabric containing a shard of charcoal. The charcoal was from prized cherry blossom trees that were burned from the now abandoned Tomioka Town High School and represented the hope that the previous devastated community would once again be renewed and become an even better, stronger community.

As a Sansei, this was my first trip to Japan and as a result of the trip; it reaffirmed my connection to the Japanese culture. I better understand and appreciate the work ethics and family traditions taught to me by my parents and grandparents. As a result of the trip, I have a renewed and revitalized enthusiasm to encourage people to become more involved with the United States and Japan relations, specifically among the Japanese Americans, starting with my own children.

All in all, participating in the 2013 JALD left a deep impression on me and I will be forever grateful for having the opportunity to visit Japan. I am committed as are my fellow Delegates to further nurture the relationships between the U.S. and Japan.

AMY D. YAMASHIRO (Arlington, VA)

Data and Evaluation Coordinator, Arlington Public Schools



For over twenty years, Amy D. Yamashiro has worked in schools/education administration, as lead researcher, professor, classroom teacher, as Board Member for an independent elementary and middle school and on community and school advisory/task force committees. Her current work serves the Arlington Partnership for Children, Youth and Families. She makes data-driven recommendations to the County and School Boards concerning programs and policies for children, youth and families. In addition, Dr. Yamashiro is an Adjunct Professor at George Mason University's Graduate School of Education, Co-Coordinator for the Institute for Educational Leadership's Education Policy Fellowship Program and Educational Consultant on assessment/evaluation and educational research. She also serves on the Board for the Dream Project, Inc. She holds a B.A. in Psychology from Yale University, M.A. in TESOL from the School for International Training, and Doctorate in Education from Temple University.

N REFLECTING UPON THE Japanese American Leadership Delegation (JALD) 2013 visit to Japan, the recurring themes for me include breaking silences, gaman, resilience, and empowering leadership. Gaman is a Japanese term which means enduring the seemingly unbearable with patience and dignity, and resilience is the ability to recover from adversity and depression. Empowering leadership values individual creativity and provides a climate that encourages personal initiative.

Growing up as a Yonsei in Gardena, there seemed to be an intangible, invisible divide between the Issei and Nisei generations and the Sansei generation and beyond that was not uncovered or understood until the Redress Movement encouraged the first two generations to break their stoic silence regarding the Japanese Internment Camp experience and to create a bridge of understanding with the later generations which enabled intergenerational healing and bonding through sharing stories. By amazing coincidence, the Art of Gaman, a collection of work created by Japanese Americans during Internment, was on display in Fukushima on the day of the JALD 2013 Symposium, "Toward Common Ground: Connecting Diverse Voices for the Future."

On March 11, 2013, JALD visited a school that housed three separate elementary schools from Iidate Village and the Odagaisama Center for evacuees of the Great East Japan Earthquake, tsunami, and nuclear crisis and shared a deeply moving and unforgettable experience as we commemorated the second anniversary of the triple disasters with the evacuees. At the school, I was touched by the Principals' description of their efforts to hire storytellers to document the folktales of their village and to recreate the festivals and other traditions for the children. This resonated with my experience in Gardena, where the Issei meticulously recreated the festivals, field days, and other traditions from their respective villages and prefectures in Japan to pass on to the younger generations. The overall impression of the school reminded me of photos of Nisei children playing happily in the internment camps, with the most vivid image of the Iidate Village children laughing and playing battle robot soccer during science class.

At the Odagaisama Center, the Director, Kazuhiko Amano, recounted a paradoxical increase in rates of dying by evacuees of the Great Hanshin Earthquake in 1995 who had moved from living in emergency shelters separated by cardboard partition to temporary housing (like that at the Odagaisama Center). He wanted to highlight how the Odagaisama Center made use of the lessons learned to help the evacuees overcome the isolation, loneliness, and depression and create ways for folks to connect and create community. He



described examples of how empowering leadership transformed evacuee volunteers serving coffee into a "coffeehouse environment" and how a simple footbath with hand massage became a "salon" to offer evacuees the much needed opportunities to break their silence, to begin opening up, and to share their stories as the first steps towards healing and bonding with others. He also explained how the evacuees have started making arts and crafts to provide an outlet for creative expression similar to the Japanese Americans in the internment camps as depicted in the Art of Gaman exhibit.

As a Japanese American, I was immediately struck by the close resemblance of the evacuee relocation center at the Odagaisama Center and the image I had of the Japanese Internment camp barracks. The photo below on the left shows the rows of temporary housing for evacuees at the Odagaisama Center. The photo to the right was taken at Manzanar in 1942, and shows the seemingly endless rows of barracks at this internment camp for Japanese Americans.



Odagaisama Center for evacuees from the Great East Japan Earthquake, Tsunami, and Nuclear Melttdown Disasters. Photographer: Iguchi, Martin –Fukushima, Japan (3/11/13)



Street scene looking east toward the Inyo Mountains at this War Relocation Authority center. Photographer: Lange, Dorothea -- Manzanar, California (6/29/42)

The striking visual similarity of the temporary housing of the evacuees and the internment camp experience underscores the common ground that we as Japanese Americans intuitively had with the people of Fukushima such that we could bond with the evacuees at multiple levels from the sudden disruption of life, the relocation experience, living indefinitely in the diaspora, and yearning for what was lost.

Despite the loss and uncertainty, the primary message from the people of Fukushima to the outer world is that they have optimism for the future. They are forever grateful for all the love and support received from the United States, Japanese Americans, and elsewhere. The evacuees' greatest hope is that people across Japan and around the world will continue their support through exchange programs like JALD and the TOMODACHI Initiative, engage with the people from the affected areas, and visit Fukushima to show they care. During the remainder of our visit, we recounted the messages of common ground and optimism for the future to the business leaders and government officials in Japan.

On a personal note, as a Delegate, I greatly benefitted from Irene Hirano Inouye's empowering leadership style. Irene masterfully identified the best use of our individual and combined gifts and talents to make the most of each and every opportunity to exchange ideas and information and for people-to-people relationship building. After meeting with the Prime Minister, the Foreign Minister, Her Imperial Highness Princess Takamado, and the other dignitaries, I have taken on a personal and heartfelt commitment to continue serving as an international goodwill ambassador between the U.S. and Japan. The importance of breaking silences, gaman, resilience, and empowering leadership, these are the indelible impressions I have of Japan from March 2013.

JULIE AZUMA (New York, NY)

President & Founder, Different Roads to Learning, DRL Books, Inc.



Julie Azuma started Different Roads to Learning in 1995. The company sells educational products for children diagnosed with autism, Asperger's Syndrome and other developmental disabilities. In 1999 she created DRL Books Inc., which publishes books and curricula related to teaching functional, social and academic skills to individuals with Autism and Asperger's Syndrome. Ms. Azuma received a B.F.A. in Apparel Design from Washington University in St. Louis. She had a career in the apparel industry as a designer and merchandiser working at many corporations. When her older daughter, Miranda, was diagnosed with autism at the age of six, Julie left the apparel industry to begin a niche business related to educating children on the spectrum. Ms. Azuma serves as the President of the Board of Asian Women in Business (AWIB), President of the Board of the Eden II and Genesis Foundation, and Vice President of the Japanese American Association of New York.

OUR 2013 DELEGATION IS A SAMPLE, a slice of what Japanese Americans have accomplished in the years since the 1960's. Our Delegation, a dedicated spirited team, will continue building towards the resilient Japanese American narrative started by the 12 Delegations before us; as part of a vision created by Irene Hirano Inouye and the late Senator Daniel Inouye.

On our journey in March, we had a positive and powerful synergy and energy within our Delegation and with all of the people we met in Japan.

In Fukushima, we found strength and hope for reconstruction, renewal and a return to normalcy. The message from Fukushima was a belief in their future. The prefecture is large and the majority of the prefecture is radiation safe.

In each place we visited in Fukushima; government officials, community support groups, university officials, school children, we found hope and optimism in returning to a self-sustaining and safe normalcy in their daily lives.

Tokyo was filled with powerful experiences. In all of our visits in Tokyo, there was a change in the air. A new optimism was part of each meeting. Each session was filled with a positive future for Japan along with a warm regard for Americans, and for Japanese Americans.

Each meeting started with a moment to remember and appreciate the late Senator Daniel Inouye, who along with Irene Hirano Inouye worked tirelessly to make all of the "People to People" connections possible. At each meeting, there was also a note of appreciation for the heartfelt support and affection sent from the all parts of the US in response to the Great East Japan Earthquake.

The business groups talked about the future of advancing women, addressing international workers and creating more global views in business and culture. There was excitement for the new monetary and fiscal policy; leading to a change for growth for the first time in two decades. All of the business groups had positive energy and hope.

As someone who visited Japan in the late 70's for business, joining the 2013 Japanese American Leadership Delegation was an amazing experience of change. There is such a vast difference in the acceptance and perception of the Japanese people towards Japanese Americans.

Much of that perception has been altered by Irene Hirano and the late Senator and also by the Japanese American who are leaders in business in Japan; Paul Yonamine, Bill Ireton, Kathy Matsui and Ernest Higa. Their cumulative success has been amazing as Japanese Americans, creating a warmer, stronger acceptance for our global JA community.

There is "a change of psyche" as Ambassador Roos put it. It was an exciting time for Japan and we had the privilege to witness the leading edge of change.

That same "change of psyche" applies to me. My friends say that I'm very different since March. I present differently, confident and stronger. I'm willing to speak out. I am empowered.

VERNE NAITO (Portland, OR)

Vice President, Naito Corporation



Verne Naito is a Vice President at Naito Corporation, a family owned and managed business. He oversees property management, real estate investments, financial management and new business development. In its 92-year history, the company has been an importer, distributor, retailer and real estate developer. Prior to joining Naito Corporation, Mr. Naito worked in management consulting and finance in high tech. Mr. Naito has held board and advisory board positions in numerous nonprofit and business organizations including: The Asian Pacific American Chamber of Commerce; Harvard Business School Alumni Association of Oregon; University of Portland, Center for Entrepreneurship; Japanese American Citizens League Portland Chapter; Portland Japanese Garden Society and Portland State University, Center for Japanese Studies. Mr. Naito received his B.A. from Pomona College and MBA from Harvard Business School.

WRITE THIS REPORT ONLY 3 DAYS into the Delegation's trip, just after our visit to Fukushima. I write this knowing that more than half of the Delegation meetings and briefings are in front of us. But I already know that nothing that we will experience henceforth will compare to the experience in Fukushima. To be in the area that was affected so deeply by the triple disasters of the Great East Japan Earthquake, followed by the Tsunami, and then the nuclear reactor meltdown on the second anniversary of the disaster was moving beyond description. To participate in a remembrance ceremony at the exact moment of the earthquake will be an experience I will never forget.

As reported elsewhere, we visited a temporary school and a community relief center located in the midst of 500 temporary housing units for evacuees. One of the goals of JALD is to improve Japan - America relations though individual people to people contact. There will be few situations in my experience where such contact could be replaced and still communicate the full range of experience and emotion that this portion of our trip conveyed,

The entire world shed tears following the disaster for the huge loss of life. The members of the Delegation shed tears for the dead, but also for the living. Our tears were a mix of profound sorrow for the conditions in which the survivors and evacuees now find themselves. And our tears were for the joy in discovering the indomitable strength of the human spirit to persevere in the face of extreme adversity. Everyone we met -- right down to K through 5 students -- are only looking forward.

If participation on this Delegation accomplished anything, for me at least, it elevated the plight of the people of the Fukushima region so that they will be in my thoughts and heart forever.

ERIC TAKAHATA (Honolulu, Hawaii)
Managing Director, Hawaii Tourism Japan



Eric Takahata has more than 20 years of experience in promoting tourism marketing and sales between the United States and Japan. He currently serves as Managing Director for Hawaii Tourism Japan, and is the official marketing contractor for the Hawaii Tourism Authority in Japan. He successfully created and implemented Japan Airlines Hawaii route marketing promotions, which increased JAL's profitability on the Hawaii route. Mr. Takahata holds a B.B.A. in M.I.S. from the University of Hawaii, where he was a Western Athletic Conference Scholar Athlete.

THE JALD TRIP TO JAPAN IS TRULY a once in a lifetime opportunity. Never before have I been part of such an important program representing Japanese Americans in such an impactful and significant way. The program ties together business, education, government and the community – the many areas that bond the U.S. and Japan.

The visit to Fukushima was a highlight of the trip that will truly never be forgotten. Most of us in America witnessed the tragedy of the Great East Japan Earthquake unfold on TV or the internet. I was moved by actually going to Fukushima in the affected region and experiencing firsthand how people have persevered in the aftermath of the disaster. Though still recovering, the people of Fukushima are resilient and highly optimistic, which we learned through our visit to the Iitate Village Temporary Elementary School. The future is bright because the children of the region will carry the torch and lead the community toward full recovery.

I am forever changed and grateful for this opportunity allowed to us by the Ministry of Foreign Affairs of Japan, U.S.-Japan Council and the Japan Foundation Center for Global Partnership, the sponsor of the symposium held in Fukushima. My sense of responsibility to further strengthen U.S.-Japan relations has been immensely heightened and it is my intention to steward this experience for the benefit of the Japanese American community and for our two great nations.



JAPANESE AMERICAN
LEADERSHIP DELEGATION

*SPONSORED BY JAPAN MINISTRY OF FOREIGN AFFAIRS
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