

2012 JAPANESE AMERICAN  
LEADERSHIP DELEGATION



復元力  
*Resilience*

The motif of bamboo in the U.S. is a common design found on screens, paintings, textiles and ceramics. It is a beautiful plant that reminds us of East Asia and is known to grow widely throughout Japan. It is a functional, practical and edible material that the Japanese have used for centuries in building houses, shaping utensils and enjoying in their daily meals. Aside from art and form, the Japanese often turn to nature for life lessons and bamboo is known for symbolizing resilience. Not only does it grow quickly and proliferate in groves, but it can bend without breaking under the weight of wind and rain.

In March of 2012, the twelfth Japanese American Leadership Delegation first convened in Tokyo before traveling to Sendai and Ishinomaki, areas which had been damaged by the Great East Japan Earthquake just one year before. Anniversaries of natural disasters may bring out anxiety, as people remember the past and look around at a present that seems fragile with endless cleanup work to be done. We were no longer watching events unfold from thousands of miles away on a television screen. Instead, we were offered a glimpse of 3.11 up close.

*(continued on inside back cover)*



JAPANESE AMERICAN  
LEADERSHIP DELEGATION

## 2012 Report

# 復元力

*Resilience*

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March 4, 2012

## 心の旅

*kokoro no tabi*  
Journey of the Heart

The JALD boarded the bullet train, departed from Tokyo station and traveled to Sendai where we began a journey to see up close the destruction of 3.11 in the Ishinomaki region. While we grappled with all the information and statistics of people missing or houses destroyed, the emotional tenor of the trip turned into deeply personal feelings of connection and concern for the people displaced by the forces of nature.



photo by Janet Ikeda



photo by Barbara Hibino

**8070: Hiyoriyama, Ishinomaki,** marker for Basho's "Oku no hosomichi" or Narrow Road to the Deep North (at left). The steep ascent to Hiyoriyama was the path to safety for those fleeing the tsunami from sea-level. On these heights delegates were provided with a vivid description of the tsunami, as they viewed what remained of the coastal area.



photo by Neil Horikoshi



photo by Michael Tanimura

# JEN Tour and Meetings

Locations: Sendai, Ishinomaki, Oshika peninsula, JEN Office  
by Barbara Hibino

The first official meeting of the 2012 Japanese American Leadership Delegation began with meeting the Japanese Emergency Network (JEN) staff: Taku Kawada, Director for the Tohoku Program Department; Hiroyuki Kogure, Head of the Ishinomaki Office; and Tetsuo Kimura, Program Officer. JEN is a non-governmental organization that works closely with disaster victims in the affected regions. The staff gave us a first-hand glimpse into the devastation and recovery in Ishinomaki and the Oshika Peninsula, almost exactly one year after the Great East Japan Earthquake. Their moving accounts impacted the delegates greatly and, in many ways, set the tone for the rest of the stay in Japan.

In Ishinomaki, the town hardest-hit by the tsunami, the delegates toured an area of devastation that was almost surreal, with debris-free, clean-swept streets bordering plots of bare land or the occasional still-standing structure. Ishinomaki had been the fourth largest fishing port in the world. After 3.11, only three of 200 factories remain in operation.

In total, the tsunami left 18,959 people missing or dead; 370,000 houses totally or partially destroyed; and 13,500 households still living in temporary housing, at the time of the JALD trip.



photo by Mark Mitsui



photo by Michael Tanimura



photo by Barbara Hibino





photo by Michael Tanimura

Within days of the March 11, 2011 Triple Disaster, JEN mobilized to provide basic needs such as food, toiletries, clothing and blankets. They set up soup kitchens. Later, as people transitioned to temporary housing, JEN provided bedding, clothing, kitchenware and other basic household items.



photo by Janet Ikeda

JEN organized 4,600 volunteers, some of whom participated in the cleanup of the sludge and debris by hand. JEN has built three community coffee houses in order to provide a place where people can gather. These community centers include play areas for small children. They continue to provide psychological support, legal consultation, livelihood support, community-building support and livelihood recovery for

fishermen. With the anniversary of 3.11 drawing near, JEN was gearing up not only for the severe psychological repercussions from the disasters, but also for the reaction of people to the termination of unemployment insurance and other support mechanisms. This valuable organization is working to help lead the disenfranchised to real self-reliance and a sustainable economy in an area that even before the Triple Disaster relied mostly on the agriculture and fishing industries for revenue.



photo by Susan Onuma



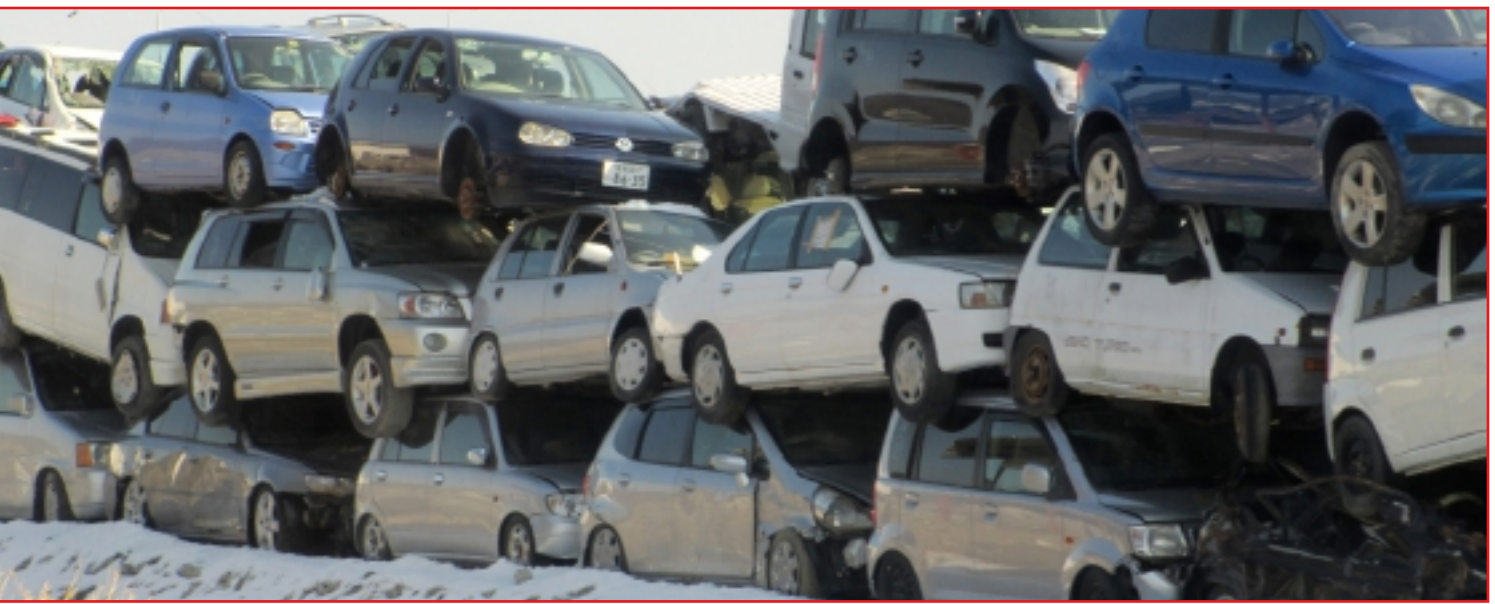


photo by Shannon Hori

Meeting people and visiting areas so strongly affected by the events of March 11 left many delegates struck by the stark reality of the landscape and dismayed by the work still left to be done. Many delegates thought that it was one thing to read about the destruction, or see it on television; and another entirely to see it firsthand, or hear directly from survivors.



photo by Michael Tanimura



photo by Mark Mitsui





photo by Michael Tanimura



photo by Susan Onuma

**More views of Ishinomaki**, with the rubble pile to the north of the river (above) topping at about 20 meters – 66 feet – the same height as the second tsunami wave, which crested the bridge that spans the river. A display from one of the factories (bottom left), displaced by the tsunami. Patients and workers at the city hospital (below and middle on proceeding page) were not evacuated until four days after the tsunami.



photo by Mark Mitsui



photo by Shannon Hori





photo by Michael Tanimura



photo by Susan Onuma



photo by Mark Mitsui



photo by Janet Ikeda



photo by Mark Mitsui

**On the Oshika Peninsula, the delegates** saw the almost total destruction of buildings, although the Shinto shrine (at left) survived. Mr. Kogure (top) explains the use of scallop shells to host young oysters, providing them with a place to attach themselves, but notes that it will be another two years before there will be an oyster harvest. Susan Onuma (top left) takes photos from the bus, something delegates did a lot of that day.





photo by Neil Horikoshi

### **The tsunami did not just**

affect aquaculture. Many rice fields were made untenable because of the high levels of salt left by the seawater (above). Mr. Kogure (far right), with Mr. Kawada helping to hold the map, and our translator Ms. Watanabe and Consul Toshio Odagiri raptly listening, explained how he and his wife narrowly escaped the tsunami. At the JEN office (seated left to right) Irene Hirano Inouye, Janet Ikeda, Barbara Hibino, Shannon Hori, (standing left to right) Tetsuo Kimura, Taku Kawada, Mark Mitsui, Susan Onuma, Paul Watanabe, Barry Taniguchi, Mike Bosack, Hiroyuki Kogure, Michael Tanimura, Neil Horikoshi and Consul Toshio Odagiri.

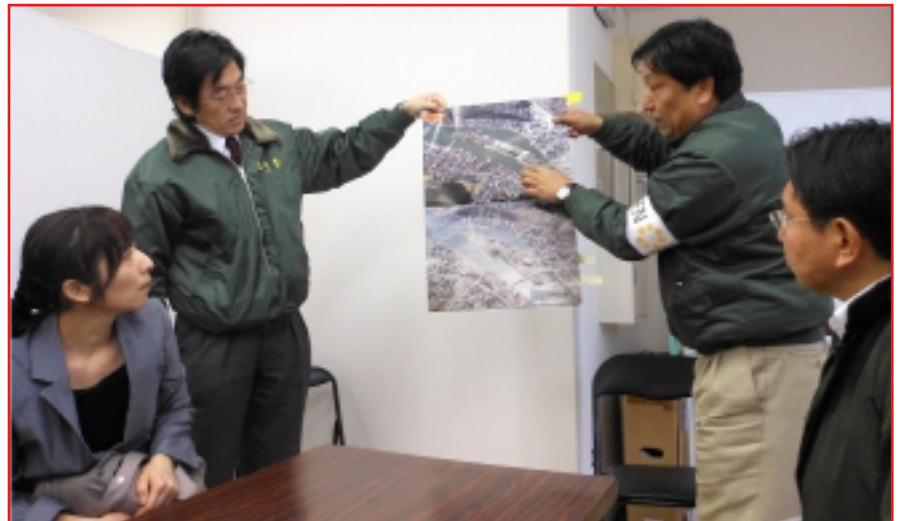


photo by Neil Horikoshi



March 5, 2012

## 出る釘は英雄である

*deru kugi wa eiyu de arū*  
The Nails that Stick  
out Are Heroes

There is a well-known Japanese proverb about how the nail that sticks out gets pounded in. These words illustrate the social ideal of conformity in Japan where fitting in helps maintain order and harmony. The delegates learned that many of the young, idealistic social entrepreneurs, who are now working in the disaster region, made sharp departures from traditional paths, quit secure jobs and went against the wishes of their parents in order to follow a dream. Their dream is help others, learn how to take risks, and rebuild a new Japan. They seem like real heroes.

## Social Entrepreneurs in Sendai

Location: Sendai Miyagi NPO Center  
by Susan J. Onuma and Mike Bosack

The Sendai Miyagi NPO Center (the Center) distributes information and funds, coordinates efforts and connects the business and government communities with NPOs and NGOs. The Center maintains an information library and acts as a clearinghouse for information concerning disaster relief. It also confirms the legitimacy and trustworthiness of NPOs and NGOs to protect funders from investing in unscrupulous or fraudulent operations.

After the shock of visiting various areas in Miyagi prefecture that were affected by the earthquake and tsunami, the delegates met with young social entrepreneurs in Sendai. It was truly inspiring to meet these young people who were dedicating themselves to the Tohoku recovery efforts. This was especially heartening after hearing about how the youth of Japan lacked interest in the world around them. This can be seen in the growing population of what the Japanese refer to as *hikikomori* (reclusive adolescents and young adults) and the decline in the number of students wanting to study abroad. We learned that young people throughout Japan have answered the call and need for assistance in the disaster-stricken areas by volunteering to help, in many case quitting their jobs, abandoning their “traditional careers” to move to Tohoku to become full-time volunteers and committing themselves to help rebuild the devastated regions in the aftermath of the disaster.

Professor Hideyuki Inoue, Keio University Fujisawa campus, helped found the Entrepreneurial Training for Innovative Communities (ETIC). ETIC’s mission in Tohoku is to empower leaders for disaster recovery and create an entrepreneurial ecosystem in Tohoku to attract young entrepreneurs. The goal is to create and develop innovative ideas and projects into viable solutions to support the recovery efforts, not just for the immediate future but also for many years to come.

Paul Watanabe sharing his views with the social entrepreneurs.



photos by Michael Tanimura





photo by Neil Horikoshi

**Delicious artisan bread from Mr. Shimada's *Le Temps Riche* bakery** being sampled by Susan Onuma (above). Ms. Kashima continues to strive for a new infrastructure for the delivery of services and transportation in the region (right). Mr. Ohashi (below) noted that he would like to shift the mission of Asuiko from service provider to research and development to help end the cycle of poverty in this region.



photo by Michael Tanimura

Social entrepreneurs are still considered outside of the mainstream in Japan. The Triple Disaster inspired some people to seek work that had more meaning, beyond earning a living. The disaster has redefined the role and position of NPOs. There are over 43,000 NPOs incorporated in Japan today.

Some of the volunteer leaders the delegation met with had also participated and trained with the U.S.-Japan Social Innovation Forum in Seattle, Washington. The Forum is supported by the U.S.-Japan Council and The Japan Foundation Center for Global Partnership.

After delegates gave a self-introduction, they listened to entrepreneurs present on current projects and initiatives. Later, they divided into small groups to learn about the projects in more detail.

### **Roku Farm/Village Market Project – Masayuki Shimada**

This group had been in existence as a collaborative farmers market prior to 3.11. The day after the earthquake, Mr. Shimada co-organized a meal distribution project that provided over 20,000 meals. The current project involves developing an expanded village market to provide employment for affected local residents. It also provides training and employment opportunities for the physically and mentally handicapped.

### **Guru Guru/Community Bus – Miori Kashima**

The rural and remote nature of the Tohoku region makes it extremely difficult for the elderly population, as well as those who lost their cars in the tsunami, to get around.

This bus service provides a transportation system that allows citizens to visit doctors and shop for food. This service has become extremely important since 3.11 as it is the only way for seniors and ordinary citizens living in isolation to have people-to-people contact, due to the distance between homes. Besides serving a logistical function, the service brought the people together as a community, allowing them to interact more with one another.



photo by Michael Tanimura

### **Asuiko/Education - Yusuke Ohashi**

The delegation learned that poverty in the Tohoku region, less obvious before the disaster, became more apparent after 3.11. Statistics show that the poverty rate was 10.9% in 1985.

Estimates today put the poverty rate at 15.7%, or 1 out of 6.4 people. Mr. Ohashi has implemented and supported social ventures as the manager of the Social Business Department of the Sendai Miyagi NPO Center. He founded the post-disaster non-profit educational venture Asuiku to provide educational services, including financial assistance, to the children in the affected areas. Many children also need out-of-classroom assistance with their studies. This group helps tutor and mentor students whose lives have been disrupted by the earthquake and tsunami.

### **Independent Entrepreneur -**

#### **Katsuyoshi Kuriya**

Katsuyoshi Kuriya quit his job in Tokyo to become a volunteer and social entrepreneur. He moved to Minami Sanriku, one of the hardest hit areas two hours north of Sendai, and now lives in a camper while operating independently to provide assistance to the people there. He utilizes the services and support of the Center, but otherwise works independently. He is a community organizer and advocate who works hard to identify the needs of the Minami-Sanriku area and then reports them to the government and supporting organizations. In the Minami Sanriku area, the tsunami height registered three times higher than in the Ishinomaki area where we visited, destroying 70% of the buildings as well as other infrastructure. There are currently no hospitals in Minami Sanriku, the nearest being 45 minutes away. Mr. Kuriya's immediate mission is to obtain resources to build prefab buildings that can be used as meeting spaces for the community. Without these meeting spaces, people have no place to convene other than to stand outside in the elements.

The delegates look forward to future opportunities for collaboration with Professor Inoue and his colleagues as they work to inspire others to overcome the challenges that face them over the years.



photo by Neil Horikoshi

**The *bento* lunch** allowed JALD members to split into small discussion groups with the social entrepreneurs. Here Mike Bosack and Barbara Hibino learn more about Mr. Kuriya's plans.

### **Participants**

Hideyuki Inoue  
Yoshiaki Ishikawa  
Miori Kashima  
Tetsuo Kato  
Katsuyoshi Kuriya  
Yusuke Ohashi  
Yuya Nishimura  
Masayuki Shimada  
Yuji Suzuki  
Kazuma Watanabe  
Koji Yamauchi





photo by Michael Tanimura

## The Japan Foundation Center for Global Partnership Symposium

Location: Sendai International Center  
by Janet Ikeda

One of the most memorable events of the delegation trip was the CGP Symposium: "Empowering Civil Society for the Future of Japan." In the wake of 3.11 the 2012 delegates were able to participate in a discussion about the crucial issues that

face Japan – the revitalization of community and civil society, the spirit of volunteerism and the acute realization that *tasuke-au* or “helping each other” is essential during tragedy. It is often the case that one needs to travel a long distance to discover something about one's own heritage. The attributes of strength and resilience of the Japanese people, exhibited in the months following March 2011, were very much a part of the fiber of early Japanese immigrants who ventured to unknown lands in the 19th and early 20th centuries.

Four delegates gave presentations. Professor Paul Watanabe provided a brief profile of Japanese Americans in the U.S. today, Barbara Hibino spoke about NPOs from a Silicon Valley perspective, Mark Mitsui described the spirit of entrepreneurship and Susan Onuma shared her New York experiences relating to the empowerment of civil society. The Japanese presenters taught us much about the ongoing work in the Tohoku area and described the particular challenges they faced:

- few highly specialized NPOs;
- leadership is a role that few actively seek;
- lack of coordination and funding;
- no social mechanisms for setup and support;
- the confusion that arises when a safe road map of one's life is washed away;
- the young and idealistic who are discouraged from straying from a conservative career path.

We could all empathize and understand these issues from events that challenge us here at home in our own country.



photo by Michael Tanimura

**Neil Horikoshi, Janet Ikeda,** Shannon Hori and Paul Watanabe in discussion before the symposium (top). Akio Nomura, Executive Director, The Japan Foundation Center for Global Partnership, opens the symposium (above). Panelists Susan Onuma, Mark Mitsui, Barbara Hibino, moderator Hideyuki Inoue, Akiko Benimura, Masako Inaba and Wataru Fujiwara (below).



photo by Janet Ikeda



photo by Michael Tanimura

Two important lessons were emphasized at the symposium. First, education should not focus solely on curriculum and career. It should also teach that resilience and flexibility allows one to deal with the unexpected and inspires one to seek an unpredictable path of helping others. Education should also encourage finding creative solutions. Second, the possibility of failure, which many Americans identify with from stories of early pioneers who encountered adversity on a daily basis, is something modern citizens are finding less familiar. The *gaman* and *ganbaru* mentality of the *isei* now makes sense. We can see that it was naturally accompanied by mistakes and setbacks. We were told that the Japanese have not been teaching their young people that failure is an option. From the JALD presentations, perhaps we can surmise that the symbiotic nature of risk and failure are important elements of entrepreneurship and are essential to the process of restructuring and revitalization.



photos by Michael Tanimura



Neil Horikoshi, with Satoshi Hasegawa of CPG interpreting, presents a letter of support from the National Council of Asian Pacific Associations to Ms. Benimura (top). Irene Hirano Inouye renews acquaintances with Chester Ikei, recently retired General Manager at the New Otani Hotel in Nagaoka (upper left). Barbara Hibino, Professor Inoue and Ms. Inaba continue discussions (left). The panelists take questions from the audience of about 100 (below).





March 6, 2012

## 菊と桜

*kiku to sakura*

Chrysanthemum and  
Cherry Blossom

While the chrysanthemum is an emblem of the imperial family, it is often paired with the cherry blossom and together they serve as the two best-known flowers of Japan. The chrysanthemum represents imperial continuity and the lengthy reign of Japan's monarchy. The cherry blossom, emblematic of the fleeting nature of life, reminds us that the ever-shifting political scene and the suddenness of a natural disaster can challenge modern nations around the world.



### The 2012 Delegates with Her Imperial Highness Princess Takamado

Location: Her Imperial Highness's Residence

by Janet Ikeda

The delegates had an unforgettable experience with Her Imperial Highness Princess Takamado at her residence. They had the pleasure of visiting shortly after Girl's Day, and were treated to a special viewing of Her Highness' doll collection. The elaborate tiered doll collection is a representation of their Majesties, the Emperor and Empress, their attendants, musicians and ladies-in-waiting. It was even more meaningful to see the collection in this setting. The Girl's Day decorations reminded the delegates

of the Princess' role as a mother of three daughters, which she maintains while serving as honorary president of numerous organizations. Her study-abroad in the United Kingdom and extensive experience welcoming international visitors to Japan allowed them to converse with her in English on many topics. The delegates were impressed with her hospitality and elegance.

For Americans it is a novel experience to meet royalty. For Japanese Americans it is a reminder that many of their ancestors left Japan during the reign of the Emperor Meiji when Japan was opening her doors to the West. Now three reigns later the delegation had the unimaginable experience of meeting a member of the Imperial Family.



photo by Michael Tanimura

# Foreign Minister Koichiro Gemba

Location: Ministry of Foreign Affairs  
by Mike Bosack

Foreign Minister Koichiro Gemba welcomed the 2012 Japanese Leadership Delegation and expressed his deep appreciation for the delegates contributions to U.S.-Japan relations, including the restoration and reconstruction of areas affected by the Great East Japan Earthquake.

Mr. Gemba stated that he was familiar with the history of Japanese Americans and was aware of their hardships and sacrifices. He commented that he was pleased to hear that delegates visiting Japan for the first time felt “at home” and comfortable. He asked the delegates, because of their ethnic heritage connection with the Japanese, to convey the best of Japan and the very spirit that defines Japan to the Americans in their respective communities.

Mr. Gemba stated that the U.S.-Japan relationship is most important and asked the delegates to share this with students in the

U.S. He expressed his concern regarding the effect the current fiscal environment may have on people-to-people exchanges and other relationship-building programs. He made special mention of the Mansfield Program, having recently learned that the U.S. may have difficulty funding the program in the future. Since this is considered such an important program in Japan, he hopes this is not the case.

Mr. Gemba also expressed his support for the TOMODACHI Initiative as an important way to invest in the next generation of Japanese and Americans and to deepen the long-term friendship between our two countries. He thanked USJC President Irene Hirano Inouye for her hard work and contributions, and, in particular, her support and promotion of the TOMODACHI Initiative.







photos by Michael Tanimura

## Dinner with Ministry of Foreign Affairs

Location: Tofuya Ukai restaurant  
by Shannon Hori and Janet Ikeda

One of the more memorable evenings for the delegation was spent at the beautiful restaurant Tofuya Ukai with members of the Ministry of Foreign Affairs (MOFA). The restaurant is located near the foot of the Tokyo Tower. A winding path led delegates through a beautiful Zen-style garden to a special banquet room that had been reserved for this occasion. Each dish was remarkable and featured the handmade tofu for which the restaurant is well known. Tofu was served with delicacies such as bamboo shoots, sea bream sushi, sea urchin and vinegared mozuku seaweed. The homemade twice-fried tofu was especially tasty. The delegates could certainly understand how Japan is known for a world-class cuisine that places the highest importance on the very best of ingredients and a flawless presentation.

The conversation with MOFA representatives allowed for a more informal exchange and topics ranged from the recovery following the Great East Japan Earthquake to balancing work with personal life. Many delegates could empathize with how MOFA members juggle busy, day-long schedules. This made the time together even more meaningful. Seated around a table sharing food and enjoying camaraderie seemed to be a telling illustration of the strength of ongoing ties that connect Japanese Americans and Japanese.



### Ministry of Foreign Affairs Participants

Junichi Ihara, Director-General, North American Affairs

Tomoyuki Yoshida, Director, First North America Division

Mizuho Hayakawa, Deputy Director, First North America Division

Tetsuya Otsuru, Director, Second North America Division



March 7, 2012

## 理想と経験

*risō to keiken*  
Idealism and  
Experience

In any society there are dichotomies that seem to converge at one point and follow parallel tracks on other occasions. The delegation had meaningful engagements with a wide range of Japanese: the young and more senior, the idealistic entrepreneur with ideas for a newly reconstructed Japan and the veteran business person who remembers the stability of pre-3.11 years, members of the public and private sectors, male and female leaders. Youthful idealism and veteran experience seem to stare us in the face at every encounter. How does a society that values senior leadership and safe, tested solutions embrace bold and untested ideas? How does a society handle disaster and turning points? One purpose of the trip was undoubtedly reflective in nature and forced us to ask the same questions of ourselves.



photos by Michael Tanimura

## Democratic Party of Japan

Location: House of Representatives  
by Neil Horikoshi

The discussion with the Democratic Party of Japan (DPJ) parliamentary leaders traversed a wide range of topics while focusing on ensuring a strong U.S.- Japan bilateral relationship. Acting Secretary General Shinji Tarutoko provided an eloquent welcome speech that included a brief summary of the evolution of the Japanese political situation. He referred to what he called Japan's "tipping point" two and a half years ago that brought in the change in political leadership. He said Japan was still in a time of change, but there would soon be more stability.

DPJ leaders acknowledged that Japan, when compared to the U.S., is lagging behind in the development of the NPO sector. Many Japanese NPOs are vulnerable financially, and need better support. Local governments and NPOs are inseparable.

The Japanese would like to see more students study abroad. Meeting participants shared with the delegation that what the media refers to as the "Galapagos Effect" is only half true. Members acknowledged that Japan must encourage study abroad but that many students cannot afford it. It was expressed that increasing exchange programs and the creation of sister partnerships between American and Japanese universities would improve this situation, as would the establishment of a foundation that would assist in the funding of student exchanges.

The delegates learned that the Japanese agricultural industry is now situated at a crossroads and needs to be revitalized and strengthened. The aging farmer population, which currently averages 65.8 years of age, will exacerbate the question of how Japan is to revitalize the agricultural industry. Currently, the agricultural sector is strongly resisting participation in the Trans-Pacific Partnership. The view of the DPJ is to springboard the





**Political histories of the U. S. and Japan** were shared by Professor Paul Watanabe and DPJ Acting Secretary General Tarutoko (left). Mr. Hiraoka and Mr. Tajima react to a point made by Mr. Haku (above).

agricultural industry into three strong segments from primary, secondary and tertiary industries for Japan.

In many ways, U.S. political challenges and constraints are similar to the challenges and constraints DPJ parliamentarians are facing with the extraordinary economic issues before them. The DPJ leaders are trying to be pragmatic and balanced, looking at the long term success of Japan while working within the bounds of Japan's unique history and political structure.

### Participants

Alison Burnicle, DPJ Manager, International Department

Shinkun Haku, House of Councillors, DPJ Vice Director-General International Department

Hideo Hiraoka, House of Representatives, DPJ Chair Administration Committee

Gaku Kato, House of Representatives, DPJ Vice Director-General International Department

Yoko Miyazaki, DPJ International Department

Haiku Shinkun, House of Councillors

Ken-ichi Suzuki, DPJ Deputy General Manager, International Department

Issei Tajima, House of Representatives, DPJ Director-General, International Department

Shinji Tarutoko, House of Representatives, DPJ Acting Secretary General

Misako Yasui, House of Councillors, DPJ Vice Director-General International Department

## Lunch with Keidanren

Location: Keidanren

by Michael Tanimura

**While Mr. Kunieda, Barry Taniguchi and Ms. Kasai** listen intently to the discussion, Michael Tanimura, trip photographer, strikes a familiar pose.

Haruo Murase, Keidanren Co-Chairman of the Committee on U.S. Affairs, welcomed the 2012 delegates and conveyed deep gratitude for all of the support provided by the United States in the wake of the 2011 Great East Japan Earthquake. He said

that this reaffirmed and strengthened the strong bond between the two countries.

The events on 3.11 certainly affected Japanese industry. Nuclear plants supplied a third of Japan's energy, and before the Fukushima



photo by Neil Horikoshi



**Before the start of the meeting** Mike Bosack and Mr. Murase, and Mr. Kinbara and Shannon Hori, have a chance to get acquainted.

photo by Michael Tanimura

meltdown, plans were in place to increase this percentage.

On a long-term basis, Keidanren supports a mix of renewable energy sources, but the reality is that these sources cannot replace nuclear energy in the near future.

The group discussed the changing face of Asian business, the possibility of more U.S.-Japan collaborations in research and development, the use of Japanese Americans as a resource for Japanese companies doing business in the U.S., and if there were any plans to increase the percentage of women in the general Japanese workforce, along with increasing the number of women in management roles.

The delegates wanted to know how more young Japanese could be encouraged to study in the U.S., and were heartened to hear that Keidanren had been working closely with the University of Tokyo as it examined changing the start of their school year to September, to facilitate more exchanges. Kazuyuki Kinbara, Director of Keidanren's International Affairs Bureau, did caution that it would be left to each company to determine how this would affect a student's employment.

Much ground was covered with all involved agreeing that face-to-face meetings provide a welcome opportunity to foster people-to-people relationships that can lead to deeper understanding between the U. S. and Japan.

## Participants

Haruo Murase, Co-Chairman, Keidanren Committee on U.S.; Chairman, Canon Marketing Japan Inc.  
 Naoaki Okuzumi, General Manager, Corp. Government & External Relations Division, Toshiba Corporation  
 Osamu Goto, General Manager, Overseas External Affairs Division, Toyota Motor Corporation  
 Yoichi Yamano, Senior Manager, External Affairs Dept., International Strategy Division, Hitachi, Ltd.  
 Naoto Muraoka, General Manager, External Affairs Division, Honda Motor Co., Ltd.  
 Yutaka Shimazaki, General Manager, Executive Secretariat, Marubeni Corporation  
 Yasuo Kunieda, Manager Global Planning Division, Information Strategies Department, The Bank of Tokyo-Mitsubishi UFJ, Ltd.  
 Takayuki Noma, Corporate Planning HQ, Canon Marketing Japan Inc.  
 Kazuyuki Kinbara, Director, Keidanren International Affairs Bureau  
 Hisako Komai, Senior Manager, Keidanren International Affairs Bureau  
 Kiyomi Kasai, Keidanren International Affairs Bureau  
 Yoshihisa Takasaki, Deputy Director General, Japan-U.S. Business Council



# Forum 21

Location: Ministry of Foreign Affairs  
by Mike Bosack



photos by Forum 21



**Barbara Hibino** offered the example of Stanford research into technology which led to the development of Silicon Valley (above). Professor Paul Watanabe commented on the value of internationalized education in today's economy (below).



photo by Susan Onuma

Shoichi Umezu, founder and principal of Forum 21, opened the meeting with his welcoming remarks. Irene Hirano Inouye followed Mr. Umezu's remarks with her address and introduction of Japanese American history with the showing of a video. This was followed by an

introduction of the panel, discussion and a Q&A session. 2012 Delegate Barbara Hibino participated as a member of the panel. Director-General Junichi Ihara, North American Affairs Bureau, Ministry of Foreign Affairs, made closing remarks.

The theme of the current 2012 Forum 21 class (the 25th Class) is "Japan in Crisis: Responsibility – Key to Realize True Democracy." Since last September, the 25th Class has focused on the immediate actions they must execute to revive Japanese pride and bring about a vibrant next generation of Japanese leaders. Discussion topics, prearranged between Forum 21 and JALD by Barbara Hibino, included:

- economic development strategies;
- internationalization of student education;
- the role of women in the economy; and
- the role of corporations in empowering civil society.

Forum 21, known in Japanese as *Baika-son Juku*, is a leadership development program established in 1987, sponsored by 30 leading Japanese companies and supported by their executives. Forum 21 conducts an annual one-year program for developing leadership abilities for participants who are government officials or executive candidates at major corporations. There are more than 700 alumni from the past 25 years who are performing leadership roles in Japanese government and the business sector. Forum 21 is comprised of the most promising individuals, as selected by their respective CEOs.

There are five principles by which the members of Forum 21 strive to conduct themselves. They are:

1. Strive your hardest to obtain wisdom.
2. Put knowledge into practice.
3. Set good examples for others with your self-discipline.
4. Contribute to society.
5. Strengthen friendship and deepen affection.

The theme of the 2011 Forum 21 Class (the 24th Class) was “Towards a Resilient and Collaborative Society – The Keys to Revitalizing Japan.” The 24th Class was comprised of 38 members who formed four study groups: Education and Human Resources; Economics and Industry; Diplomacy and National Security; and Politics and Government. They presented some of their recommendations, which included:

1. the need to enhance independence and competitiveness, which they termed “jungleness”;
2. to create innovation through regulation reform;
3. the need to draw on traditional Japanese values;
4. the need to rid Japan of indecisiveness; and
5. the need to develop global standard talent in Japanese youth.

### Panel Members

Shoichi Umezu, Founder and Principal of Forum 21

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

Yuji Fukazawa, Executive Director, East Japan Railway Company

Barbara Hibino, 2012 Japanese American Leadership Delegation

Yoshikuni Kanai, Corporate Advisor, Mitsubishi Corporation

Takashi Matsumoto, Vice Minister, Cabinet Officer of the Prime Minister

Haruhiko Yoshida, Deputy President, Fuji Xerox Co., Ltd.

Masashi Ozutsumi, Executive Vice President & COO, ANA Strategic Research Institute Co., Ltd.

Michio Sugimoto, President, NTT Comware Corporation

Hiroshi Yoshioka, Corporate Executive Officer and Executive Deputy President, Sony Corporation

### Other Attendees

Norio Okaido, Special Asst. to Exec. Dir., The Japan Foundation Center for Global Partnership

Junichi Ihara, Director-General, North American Affairs Bureau, Ministry of Foreign Affairs

Yoshioka Fujii, Deputy Director, Dentsu Institute, Dentsu, Inc.

Masato Hirota, Vice President, Media Planning & Management, Kao Corporation

Akiko Uno, Deputy General Manager, Consumer Information Center, Shiseido Co., Ltd.

Yoko Fujie, Executive Director, Policy, Planning and Ext. Relations Dept., Japan Student Services Org.

Keiko Sakai, Deputy General Manager, CSR Operations Dept., Toray Industries, Inc.

Nobuyuki Asaba, General Manager, Information Comm. Operations, Dai Nippon Printing Co., Ltd.



photos by Forum 21



**Mark Mitsui** talks with 25th Class members after the meeting (top).  
Mr. Umezu presents Irene Hirano Inouye with a gift.



## 25th Class Attendees

Yuji Anai, The Yomiuri Shimbun  
 Makoto Arai, Kajima Corporation  
 Yoshikazu Ito, Shiseido Co., Ltd.  
 Yasuaki Imamura, Nippon Life Insurance Company  
 Yoshinori Irisawa, IBM Japan Ltd.  
 Shinshiro Ueno, Nippon Telegraph and Telephone  
 East Corporation  
 Yuji Egawa, Dai Nippon Printing Co., Ltd.  
 Satoru Endoh, Nippon Steel Corporation  
 Kaoru Ohba, Sony Corporation  
 Ichiro Okajima, NTT DOCOMO, Inc.  
 Shinchiro Ogawa, Fuji Xerox Co., Ltd.  
 Takahisa Kato, Orix Life Insurance Corporation  
 Katsuro Kitagawa, Ministry of Foreign Affairs  
 Hiroyuki Goda, Nippon Yusen Kabushiki-  
 Kaisha Ltd.  
 Yoshikazu Kojima, Ministry of Agriculture, Forestry  
 and Fisheries  
 Atsushi Komiya, Ministry of Finance  
 Shinobu Sakanoshita, Mitsui Fudosan Co., Ltd.  
 Yoshiyuki Tanaka, Mizuho Bank Ltd.

Kazuhiro Tohge, Toray Industries Inc.  
 Masaya Nagai, Honda Motor Co., Ltd.  
 Mitsutoshi Nakajima, Kao Corporation  
 Motoshi Nukita, Mitsubishi Corporation  
 Nobuyuki Hirai, Dentsu Inc.  
 Hideki Hirazawa, SECOM Medical System  
 Co., Ltd.  
 Satoshi Fukuda, Suntory Holdings Ltd.  
 Haruo Maeda, All Nippon Airways Co., Ltd.  
 Takeshi Miura, Yamato Transport Co., Ltd.  
 Kuniaki Mitani, East Japan Railway Company  
 Shigeru Minowa, Defense Systems Company  
 Hitachi, Ltd.  
 Kenji Miyauchi, Ministry of Education, Culture,  
 Sports, Science and Technology  
 Shuichi Miyazaki, NTT Business Associe Co., Ltd.  
 Junichi Miyazawa, NTT Communications  
 Corporation  
 Katsunori Yanagawa, AEON Co., Ltd.  
 Shoji Watanabe, Ministry of Economy, Trade and  
 Industry



**Professor Janet**  
 Ikeda makes a point  
 about education (right),  
 while after the program  
 delegates Michael  
 Tanimura and Shannon  
 Hori (bottom right),  
 Mike Bosack (bottom  
 left) and Barry Taniguchi  
 (left) get a chance to  
 exchange business cards  
 and talk with members  
 of the 25th Class.





## Prime Minister Yoshihiko Noda

Location: Kantei  
by Paul Watanabe

Irene Hirano Inouye and Neil Horikoshi extended the greetings and best wishes from the JALD participants. Prime Minister Yoshihiko Noda was told the delegation had visited the Tohoku region soon after arriving in Japan. The delegates' observations about the dynamic, emerging NPO leadership in the Tohoku region were conveyed. Neil Horikoshi then briefly talked about the roots of the Japanese American community, its diversity and its ties with Japan. Paul Watanabe described the close ties that Japanese Americans have with the larger community of Asian Americans. The delegates urged the Prime Minister to visit the United States, including areas outside of Washington, DC.

Prime Minister Noda welcomed the delegates to Japan. He emphasized the importance of the relationship between Japan and the United States, and noted how that relationship has been enhanced in the aftermath of the earthquake and tsunami. He expressed gratitude for the U.S. response to the disasters, including work being done through Operation Tomodachi and the TOMODACHI Initiative. The Prime Minister outlined some of the progress in reconstruction in Tohoku and the strategies being pursued in the region. In closing, the Prime Minister stated that he does desire to visit the United States as soon as possible and that he would indeed like to visit the western part of the United States.

**JALD members view photos**  
about recovery in the Tohoku region  
in the lobby of the Kantei after their  
meeting with Prime Minister Noda.



photo by Mark Mitsui





photo by Michael Tanimura

## Dinner with Parliamentarians

Location: Akasaka Hanten restaurant  
by Barry Taniguchi

A group of 14 parliamentarians dined with the delegates at a wonderful Chinese restaurant Wednesday evening. Taro Kono, Liberal Democratic Party, was the main host of the event. The delegation enjoyed fellowship and informal conversation with the parliamentarians who represented the Liberal Democratic Party, the Democratic Party of Japan, Your Party and the People's New Party.

Consul Toshio Odagiri took the opportunity to institute a kind of "musical chairs," which allowed the parliamentarians and delegates to learn more about each other.

The delegates learned that Mr. Taro Kono has been the organizer of this dinner with JALD since the very first Delegation in 2000. His father, Former Speaker of the House Yohei Kono, was the Foreign Minister of Japan when the JALD program was instituted.

After dinner, the parliamentarians took the delegates to participate in a greatly anticipated karaoke session. Karaoke seems to be an expected part of social interaction in Japan. For many delegates, it was their first such musical foray, which made the evening all the more memorable. Everyone, regardless of musical ability, participated in singing his or her favorite song.

We learned that many of the parliamentarians had one or two favorite songs that they had obviously mastered for such occasions. No one will forget Mr. Kono's spirited performance of "Hey Jude."

**Host Mr. Kono** welcomes all to his annual event (top), as Neil Horikoshi and Ms. Aihara enjoy his speech (above). Mr. Kakizawa and Shannon Hori exchange business cards (right).



photo by Susan Onuma



photo by Jun Matsumoto

This evening proved to be a most enjoyable social event where inhibition was cast aside as everyone joined in the fun. It was a special opportunity to talk and laugh with governmental leaders, and otherwise interact in an informal setting.

## House of Representatives

Taro Kono, Liberal Democratic Party  
Shino Aihara, Democratic Party of Japan  
Keiichiro Asao, Your Party  
Takako Ebata, Democratic Party of Japan  
Mito Kakizawa, Your Party  
Hiroshi Kawaguchi, Democratic Party of Japan  
Jun Matsumoto, Liberal Democratic Party  
Masahiko Shibayama, Liberal Democratic Party  
Tomoyuki Taira, Democratic Party of Japan  
Naokazu Takemoto, Liberal Democratic Party  
Keisuke Tsumura Democratic Party of Japan  
Chobin Zukeran, Democratic Party of Japan

## House of Councilors

Kuniko Inoguchi, Liberal Democratic Party  
Akiko Kamei, People's New Party

**Mike Bosack offers a toast (right), Mr. Shibayama and Michael Tanimura enjoy noodles and conversation (below), Mr. Kono, Irene Hirano Inouye and Mr. Matsumoto are all smiles (bottom), and Professors Janet Ikeda and Paul Watanabe have a friendly face-off while Mark Mitsui and Barry Taniguchi look on.**



photos by Jun Matsumoto



March 8, 2012

## 昔を超えて

*mukashi o koete*

Beyond Yesterday

Inspired by the BEYOND Tomorrow banquet and program Thursday evening, we realized from meetings throughout the day that bridging two cultures such as the U.S. Japan was not only about going beyond tomorrow, but also about moving beyond yesterday. Several of our Japanese counterparts reaffirmed that the U.S.-Japan relationship is a vital one that had moved well beyond the bridging stage. We are firmly a part of each other's politics, societies and cultures. Not surprisingly, we also met Japanese people who still remember a time of over seven decades ago when our two countries came together in war. As Japanese Americans, we have a fascinating story of immigration, internment and success to share with young people in Japan and the U.S. Working together, we can go above and beyond.

## Briefing at U.S. Embassy

Location: United States Embassy

by Barbara Hibino and Barry Taniguchi

The 2012 JALD met with Embassy officers William Coleman, Tim Hefner, Frank Stanley, Gary Wakahiro and Joy Sakurai. The U.S. Embassy staff in Tokyo gave a description of their roles and responsibilities for the U.S.-Japan relationship, the type of assistance they provide to Americans overseas and their involvement in education and outreach. The U.S. relationship with Japan at this time is very strong. The U.S. was heavily involved in disaster relief through Operation Tomodachi and U.S. AID, which fostered an exchange of expertise. Now, one year after the disaster, the U.S. is adapting its focus of relief from a rudimentary brick-and-mortar approach, to more high value programs that foster people-to-people relationships, such as the ongoing exchanges between the Japanese Diet and the U.S. Congress. Areas of negotiation between the two countries include the Trans-Pacific Partnership, which will encourage exportation of U.S. agricultural products to Japan, the International Parent Child Abduction Act, which will require parents to follow due process in child custody cases and logistical support for information related to crime and terrorism.

The highlight of the visit was meeting with Ambassador John V. Roos. We learned that he was the first high-ranking diplomatic American to visit Hiroshima since World War II. He was instrumental in coordinating aid to the Tohoku area after the Great East Japan Earthquake and visited the disaster areas. Ambassador Roos' direct involvement in the TOMODACHI Initiative provided high-profile support from the U.S. for Japan. The delegates left the Embassy feeling proud of America's swift response to the disaster and continued support for the people – especially children and youth – of the Tohoku region.



# Japanese American Business Leaders in Japan

Location: ANA International Tokyo  
by Paul Watanabe

Glen S. Fukushima, then Senior Vice President, Airbus SAS and President and Chief Executive Officer, Airbus Japan K.K., welcomed the delegation. He noted that in previous years, he had met with delegates independently, but in recent years he has invited other Japanese American leaders to join him.

Ernest M. Higa, Chairman & CEO, Higa Industries Co., Ltd., described his personal journey from Hawaii to Japan with a stop along the way in Geneva. Mr. Higa underlined the important role of Japanese Americans, explaining how he leveraged both his Japanese and American sides to enhance his success. He applied these lessons by bringing Dominos Pizza to Japan and through his latest venture – establishing Wendy's in Japan. He identified creative adaptations to the Japanese market as essential.

Paul Yonamine, General Manager of IBM Japan, Ltd., spoke of his family's journey from Hawaii to Japan and the challenges his father faced upon arrival in Japan. In the end, his father persevered in his efforts and was a legendary and pioneering figure in Japanese baseball. His mother has, for years, operated a pearl jewelry business in Japan as well. Mr. Yonamine worked for several companies in the United States and Japan and described his efforts to adapt to the traditional corporate culture within the Japanese business community. He also talked about his experience associating with NPOs while working in the United States and stressed the importance and value of NPOs in Japan.

Kathy Matsui, Chief Japan Equity Strategist, Director of Economics, Commodities and Strategy Research in Asia, and Co-head of Asia Investment Research for Goldman Sachs, discussed her upbringing in the United States as a child of immigrant farmers. She also spoke about the advantages and disadvantages of being a female Japanese American in the Japanese business world. Indeed, she identified what she called the "triple negative - being foreign, female and young." Ms. Matsui pointed out the opportunity to support a new area of growth in the Japanese



photo by Susan Onuma



photos by Michael Tanimura





**In their younger days, Glenn S. Fukushima and Paul Watanabe** were students together at Harvard University (left). Mike Bosack makes a point to Takeo Akiba, Deputy Director-General, North American Affairs Bureau, Ministry of Foreign Affairs (left, middle). Ernest Higa, Paul Yonamine, Glenn Fukushima and Kathy Matsui shared their experiences as Japanese Americans living and working in Japan (left, bottom).

economy - "womenomics." With fuller participation of women in the work place, she claimed, Japan's GDP could grow by 15%. She also noted the need for diversity to be broadly defined and for Japanese students to go abroad to study including in the United States.

Other topics included the barriers faced by Japanese Americans in Japan as business people and entrepreneurs. They also stressed, however, the advantages that Japanese Americans brought with them to Japan. Japanese Americans are, in a sense, fluent in two cultures and languages and their fluency benefits both countries. They also spoke candidly about other challenges of living in Japan as Americans.



photo by Michael Tanimura

## Former Speaker of the House Yohei Kono

Location: Ministry of Foreign Affairs

by Michael Tanimura

Yohei Kono retired from government two years ago at age 73. He is a member of the Liberal Democratic Party, and a former Speaker of the House of Representatives. With four decades of service, he was the longest serving speaker since the House of Representatives was founded in 1890. At the JALD meeting he imparted a sense of the history of the relationship between U.S. and Japan, and the role of Japanese Americans in that relationship. His legacy lives on, as his son Taro Kono currently serves in the House of Representatives.

Former Speaker Kono noted that it has been over 60 years since the war ended between the U.S. and Japan, and it took a long time to repair the relationship between the two countries. The strong support offered by the U.S. in the wake of the Great

East Japan Earthquake is evidence of the strength of this relationship. The former Speaker thanked the U.S. and the Japanese American community for its support. He commented that the Japanese have some things to learn from Japanese Americans.

Japan experienced many difficulties in the past, as they had to reconstruct railway stations, schools and bridges after World War II. Hiroshima has recovered, and Tohoku will also. In his opinion, people ought to remember that there was great hardship during the war, but after so many years, it has been forgotten. Recovery is not only possible, but certain.

Former Speaker Kono is renowned for his anti-nuclear, anti-war and pro-peace stances. His last act as a member of the Diet, was to host a meeting of the speakers of Parliament of the G-8 at Hiroshima on Peace and Disarmament in 2008. In his opinion, at that single meeting, the U.S. came a long way in improving relations. U.S. Speaker of the House Nancy Pelosi became the first American politician to officially visit Hiroshima. This visit acknowledged the event of the nuclear bomb, and in doing so, diminished long-standing negative feelings about the attack.

Former Speaker Kono's last official trip overseas was to Pearl Harbor, making him the highest-ranking Japanese official to have visited there.

He noted that the U.S. and China have a symbiotic relationship: China cannot develop without U.S. markets. Conversely, the U.S. needs Chinese manufacturing to develop. U.S. treasuries depend on both Chinese and Japanese investors. This tri-lateral relationship is made more difficult in that both the U.S. and Japan need to maintain a proper balance with China, a communist country, which has a fundamentally different philosophical approach to politics and governance.



photo by Michael Tanimura



photo by Susan Onuma



photo by Michael Tanimura

**Although retired,** Former Speaker Kono is still a commanding presence. On behalf of the Delegation Barry Taniguchi presents a gift to Mr. Kono (above). Irene Hirano Inouye and Mr. Kono examine the gift, a book on *bonsai*.





photo by Michael Tanimura



photos by Neil Horikoshi

**Ambassador John V. Roos hugs** Ayaka Ogawa, whose letter so moved the Ambassador that he pledged his personal involvement to the TOMODACHI Initiative (top). Sayaka Sugawara's recitation of the events of March 11, 2011 (below left) moved all to tears, including JALD Shannon Hori, Janet Ikeda and Mike Bosack (below right).

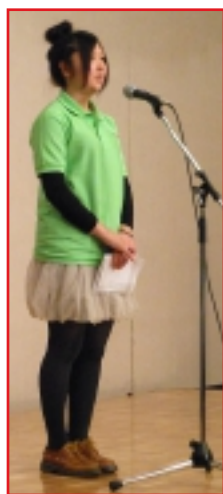


photo by Michael Tanimura

## BEYOND Tomorrow

Location: Happa-en  
by Janet Ikeda

On the evening of March 8th, the 2012 delegation was invited to be guests at the BEYOND Tomorrow Spring Forum, which included a program and banquet for the 25 high school students who had been selected to take part in the BEYOND Tomorrow Scholarship Program, the High School Study Aboard Program and the Junior Scholarship Program. As the delegates stepped into a large banquet room, they were directed to sit at different tables, allowing them to meet many of the sponsors of the program. Young people wearing bright lime green t-shirts were also seated at each table. The delegates learned that they were to share in the celebration of the students who were embarking on a new phase in their lives. These young people had all been deeply affected by the Great East Japan Earthquake. Their cheerful green shirts symbolized a feeling of vitality and renewal. It was as if they were rebooting lives that had painfully been placed on pause while dealing with an unimaginable grief of losing family and friends at such a young age.

U.S. Ambassador John V. Roos, Minister Motohisa Furukawa, U.S.-Japan Council President Irene Hirano Inouye and Director of the Global Security Research Institute Professor Heizo Takenaka gave speeches that encouraged and challenged this special group to step forward and be the nation's next domestic and international leaders. It was these unforgettable messages, brimming with hope and expressing the dreams of 25 future leaders, which created a powerful and very emotional close to our trip. Even in a reserved society such as Japan, it was impossible not to notice that few could hold back tears that evening. Some of the students shared painful memories of narrowly escaping the black wave that ruthlessly swept away family members before their eyes. At the end of the evening the

students stood up together and sang a song that described the journey ahead. Singing with strong and resilient voices, this group of young people seemed to gain momentum with each repetition of the lines "we won't give up and we won't cry."

March 9, 2012

## 元気玉

*genki dama*  
Energy Balls

When the call for emergency disaster relief goes out, food and water are the most crucial supplies. In the wake of 3.11 it was a simple rice ball that brought comfort and support to many people. Homes, schools and livelihoods were disrupted, but the homemade rice ball provided a spiritual sustenance. While rice is part of Japan's national identity, it also signals images of home and normalcy. A return to the simplicity of daily life may still be remote for many in the Tohoku region, but the survivors will continue to draw upon this energy source. For Japanese Americans, the humble rice ball evokes the closeness of family and home, ties with nikkei communities and pride in our ethnic heritage.

## Keizai Doyukai

Location: The Industry Club of Japan  
by Susan J. Onuma and Mike Bosack

Keizai Doyukai (the Japan Association of Corporate Executives) is a private, nonprofit, nonpartisan organization that was formed in 1946 by 83 far-sighted business leaders, who were united by a common desire to contribute to the reconstruction of the Japanese economy. Membership comprises approximately 1,300 top executives of some 900 corporations, all sharing the common belief that corporate managers should be key players in a broad range of political, economic, and social issues. More than 65 years after the formation of Keizai Doyukai, in the aftermath of the devastation of World War II, Japan once again faces the challenge of reconstruction after a crisis. Keizai Doyukai finds itself confronted by equally challenging times and is committed to the belief that economic growth holds the key to building a prosperous Japan.

This meeting was chaired by Mr. Yasuchika Hasegawa, who is president and CEO of Takeda Pharmaceutical Co. Ltd. and the chairman of Keizai Doyukai. Keizai Doyukai also includes foreign executives working for foreign companies doing business in Japan and therefore includes some of the Japanese American executives the delegation met: Glen S. Fukushima, Ernest M. Higa and Paul Yonamine. Mr. Higa began the meeting by discussing entrepreneurship in Japan and in particular, foreign entrepreneurs in Japan. He explained how in the past, foreign entrepreneurs were a rare breed, as it was not as easy for Japanese, let alone foreigners, to become entrepreneurs. We learned that entrepreneurship in Japan implies that one has failed in "corporate Japan." A person is not considered to have a "real" job when one is self-employed. This was a radical contrast with the business culture of the U.S.

Discussion also turned to the importance of being culturally aware. While one can bring a successful business model to Japan, one must adapt the product for the Japanese market.

Others discussed the issue of venture capital and the American attitude of having no fear of failure. In the U.S., if one out of ten ventures succeeds, that is considered a positive result, whereas in Japan, that would not be an acceptable







photos by Michael Tanimura

**Mr. Kohsaka and Mr. Hasegawa** (above) react to a witticism Ernest M. Higa (at left, with Glenn S. Fukushima) offered in describing his own experiences as an entrepreneur in Japan.

ratio. It was suggested that U.S. Ambassador John V. Roos encourage venture capitalists to come to Japan to provide expertise to startups. Additionally, it was expressed that Japan should give tax breaks to companies who invest in startups and utilize senior retirees. While many opportunities exist in Japan, some feel the government puts too many restrictions on small businesses, which hinders their growth.

Meeting participants also discussed the issue of the decline in the number of Japanese students studying abroad. There were varying opinions as to the reasons for this decline. Young people are comfortable staying in Japan and feel there is no need to go abroad to enjoy things that in past years one had to go outside of Japan to purchase. In addition, the decrease in the working-age population has contributed to the decline. However, all those present indicated that they had worked abroad and, in many cases, had also studied abroad on their own or had post graduate study opportunities that were paid for by their employers. This certainly seemed like tangible proof of the importance of cultural educational exchange and people-to-people networking.

## Participants

Yasuchika Hasegawa, Chairman, Keizai Doyukai;  
President & CEO, Takeda Pharmaceutical Co., Ltd.

Minoru Fujita, Member of the Board, Vice Chairman,  
Ogilvy & Mather Japan

Tetsuya Fukabori, Chairman, Raysum Co., Ltd.

Glen S. Fukushima, Vice Chairman, Committee on  
Public Relations Strategy of Keizai Doyukai;  
Chairman & Director, Airbus Japan K.K.

Ernest M. Higa, Chairman & CEO of Higa Industries  
Co., Ltd.

Chikatomo Hodo, Vice Chairman, Committee on  
Corporate Management Reform, President,  
Accenture Japan Ltd.

Akinari Horii, Vice Chairman, Committee on Financial  
and Capital Markets; Special Advisor, The Canon  
Institute for Global Studies

Akiyoshi Inoue, Executive Advisor, Sanyu Appraisal  
Corporation

Tetsuro Kikuchi, Corporate Advisor, The Mainichi  
Newspapers

Setsuzo Kohsaka from the Japan Kanji Aptitude Testing  
Foundation

Hideki Kojima, Senior Partner, Kojima Law Offices

Susumu Kurata, President, AMS Japan, Inc.,

Hidekazu Morishima, Chairman, Sasebo Heavy  
Industries Co., Ltd.

Masatsugu Nagato, Chairman, Citibank Japan Ltd.

Minoru Okamoto, Chairman, Tyco Electronics Japan,  
G.K.

Ken Shibusawa, Vice Chairman, Committee on National  
Security, Project Team for the Promotion of NPOs &  
Social Entrepreneurs; CEO, Shibusawa and Co., Inc.

Yukio Tada, Chairman, Committee on Russia,/NIS-  
Japan Relations; President, Sojitz Research Institute

Mamoru Takahashi, President, Hautpont Institute

Ichiro Umeda, Vice Chairman, Committee on Americas-  
Japan Relations, Committee on Social Security System  
Reform; President, Pfizer Japan Inc.

Yukio Yoshimura, Vice Chairman, Committee for the  
Promotion of Exchange among Schools and Corporate  
Executives, Committee on the Promotion of EPAs/  
FTAs, Committee on Americas-Japan Relations

Dr. Kiyohiko Ito, Managing Director of Keizai Doyukai

# The Japan Foundation Center for Global Partnership Roundtable Luncheon

Location: Meiji Memorial Hall

by Neil Horikoshi and Paul Watanabe

The Japan Foundation Center for Global Partnership hosted a roundtable luncheon with leaders from the Japanese education sector and a representative from an education NGO startup.

Akio Nomura, Executive Director of The Japan Foundation Center for Global Partnership, framed the luncheon around the empowerment of the next generation of young leaders and entrepreneurs. He encouraged further development of Japanese global leaders through international exchanges. He suggested that the start of this development begin with supporting the Kizuna Project.

Speakers emphasized that the creation of a strong system to encourage overseas study is necessary for Japan. There was little dispute that the number of Japanese students studying abroad had declined by at least 50%. However, there was some dispute as to what might be causing this precipitous drop in students traveling abroad to the U.S. There was a relatively strong view that financial support would certainly encourage students to travel abroad. It was also mentioned that Japanese students might be studying in other countries other than the U.S., such as at Nanking University in China.

The CEO of Teach for Japan presented about the activities of his organization. He emphasized the issue of education inequality in Japan and pointed out that less than 30% of lower income Japanese get the opportunity to go to college. Teach for Japan's goal is to place talented teachers in some of the lowest income communities in Japan and also provide after school programs. Teach for Japan has the kind of mission and goals one finds with some of the leading U.S. non-profit organizations. They want to transform education inequality in Japan and engage all of society through education.

It is clear that Japan's young entrepreneurs and social innovation leaders are taking bold steps to energize and lead the people around them. The delegates were impressed with the array of projects and with the influential and energized professors. The next generation of young professors is a catalyst of influence on the entrepreneurial enthusiasm that is igniting leadership in civil society and facilitating the momentum for success.

**Lively discussion ensued at all the tables, including this one, between Barbara Hibino and Mr. Matsuda.**



photo by Michael Tanimura

## Participants

### The Japan Foundation Center for Global Partnership

Satoshi Hasegawa  
Managing Director,  
Akio Nomura  
Executive Director  
Rikimaru Takahashi, Director  
Erika Hirose

### Education and NGO Leaders

Dr. Ryoko Tsuneyoshi  
Professor, University of Tokyo  
Dr. Miki Horie  
Associate Professor,  
Ritsumeikan University  
Bradley Smith, President &  
CEO of The Lurasian  
Institution  
Yusuke Matsuda, CEO,  
Teach for Japan



# Ministry of Education, Culture, Sports, Science and Technology

Location: MEXT

by Janet Ikeda



photo by Barbara Hibino

**MEXT officials Mr. Sato, Mr. Kuromachi and Mr. Yasui** provided much information on the impact of 3.11 on education within Japan. JALD spokesman Mark Mitsui managed some cross-cultural humor which brought levity to all at this late afternoon – and final – meeting of the 2012 delegation (below).



photo by Michael Tanimura

On the last day of the trip, the delegates met with Takao Kuramochi, Director-General of MEXT International Affairs; Kuniaki Sato, Deputy Director, Higher Education Policy Planning Division; and Junichiro Yasui, Deputy Director, Policy Division. In January 2001, the former Ministry of Education, and the former Ministry of Science and Technology merged to become MEXT. This ministry is one of several that oversee the JET Programme.

In the wake of 3.11, MEXT put its utmost effort into making sure all Japanese universities were able to resume classes and that international students were able to return to school. There is some concern that international students will be reluctant to come to Japan for study in future years. MEXT wants American students to know that there are programs in Japan where they can learn in English-language classrooms. Additional concern was expressed about the decrease in the number of Japanese students going to the U.S. In the peak year of 1997, there were 25,783 Japanese students going to the U.S. MEXT is encouraging Japanese students to go abroad, if even for a short-term stay. Their focus is on nurturing a talented group of young people who will understand global issues.

Since its merge, MEXT has been responsible for safety issues related to nuclear plants. They are working closely with the children of Fukushima, who had to be relocated after the area was evacuated. The MEXT staff explained how Japan has begun to think about “community” and “self” in different ways. Moving from the concept of *kuni* (homeland or nation) to *takoku* (other countries), Japan has begun to think of itself in local and global ways. They are eager to share lessons learned from this disaster with the rest of the world.

After our meeting with MEXT officials, we were guided to a 3.11 poster exhibition where one striking photograph titled “Energy Balls,” showed hands forming musubi, the ultimate Japanese comfort food. Other photographs captured the Japanese spirit of determination and hope: “And yet, the Flowers Bloom,” “Work of Love” and “We’ll be back.”

# 2012 Japanese American Leadership Delegates

**Michael Bosack** (Colorado Springs, CO)  
Manager, International Programs, Sparta Inc.

As Manager of International Programs at Sparta Inc., Michael Bosack is a senior advisor under contract to the Missile Defense Agency for U.S.-Japan Ballistic Missile Defense (BMD) cooperation working with the U.S. and Japanese governments, military and industry on BMD interoperability, integration and operational planning. Mr. Bosack served in the U.S. Army attaining the rank of Colonel. He is a member of the Japanese American Veterans Association and serves on the Board of Directors for the Japan America Society of Southern Colorado. Mr. Bosack attended the Japan National Institute for Defense Studies and Japan Ground Self-Defense Force Command and General Staff College. He received his M.A. in East Asian Studies from Stanford University, M.S. in Systems Management from the University of Southern California and B.S. from the U.S. Military Academy at West Point. Prefecture in Japan of ancestral origins: Kanagawa.

## Reflection

I was very honored to be selected to be part of the 2012 Japanese American Leadership Delegation. My journey to Japan was extremely helpful in deepening my understanding of the current foreign policy, society and culture of Japan. I was most impressed by the young people in the Tohoku region whose spirit and strength in the aftermath of so much tragedy was truly inspiring. I believe that the future of Japan will be secure with this kind of determination to rebuild and move forward. The massive scale of the devastation we saw was shocking. My heart was full of pain for those who lost their lives, lost their family members and lost nearly everything. I have returned to the U.S. determined to encourage Americans to continue to assist Japan in rebuilding and revitalizing the disaster stricken areas. I plan to work with the U.S.-Japan Council on the TOMODACHI Initiative. I will draw on the knowledge and experience I gained from this opportunity to contribute to strengthening the U.S.-Japan relations by actively supporting the activities of the Consulate General of Japan in Denver, the Japan America Society and the Japanese American community.

Mike Mansfield, the longest serving Ambassador to Japan, from 1977 to 1989, famously declared that the U.S.-Japan relationship is the “most important bilateral relationship in the world, bar none.” I strongly believe this is true based on my experience in the military and defense sector, and believe it to be true in totality given the dynamics of the Asia-Pacific region. Because I have been primarily focused for most of my career on one aspect of the relationship, the mutual security alliance, participation in this program provided me an opportunity to expand my knowledge of the U.S.-Japan relationship in the cultural, academic, political, diplomatic and economic areas.

As a member of the 2012 delegation, I had the opportunity to meet the highest leaders in government, business, and the non-profit sectors, and to participate in discussions that will strengthen the role I can play as a Japanese-American in addressing the key issues that face both our countries, now and in the future by developing and managing cooperative relationships between Japanese and Americans. I want to dedicate myself to the furtherance of this vitally important U.S.-Japan relationship.

I believe one of our major challenges will be to explore ways to educate our younger and future generations in both the U.S. and Japan on the importance of the U.S.-Japan relationship and to inspire, promote and develop their interest and desire to maintain, sustain and continually enhance this most important bilateral relationship in the world, bar none.



photo by Michael Tanimura

**Mr. Kogure from JEN and Mike Bosack** talk in Ishinomaki before entering the coffee house JEN built.



**Barbara Hibino** (San Francisco, CA)  
CEO and Founder, OpenWebU, Inc.

Barbara Hibino is the CEO of OpenWebU, Inc., an internet company that provides an online platform for education and training. The company currently hosts classes in continuing medical education, accounting, and other topics. While at OpenWebU, after-hours Ms. Hibino worked as Vice President of Marketing for OptaMotive Inc., which developed technologies for electric vehicles. Before that, she was the Director at Oracle, Applications for nine years where she oversaw a team that created applications for the public sector. Ms. Hibino is the N! Leadership Network Founder, Vice President of Membership and the author of their newsletter. N! Leadership Network is a group of Japanese American entrepreneurs and executive management that strives to create networks and connections between the U.S.-Japan. She holds a Ph.D. from the Stanford University School of Education and an M.S. from Ohio State University in Agricultural Economics and Rural Sociology. Prefecture in Japan of ancestral origins: Aichi.

#### **Upon My Return . . .**

I met with a student from Beyond Tomorrow. She knows she can call if she needs help but she appears to be busy and forming friendships.

Prof. Hideyuki Inoue visited with several heads of NPOs. We connected him with a successful Japanese entrepreneur in the U.S. Not surprisingly, they already knew a few people in common.

Through the meetings, I connected several Silicon Valley startups with Japanese companies.

There are a few Nikkei going to the Tohoku region to Japanese churches to help organize their relief efforts to the disaster areas. I've connected them to USJC.



photo by Michael Tanimura

#### **Reflection**

I did not know what to expect in meeting with the various leaders in Japan, and the people of Tohoku. The warmth, spirit of inquiry, and frank and open discussions were a pleasant surprise. The meetings underlined the strong historic relationship between our two countries, through educational and political exchanges, as well as through business.

It was heartening to see the strength of the youth in the newly founded NPOs, but they need further support from the country's institutions, as their difficulties in sustainability illustrate. As Japan's NPO Asian Health Institute (A.H.I.) shows, such support is possible.

That the people of Tohoku were exploring entrepreneurship through NPOs speaks to their indomitable and inspiring spirit. However, entrepreneurship is not easy. Businesses need capital, and differentiation. Hopefully, the land in Tohoku can be used to solve Japan's acute need for power generation through renewables, which solves three problems at once: employment, abating global warming and balance of trade.

The trip not only raised my awareness of the Japanese situation, but created people-to-people connections: it strengthened ties to my parents' families, and was the touchstone for ties between Japan and several renewable energy businesses in Silicon Valley, and with NPOs. The trip organized by the U.S.-Japan Council and the Ministry of Foreign Affairs was invaluable.



photo by Mark Mitsui

**On the Oshinko Peninsula, Mr. Kawada from JEN and Barbara Hibino discuss the economic implications of the tsunami (top). Delegates will long remember their first view of the shore of Ishinomaki as seen from the heights of Hiyoriyama (above).**

## Shannon Hori (Miami, FL) Broadcast Journalist

Shannon Hori is an Emmy-award winning journalist in Miami/Ft. Lauderdale. She has previously worked for CBS and NBC affiliates in cities including Dallas, Orlando and Louisville. Ms. Hori volunteers for a number of nonprofit organizations, is a member of the Asian American Journalists Association, and in 2007 received the Media Award from the Greater Dallas Asian American Chamber. Immediately following the March 11, 2011 disaster in Japan, Ms. Hori produced a report for WFOR about her Japanese American heritage and the importance of maintaining relations between U.S. and Japan. She earned her B.A. in Journalism and Speech Communications from Indiana University. Prefecture in Japan of ancestral origins: Aichi.

### Upon My Return . . .

the newspaper the Sun Sentinel newspaper did a profile piece on my heritage as well as my recent trip to Japan as part of the JALD program.

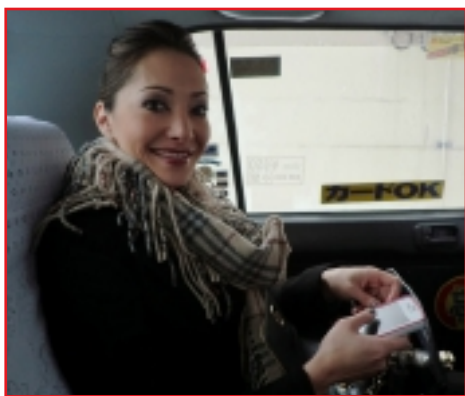


photo by Janet Ikeda

### Reflection

I went to a luncheon in my hometown of Miami shortly after returning from Japan, and realized how many wonderful customs exist in my Great Grandparents' native country. At the luncheon in the U.S., people arrived at least 15 minutes late, and some didn't show up at all. In Japan, after attending numerous meetings during our week-long stay, not once was an attendee tardy. When I shared my business card with a new acquaintance in Miami, the person shoved it in their purse without really looking at it. In Japan, each person on the receiving end of a card took the time to look at it and, it seemed, learn about the individual.

Life for people in Japan, even those in powerful positions, does not seem as rushed and stressful as it is in America. The general atmosphere is more peaceful. This was evident the moment I got off the plane in Japan. At the busy airport, it wasn't as noisy and chaotic as it seems in America. People were talking. They weren't screaming.

I was surprised at how cosmopolitan Japan is. While some of the old traditions are still evident, the country is advanced in so many ways. The bullet train. The high-tech hand driers. The hot drinks you can buy in cans from vending machines.

A word that comes to mind following the trip is elegant. The servers elegantly set plates in front of you. Even at the temporary meeting facility in Ishinomaki coffee was served in a glass cup and saucer, not one made of Styrofoam.

Another word that I think describes the country is pride. This was apparent when the cleaning staff of the bullet train finished their job ...and before rushing off to the next car, stopped, turned, and bowed. It was also seen in the faces of the JEN people we spoke to in Sendai. They are proud of their country and what is being accomplished after the Great East Japan Earthquake.

I always heard that the customer service in Japan was impressive. But I truly never expected to be treated so well by those in stores and restaurants. When an employee didn't know the answer, they would find someone else who did. That, I think, is remarkable.

For me, the two days in Sendai and meeting representatives from NPO's was a highlight. As a journalist, I have covered many tragedies. What I loved seeing, were the people who are putting their ideas into action to help their neighbors.

I will never forget the story that one teenager from Ishinomaki shared with us at a dinner. She is so young, yet already had to face such a horrible decision. She knew another wave from the tsunami would come. Should she stay with her mother, or choose her own life? She chose her own life. I keep thinking about how that girl's decision will stay with her forever.

Prior to the trip, I always felt Japan was so different from the United States and so far away. But by going there, I realized we are so much closer in so many ways. Some of my fellow delegates said they were surprised at how "at home" they felt. And I agree with that statement. It's why the relationships between people of the U.S. and Japan are of the utmost importance.



**Neil Horikoshi** (Washington, DC)  
President and Executive Director, Asian Pacific Islander  
American Scholarship Fund

Neil Horikoshi is the President and Executive Director of the Asian and Pacific Islander American Scholarship Fund (APIASF). Prior to APIASF, Mr. Horikoshi worked in Tokyo for IBM Corporation, where he served in a variety of legal and executive management positions in the United States and the Asia Pacific region. Based in Washington, DC, APIASF is the country's largest non-profit organization dedicated to providing college scholarships to Asian and Pacific Islander Americans. Mr. Horikoshi serves as Chairman of the Board of the Aplastic Anemia & MDS International Foundation, Advisory Council member for the Asian American Justice Center (AAJC) and for the Asian Pacific American Institute for Congressional Studies (APAICS). He is also on the Advisory Council for the Bill & Melinda Gates Foundation's Gates Millennium Scholars Program, Advisory Board for BB&T Bank and Board of the Institute of Higher Education Policy (IHEP). Mr. Horikoshi holds an M.B.A. and a J.D. from the University of Southern California. Prefecture in Japan of ancestral origins: paternal side from Fukushima, maternal side from Kumamoto.

**Upon My Return . . .**

I served as a host for the BEYOND Tomorrow group that visited Washington, DC. I hosted the closing reception at our offices on August 20th and participated in a dinner the night before.

In Irene's absence from DC during the summer, I helped to host the Hanami After Dark event that directly supported Tomodachi.

There have also been a number of events at the Ambassador's residence, along with receptions to welcome various members of the Diet who come to DC.

**Reflection**

After living in Japan for over 10 years, I never felt as connected to Japan until March 11 when the earthquake and tsunami significantly affected my father's relatives living in Sendai and in Fukushima. Supporting their personal needs and emotions through email, and insuring their safety were critical during the weeks after the disaster. Even weeks after the tsunami, my relative wrote about his responsibility as an electrical parts supplier: "...my father and I will try to help with reconstruction with all our strength to the end."

*Gaman* was a word I always knew to mean perseverance and never before was it so relevant reflecting on words... "to the end"...I received from Sendai. Exchanges of notes expressed each family member's efforts from home repairs and cleanup to the daily morning-late night work effort to support reconstruction.

The world saw the black water of the tsunami roll over the coastal towns on March 11, 2011 sweeping away cars and leveling villages. We read about the tens of thousands of people who died and who remain missing till today. I could only think of the thousands of people who perished while driving through the cleared out land in Ishinomaki and the devastated coastal fishing villages. Just as I saw the 9th Ward recently while on a family vacation in New Orleans, I could only envision the next decade of reconstruction challenges for the Tohoku area.

I was also moved by the story of Sayaka and Ayaka at a Beyond Tomorrow benefit. Both high school students lost their entire families during the tsunami and will start new lives in boarding schools abroad. Their stories of survival and Sayaka's story of her choice to leave her mother despite her mother's plea to help her was probably one of the most chilling, yet real stories, of the choices one makes to survive and go on in life.

I have always viewed that being Japanese American is not about my DNA, but about heritage and how I think and live. Being Japanese American is about valuing family, education, nature and hard work. It is treasuring memories of one's history and sharing those memories and values from generation to generation with pride. The tsunami and how it has affected my relatives illustrates to me that maybe *gaman* is the DNA which exists in all Japanese and Japanese Americans.

I am proud of our new relationships with Japan and through a disaster came a rebirth of the need for a strong civil society and new partnerships such as the TOMODACHI Initiative.



**Yuko Sudoh and Nobuko Koseki** were Neil Horikoshi's assistants in IBM Asia Pacific Group HQ. They wanted to meet him, and the small window of time when he first arrived at the Tokyo Prince Hotel was their only opportunity.

## Janet Ikeda (Lexington, VA)

Associate Professor, East Asian Languages and Literatures, Washington and Lee University

Janet Ikeda, Associate Professor in East Asian Languages and Literatures at Washington and Lee University, teaches courses on Japanese language, literature, and the traditional Japanese tea ceremony. Dr. Ikeda is the current Fulbright Program Advisor for the University and is the former President of the Association of Teachers of Japanese (ATJ). In October 2011 she served as a speaker on the Japanese Language panel featured at the U.S.-Japan Council's Annual Conference in Washington D.C. in October 2011. From 2006-2010, Dr. Ikeda was Associate Dean of the College, and in past years has served on the boards of ATJ and the Association of Departments of Foreign Languages (ADFL). She has done research on the poet-warrior Hosokawa Yusai and is working on revising a guide to reading and writing Japanese. Dr. Ikeda earned her M.A. and Ph.D. in East Asian Studies from Princeton University. Prefecture in Japan of ancestral origins: Fukushima, Wakayama, Yamaguchi, Osaka.

### Upon My Return . . .

I wrote up reports of my JALD trip for the Consulate-General of Japan in Atlanta, the American Association of Teachers of Japanese Newsletter and the Japan Foundation, L.A. Over the summer I participated in two USJC strategic working groups: one on Educational Exchange and the other on Women in Leadership.

### The CGP luncheon

offered a moment of reconnection for Professors Tsuneyoshi and Ikeda. They had been in graduate school together at Princeton University.

### Reflection

As I wrote in my JALD application essay, "Life can be a string of occasional intersections but, for the most part, my heritage and profession have remained on distinctly parallel tracks." Studying classical Japanese literature in graduate school had little to do with my *issei* grandparents' experience in the U.S. Therefore, traveling to Japan with the JALD delegates created an ideal crossroads. It gave me the opportunity to view Japan through a different lens and get to know Japanese American leaders from across the U.S. It allowed the Japanese to meet Japanese Americans of various professions. When I first studied abroad in Japan during the 1970s the word *nikkei* was not widely understood. This trip helped reshape my image of Japan and renewed my teachings. Before departing, I had my beginner Japanese language students learn the stroke order for the character "kizuna." With my advanced students I read poetry of Wago Ryoichi, Kaneko Misuzu, Mado Michio and, of course, Miyazawa Kenji. In the busy moments leading up to the trip, I began to understand that disaster refreshes our vocabulary and gives voice to experiences that at first seem a world away. Miyazawa's well-worn words "ame ni mo makezu, kaze ni mo makezu" seemed to take on new meaning.

It was an honor meeting high government officials, such as Prime Minister Noda and Foreign Minister Gembu. We met business leaders, non-profit change-makers, prominent members of the Japanese American community in Japan and a member of the Imperial Family. I had to smile thinking of what my grandparents would have thought of all this. They left Japan at the turn of the century, young and full of hope, and embraced an entrepreneurial spirit that allowed them to face an unknown world. Many of them did not even speak English. A century later, and in the wake of a disaster, I felt something reminiscent of their experience. It was the young people we met in Japan who possessed that same sense of youthful exuberance and fierce look of determination. In a world that grows alarmingly more "virtual" each day, I felt that this very real and tangible wave had awakened everyone.

I urge my fellow *nikkei* to become lifelong learners. For Japanese Americans, learning Japanese will reconnect them with a heritage that they may suddenly find remote when older relatives pass away. If they move past the era of *gaman* and *gabaruru*, there is a whole new vocabulary waiting to be explored. The ride from Narita Airport to the hotel gave us a glimpse of the Tokyo Sky Tree, as it soared above the skyline and symbolized so much of Japan's upward gaze toward the future.



photo by Susan Onumaa



**Mark Mitsui** (Seattle, WA)  
President, North Seattle Community College

Mark Mitsui is the President of North Seattle Community College, where he is responsible for establishing a strategic vision and achieving objectives that involve internal and external community building, advancing student success, excelling in teaching and learning, budget development and accountability, fundraising, and supervision of approximately 560 employees and approximately 11,200 students. Prior to this position, Mr. Mitsui was the VP of Student Services at South Seattle Community College, and was the Assistant Dean of Student Services at Green River Community College. He is the Chair of the Asian American Pacific Islander Association of Colleges and Universities, and is involved with the National Asian Pacific Islander Caucus as a part of the American Association of Community Colleges. Mr. Mitsui is studying for his doctorate in Educational Leadership and Policy Studies, and holds an M.A. from the College of Education, University of Washington. Prefecture in Japan of ancestral origins: paternal side from Nagano, maternal side from Kumamoto.

**Upon My Return . . .**

My school is negotiating with an NPO called Katariba to bring Tohoku youth to Seattle for immersion training in entrepreneurship.

**Mark Mitsui, Mr. Kimura** from JEN and other delegates had a chance to talk frankly about the obstacles still facing the Tohoku region on its road to recovery (top). This residential area of Ishinomaki, almost totally destroyed by the tsunami, has been deemed too hazardous a zone to rebuild housing (right). Various plans are being considered for its use.



photo by Michael Tanimura

**Reflection**

I will always remember standing in the park above Ishinomaki and looking at the remnants of the neighborhoods that once stood next to the sea. The scope and intensity of the destruction reinforced the impression of how quickly the landscape of this community changed forever. Schools and school children were devastated, families torn apart, entire industries washed away.

After taking in this sight from a distance and looking at it in closer detail we began to meet the survivors of the Triple Disaster and those working to help them.

We met children who told us very powerful stories of loss, survival and resilience. We met NPO leaders who quit their corporate jobs and flocked to Tohoku to start grass-roots efforts to help the region rebuild. I was particularly moved by their idealism, passion and dedication to the proposition of rebuilding and reimagining this region of Japan.

We also met business leaders and political leaders who discussed what needed to be done to rebuild and gave examples of what their organizations and governmental agencies were doing to be of assistance.



photo by Mike Bosack

All in all, the trip left a deep impression on me and a desire to find a way to be of long-term assistance in the rebuilding efforts, particularly in the area of entrepreneurship education.

**Susan J. Onuma** (New York, NY)  
Partner, Kelley Drye and Warren LLP

Susan Onuma is a partner and co-chair of the Asia Practice Group of Kelley Drye and Warren LLP, where she advises Japanese corporations and individuals on how to navigate the complexities of the U.S. legal system and succeed in the marketplace. In particular, Ms. Onuma specializes in establishing and nurturing new businesses and joint ventures and has developed a sub-specialty in the area of employment law and cross-cultural communications. She is also on the firm's Diversity Committee and has participated in the Global Organization for Leadership Development (GOLD) symposiums given in Tokyo, Japan. In 2008 Ms. Onuma was named one of Top 50 Women in Business by NJ Biz Magazine. She is currently Corporate Secretary and Board Member of the U.S.-Japan Council, Corporate Secretary and legal counsel of the Japan Society of New York, a member of the Board of Trustees for the Japanese American National Museum, and is the Honorary President and a member of the Board of Directors for the Japanese American Association (JAA) of New York. Ms. Onuma holds a JD from University of Pennsylvania Law School and BA in East Asian Studies from Barnard College (Columbia University.) Prefecture in Japan of ancestral origins: paternal side from Shizuoka, maternal side from Hyogo.

#### **Upon My Return . . .**

We hosted a group of middle and high school students from Tohoku at a reception, as well as a group of students sponsored by BEYOND Tomorrow, including several students that the delegation had met in Tokyo. At our annual Japanese Heritage Night at Mets Citifield, we honored New York based JA NPOs who are continuing to raise funds and support the work of NPOs in Japan.

#### **Reflection**

Prior to my trip, I hoped that the 2012 JALD program would serve as the perfect vehicle to tie all my past experiences related to Japan and bring into focus my next level of commitment to further U.S. – Japan relations.

For me, the highlights included seeing Japan through fresh eyes and being able to have frank dialogues, conversations and discussions with many business, political and community leaders from the public, private and not-for-profit sectors including victims of 3.11, young social entrepreneurs and students.

We visited and spent time in a part of Japan that not only had I never been to but which had been the focus of so much media coverage – the Sendai area of Tohoku. While disappointed to see that quite a bit of reconstructive work was still sorely needed in many areas outside of Sendai, I was heartened to learn that many young people were eager to get involved in Japan's recovery efforts, as volunteers or young social entrepreneurs. Having been a student in Japan, I was also pleased to learn that, due to the overwhelming support and interest from foreign countries, a renewed interest among Tohoku students and young professionals to study abroad and/or enter fields where they can help others had been sparked.

I am hopeful that the business community will continue to step up to the plate to not only comply with "corporate social responsibility" requirements but to genuinely embark on programs to help, not only the Tohoku area, but Japan as a whole to recover and revitalize itself.

Having personally interacted with so many NPO's and the people who work for them, it is clear that working with the private sector for support makes a huge difference.

I am excited about continuing the positive momentum that has been growing over the last few years between Japanese Americans and Japanese to work on projects of mutual interest and concern, in particular leadership development, educational exchange and civil empowerment.

Last but not least, a huge thank you to the Ministry of Foreign Affairs, Center for Global Partnership, Irene Hirano Inouye, Toshio Odagiri and my fellow delegates who made this trip not only so successful but enjoyable.



**Susan Onuma with Ayaka Ogawa**, one of the future leaders from the BEYOND Tomorrow program. They had a chance to connect again in New York.



**Barry Taniguchi** (Hilo, Hawaii)  
President and CEO, KTA Super Stores

Barry Taniguchi is the President of KTA Super Stores, a chain of family grocery stores on Hawai'i Island. Mr. Taniguchi is a Director of Hawaiian Electric Industries, Inc., American Savings Bank, and Hawaii Employers Mutual Insurance Corporation. He is Chair Elect of the Chamber of Commerce of Hawaii's Board of Directors, and serves numerous foundations and organizations including the Board of Trustees for the Crown Prince Akihito Scholarship Foundation, the Public Schools of Hawaii Foundation, and the Hawaii Island Economic Development Board. Mr. Taniguchi is also a Board Member for the Pacific Tsunami Museum, the Hawaii Community Foundation, and the Chair of the Mauna Kea Management Board of the University of Hawaii at Hilo. In 2005 Mr. Taniguchi received the Hawaii Society of CPAs Business and Industry Hall of Fame Award, and in 2006 the Leadership Legacy Award from Business Leadership Hawaii. He received his B.B.A. in Accounting from the University of Hawaii. Prefecture in Japan of ancestral origins: Hiroshima.



photo by Jun Matsumoto

**Reflection**

At the beginning, I felt that perhaps I was not deserving of being a member of such an elite and distinguished group of Japanese Americans to participate in the 2012 JALD program. I still feel that way but I do appreciate this experience tremendously. I learned a lot about our Mother Country and am more aware of the conditions in Japan. We were able to learn about things few others would be exposed to. As a former delegate expressed to me, we are a small group of very fortunate Japanese Americans to have been exposed to the real Japan, a Japan that many will not know about. I concur with that observation and am grateful for having participated in this year's program.



photo by Neil Horikoshi



photo by Janet Ikeda

**Barry Taniguchi absorbed in Mr. Kono's** telling of his long-standing involvement with the JALD (top), and caught in some relaxed moments (left and above).

## Michael Tanimura (Chicago, IL)

Co-founder and Creative Director, Silver Image Creative, Inc.

Michael Tanimura is the co-founder and creative director of Silver Image Creative, Inc., a graphic communications firm working in the education and non-profit sectors. Silver Image specializes in developing exhibits and websites. His experience includes art direction, graphic design, writing, editing, photography, and curating. He is a Board Member of the Chicago Creative Coalition, a continuing education and networking organization for Chicago professionals in the communication arts field. As President and Board Member of the Japanese American Service Committee, Mr. Tanimura is working to bring together the Nikkei in the Chicago area to consolidate resources, boost fund-raising and attendance at cultural events, and become a more visible and effective presence in the community. Prefecture in Japan of ancestral origins: paternal side from Kumamoto, maternal side from Hiroshima.

### Upon My Return . . .

I have been working with the Japanese Consulate and local NPOs to bring Chicagoland Japanese Americans and Japanese Nationals together for networking and cultural events. I also presented an audiovisual report of the trip to the Japanese Consulate and members of the Chicago Japanese American Council.



photo by Neil Horikoshi

### Reflection

*In that this is my first trip to Japan, I expect that I will be struck heavily just by that fact – that I am really here in the country of my ancestry. Add to that – this will be the first time I will ever be where everyone is like me! I already get that feeling when I go to LA or San Francisco. How much more of this reverse ethnic/culture shock will I feel in Japan? Will this affect my centering, my idea of who I am?*

I wrote the above before leaving for Japan. Now, months after my return, I find that I was both wrong, and right, but in unexpected ways.

After the first day in Sendai, staring around wide-eyed at everything – the small cars, seemingly even smaller trucks and buildings, huge display typography all around – everything became normal. Yes, I knew I was no longer in Kansas, Toto, but it all felt right. I felt comfortable surrounded by what was new and strange to me, I think, in great part, because all the people weren't. To me – raised in Chicago to be an American (but somehow expected to be better than Americans) – I equated Japanese with family. So here I was, surrounded by a whole bunch of uncles, aunties and distant cousins I had never met. I felt no pressure or discomfort, just a feeling of being home in a way I had never felt before, in a place I had never been.



photo by Michael Tanimura

Once back in Chicago, I realized that while the trip reaffirmed my Japanese-ness, it had also made me more aware of being Japanese American. The results of being two-generations removed from the Homeland were indelibly etched in me.

This affirmation of “other-ness” made me more resolute in my desire to help bridge the Japanese and Japanese American communities right here in Chicago. That which makes us different also makes us interesting to each other and the bonds of ancestry, culture and values – which I so clearly felt in Japan – should not be denied.



## Paul Watanabe (Boston, MA)

Associate Professor, Department of Political Science, University of Massachusetts, Boston

Paul Watanabe is an Associate Professor in the Department of Political Science at the University of Massachusetts, Boston. He is also the current Director of the Institute for Asian American Studies at the university. He has conducted extensive research and has published books and articles on the relationship of ethnic Americans to their ancestral lands and has presented talks in Kyoto, Nagoya, and Tokyo. Dr. Watanabe also serves as the Vice Chair of the Race and Ethnic Advisory Committee (Asian Population) for the U.S.-Census Bureau, and sits on the Board of Directors of the American Civil Liberties Union (ACLU) of Massachusetts. He is the current President of the Nisei Student Relocation Commemorative Fund and a member of the U.S.-Japan Council. Dr. Watanabe received his Ph.D. and his M.A. in Political Science from Harvard University. Prefecture in Japan of ancestral origins: Aichi.



photo by Forum 21

### Reflection

When I was asked to identify my pre-trip expectations, I stated that I hoped to be “challenged, educated, and moved by the knowledge, tenacity and perseverance of the Japanese from all stations – members of the Imperial Family and those at the pinnacle of political power along with people from the villages, hotels and restaurants.”

These expectations were fully realized. I viewed things from a critical perspective – appreciating what I was told officially while mindful that there was much that I needed to comprehend and assess for myself. I applaud what has been accomplished after a great tragedy but am ever conscious that there are many who struggle in countless ways and there is still much that needs to be done. I was deeply impressed by those we encountered from the government, corporate sector and civil society. My admiration extends to my fellow delegates – a sincere, knowledgeable and fun group. If they are representative of what the Japanese American community has to offer our sisters and brothers in Japan, I am certain that the bonds of kinship will strengthen and the practical advantages of close collaboration will be nurtured and realized in mutually productive ways. I was especially proud, for example, with the clarity and persistence of our delegates in delivering the message to government and business officials that the support and expansion of non-profit organizations are important to Tohoku now and also for the future of Japan. I closed my pre-trip comments by indicating that, “I will try to use my eyes, ears, mind and heart to absorb all that is presented and share with others what they do not have the privilege of experiencing for themselves.” Now that I have returned, that is a vow that I will keep..



photo by Jun Matsumoto

**Paul Watanabe exchanging *meishi* with one of the members of Form 21's 25th Class (top), and having an informal political discussion with Mr. Kakizawa (above).**

# To Share with You

Just a small portion of the truly incredible cuisine we enjoyed during the trip.



photo by Janet Ikeda



photo by Susan Onuma



photo by Barbara Hibino



photo by Neil Horikoshi



photo by Susan Onuma



photo by Barbara Hibino





photo by Susan Onuma

# 海の幸

*Umi no sachi*  
Treasures from the Ocean

# 山の幸

*Yana no sachi*  
Treasures from the Mountains



photo by Barbara Hibino



photo by Shannon Hori



photo by Janet Ikeda



photo by Neil Horikoshi

## In Closing

Building a relationship is a tricky thing. There has to be a meeting of hearts and/or minds, coupled with enough shared experience to add depth and to link one to another.

That is the genius behind the Japanese American Leadership Delegation, of which this 2012 edition was the twelfth iteration: reduce the equation back to the individual, and let those relationships spawn others, in the social, economic and governmental arena between the U.S. and Japan.

Funded by the **Ministry of Foreign Affairs of Japan** and organized by the **U.S.-Japan Council**, this was a delegation of ten very individual Japanese Americans, each from a different state, and with varied experience in Japan and all things Japanese: two had worked in Japan; two had studied there; and two had never even visited Japan before. Three spoke Japanese fluently, and another two passably.

Most delegates' grandparents had emigrated from Japan, but for three, their parents were born there, and for one it was her great-grandparents who had emigrated. Professionally, the group included people with academic, business and military experience, and all were involved in non-profits, some to a great degree.

Yet for all this disparity, it really was a delegation, with everyone utilizing their unique education, experience, talents and demeanor to contribute to the experience. We quickly developed our go-to people to cover politics, entrepreneurship, comparative culture and education, but through the guidance of U.S.-Japan Council President Irene Hirano Inouye (top right), veteran of all twelve delegations, everyone had a share in taking the lead. With the able assistance of Consul Toshio Odagiri (right) from the Los Angeles Consulate prepping us for the meetings, we were able to acquaint ourselves well, and make most occasions a true exchange of ideas between Japanese and Japanese Americans.

Our hope in chronicling this experience is that not only the substance of our meetings will be conveyed, but that the depth of the experience and how it affected and changed each of the delegates will come through. One outcome of the 2012 JALD program has already been realized: there are now ten more Japanese Americans who feel a special affinity and closeness to Japan, through having met, talked with, eaten, sung and wept with some extraordinary Japanese.

Our deepest thanks to all who made this trip possible, and to all those we met.

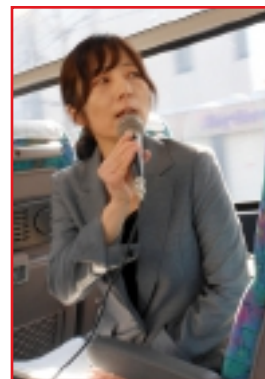
*Dōmo arigatō gozaimasu.*



photo by Shannon Hori



photo by Neil Horikoshi



**Heartfelt thanks** to Irene Hirano Inouye (top), Consul Toshio Odagiri (above), and our wonderful interpreters, Akiko Kotani in Tokyo (far left), and Yukiko Watanabe in Sendai (left).

photos by Neil Horikoshi



The faint bamboo motif now stood starkly before us in a grove of verdant stalks of thick bamboo and we were reassured that the nation of Japan and its people would remain unbowed in the face of these multiple disasters. The hubris of humankind and the awesome power of nature had convened to teach us all a lesson in humility and compassion.

Along with evoking resilience and functionality, there is also a magical quality to bamboo. One of the earliest narratives in Japan known as “The Tale of the Bamboo Cutter,” which dates from the tenth century tells the story of an old bamboo cutter who finds a baby girl in a bamboo stalk. The bamboo yields not only a longed-for-child, but a treasure trove of gold. At the end of the story, the now grown young woman must return to her native home in the moon. Although the ancient tale has a somewhat different ending, we like to think that she returned with a greater understanding of her time spent in another land with a bamboo cutter for a father and an emperor who wished to make her his wife. We like to think that our journey to Japan, both magical and profound, opened up an entirely new and wonderful relationship with people who are not just distant relatives from a century ago. Returning to our homeland on this side of the Pacific, we have a renewed commitment to U.S.-Japan relations, the mission of USJC and helping the people of the Tohoku region. We will hold fast to the hope of continuing friendships with the many Japanese people we met on our trip and forging an even stronger bond with our fellow delegates and traveling companions.



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