



日本イーストウエストセンター同友会 The Japan EWC Association

ニューズレター 第9号

STATEMENT TO JAPAN ALUMNI JUNE 29, 1992



Our membership in the East-West Center family is a privilege that entails responsibility: Our task is to share with others our awareness of the growing interdependence of our region. Our family illuminates the complex problems and choices confronting the region. We work together to promote the long-term stability, responsible development and human dignity for all people in the region.

The Center relies on our alumni to

MICHEL OKSENBERG PRESIDENT, EWC

support its research, training, and conference activities. Extensive involvement of scholars, students, officials and business people from Japan is needed in all our seminars, classes, workshops and conferences. After all, our research and training programs on the environment, energy, demography, communications, culture, development, and security in the region require major Japanese involvement. Japan's already crucial role in all these areas will increase in the years ahead.

We therefore count on our EWCA members in Japan for advice and assistance to ensure an active Japanese presence in Center affairs. I look forward to meeting you in the near future to discuss your role in ensuring the continued success of the Center.

三和会長から Chapter Representatives Workshop に宛てた書簡

去る6月10～13日にホノルルのEWCに於いて標記会合が開催されました。日本イーストウェストセンター同友会からは三和会長が出席の予定をして居りましたが、直前になって腰を痛めて参加不可能となりました。日本イーストウェストセンター同友会の現状を説明し、同友会としての意見を表明する目的をもって会長が書簡を送りました。以下はその全文です。

A REPORT ON THE JAPAN EAST-WEST CENTER ASSOCIATION AND AN APPEAL FOR ASSISTANCE

June 10, 1992
Yoshihiko Miwa
President, JEWCA

Dear President Michel Oksenberg of the EWC and
Chapter Representatives attending the Workshop :

PREFACE

On December 7, 1991, the Japan East-West Center Association (Nihon East-West Center Dohyou Kai, in Japanese) held its general meeting, where I was elected president. I am the fourth president of the Association after Mr. Takazawa, Professor Baba, and Mr. Ohta. Incidentally, 11 years have passed since our Association started under the present bylaws in 1982.

Over the last decade, the members of our association have increased gradually. The present directory, which was published on February 1, 1991, (the 5th edition), lists just fewer than 1000 members' addresses in Japanese and English. Of all those members, a little more than 80% are those who have had a chance or chances to attend some of a variety of programmes, while the rest are those who studied at the Center on scholarships for a year or more.

There is no doubt that the directory and the newsletter have served as two valuable means to promote communication and understanding among the members. Incidentally, the publication of the newsletter started in 1988, after Professor Baba's assumption of the Association presidency on October 16, 1987. Since then, it has been published twice a year.

At present we are trying to boost the scope of this newsletter by aiming to publish it three times a year from 1992 onward. I will explain a little more about the increase in this publication, relating to our budget, later.

ORGANIZATION

Now let me tell you about the organization of our Association. With the foundation of the present Association, the Kansai sub-chapter was formed for the convenience of those members who live in that area. The word Kansai in Japanese means the area of Osaka, Kobe, and Kyoto in western Japan. The establishment of this sub-chapter was followed up by the formation of two other sub-chapters, one in the Central area of Japan (Nagoya), the other in Okinawa.

Our Association has an executive board, a secretariat and an auditor. The president and the auditor are elected at the general meeting, which is held once a year in principle. The tenure of the presidency is two years, while that of auditorship is one year. There is no limit to the number of executives. They are nominated by the President for a 2-year term. At present, the board has 16 executives, of which the following three are vice presidents :

Mr. Ken Nagai	General Manager, Lintec Corp :
Mrs. Fusako Baba	Professor, Department of Business Administration, Asia University (in charge of secretariat) ; and,
Mr. Hisao Kakei	Professor, Department of Literature, Kobe University (President of the Kansai sub-chapter).

The following three executives are now assigned as executive secretaries to assist the Chief Secretary, Mr. Kiyoshi Hamano, together with Vice President Baba, whose assignment is to manage the increasingly busy working schedule of the secretariat.

Mr. Hisatake Jimbo	Professor of English, School of Commerce, Waseda University (a key person in setting up the directory) ;
Mrs. Masae Nakamura	Staff Secretary, The Engineering Academy of Japan. (Editor of newsletter and directory) ; and,
Mr. Yasuo Noguchi	Professor & Chairman, Department of Geography, Koku-shikan University.

BUDGET

Our budget system is very important in order for you to understand the management and function of our Association. Basically, the costs of the operation of our Association are covered by the membership fees of the members. The membership fee is ¥5,000 a year per head. If a member of one of the aforementioned sub-chapters pays his membership fee of ¥5,000 directly to the Tokyo head office, ¥2,000 is refunded to his sub-chapter for its operating costs. If a member of one of those sub-chapters pays his annual membership fee directly to his sub-chapter, ¥3,000 is sent to the Tokyo head office through his sub-chapter.

In fiscal 1991 (December 1, 1990 - November 30, 1991), the total paid-in mem-

bership fees to the Tokyo head office amounted to ¥1,068,000. This means that 216 members all over Japan paid their membership fees (210 members x ¥5,000 = ¥1,050,000 ; plus 6 members of sub-chapters x ¥3,000 = ¥18,000).

It also proves that roughly 20% of the total members whose names are listed in the directory pay their fees. Of all those paid-up members, more than 60% reside in the Greater Tokyo area.

Our budget is basically drawn up in light of the revenues mentioned above. The following is a rough idea of the appropriation of the budget for the programmes in fiscal 1991 :

Directory printing costs	¥ 796,600
Directory mailing costs	¥ 260,310
	¥1,056,910
Newsletter No.6 printing costs	¥ 139,771
Newsletter No.7 printing costs	¥ 148,320
Newsletter No.7 envelopes	¥ 30,900
Newsletter No.7 mailing costs	¥ 85,560
	¥ 404,551

For conversion of Japanese yen to the U.S. dollar, please divide each figure by 130.

The above figures indicate that about ¥1,500,000 is necessary for printing and mailing of a directory and two newsletters. The publication of each edition of the directory takes place every two years. Therefore, the secretariat has to deposit ¥500,000 in banks during the course of a year, and to collect ¥1,000,000 in two years. The costs of printing and mailing a newsletter amount to about ¥200,000 - ¥250,000 as mentioned above. It is published twice a year, meaning that we have to appropriate about ¥400,000 - ¥450,000 from each year's budget.

In total, about 90% of our revenues have to be appropriated for publication of the directory and the newsletters. This should give you a rough idea of the appropriation of our budget.

With regard to refunding of the membership fee to each sub-chapter, we refunded ¥56,000 (28 members x ¥2,000) and ¥24,000 (12 members x ¥2,000) to the Kansai sub-chapter and the Central sub-chapter respectively.

CONTRIBUTIONS

For the publication of the directory in 1991, we were lucky to have had contributions from the following companies in the form of advertisements :

East Japan Railways (East JR)	¥ 300,000
Nomura Securities Co., Ltd.	¥ 200,000
Japan Times	¥ 150,000

Kenkyusha (largest publisher of dictionaries of foreign languages)	¥ 100,000
Tokyo Shoseki (famous publisher & bookseller, shoseki means books in Japanese)	¥ 30,000
Hataka Daimaru (department store)	¥ 30,000
Hotei Gimmond	¥ 30,000
	¥ 840,000

These contributions were made possible by the kindness of each company, and by the devoted and strenuous efforts of several members, including Chairman Isamu Yamashita of East JR, who has kindly assumed advisorship of our Association for the last several years. Apart from those donors, Mitsubishi Corporation and Mitsui & Co., Ltd, two of Japan's largest trading companies, were also kind enough to help us publish newsletter No.5, in 1990, by contributing ¥100,000 each.

To our regret, however, it would not be reasonable for us to expect further contributions from these businesses at least for the next couple of years, in view of the present severe economic downturn. This is what I explained to President Oksenberg, when we held a small welcome party in his honour, on the occasion of his informal visit to Tokyo on February 6.

It is also in this context that we will be obliged to rely more on our own revenues in our efforts to draw up a budget for the next couple of years.

THIS YEAR'S PROGRAMME

Policy To mitigate the increasingly busy working schedule of the secretariat ;

To make utmost efforts to increase yearly revenues by trying to draw the attention of those who have not paid their membership fees, without hurting friendly ties among the members.

Secretariat

In fiscal 1992, we appropriated ¥10,000 for the monthly expenses of the secretariat for the first time. This is because we felt it necessary to cover the expenses so far incurred by individuals who have volunteered to handle secretariat managerial transactions. In fact, the working hours of the secretariat have increased a great deal, as compared with those of the early days.

Moreover, the management of the secretariat has become more complicated with each new year, along with the increase in domestic and overseas communication among the members of the JEWCA and their respective foreign counterparts. Effective handling of mail, for instance, is time consuming, and yet requires precision and punctuality.

It is not too much to say that the steady expansion of our activities has been, and still is supported by, the constant and devoted efforts of those volunteers who have sacrificed not only their respective weekend holidays, but even busy office hours. It is against this background that we have decided to appropriate a small amount of office

expenses from this year onward, in our joint attempts to minimize, if not completely cover, personal costs incurred by these volunteers.

The time will come, however, when we will realize that there is a limit to total reliance on such volunteers' activities, as I mentioned above. For this reason, we will have to save money for a rainy day, in our joint efforts to reinforce the function of the secretariat in a number of ways.

Fund raising

Fund raising is the most difficult yet the most important and unavoidable activity for any nonprofit organization, regardless of its origins. On my assumption of the JEWCA presidency, I consulted on this matter with the executives. Our discussion resulted in the following conclusion.

We will make it a basic aim to increase our revenue by 15% a year. Assuming that one deposits some sum of money at a bank at a compound rate of 10% interest a year, it will double in value about every eight years. But, the same deposit will double about every five years if the rate of compound interest is set at 15% a year.

I think that this 15% increase is a realistic formula for us to adopt at present, in view of the current economic and social climate in Japan. It is not reasonable to set too high a target, while the industrial community is suffering in the aftermath of the "bubble" economy.

Many of our members, who work for a variety of industries, also face heavy workloads. Their assignments are essentially to cope with the rapid progress of the restructuring and internationalization of their respective companies.

Under these circumstances, they can ill afford to spare as much time for the activities of our Association as they have done so far, even though they all have the will to do so.

In any event, all we can say at this moment is that it will be a great success for us if we are able to double our yearly revenues of about ¥1,000,000 to ¥2,000,000 over the course of five years, according to the 15% increase formula. In this regard, I can say that MAKE HASTE SLOWLY is probably the best slogan for us to adopt while we endure the present economic slowdown.

Newsletter

Earlier on in my report, I mentioned that we are now trying to increase publication of the newsletter from twice to three times a year. As a result, we will have to cut and reshape our budget so as to create an additional ¥200,000. The reason for the third newsletter is to carry as many articles as possible about the sweeping changes taking place in the EWC.

Therefore, we should like to ask all of you for your cooperation in sending us any materials as soon as possible which you think necessary for the next edition. At

present, we feel that the editing of those materials will have to be finalized by the end of June.

We think that the increases in the number of newsletter and in revenues are mutually related. The more our members are kept abreast of information about their friends, and about the developments of the EWC, the closer they feel toward our Association. Such a feeling will doubtlessly remind many members that they have forgotten the payment of their membership fees.

This is the reason why we are now trying to increase the publication of the newsletter. Herein lies, however, a problem relating to frequency of the publication, and the contents of the articles.

If the members are bombarded with too much information, they will surely become fed up with it. If the information itself is dull or irrelevant, the members may be tempted to discard it after a cursory glance. After all, we all live in a world where we are suffering from an overflow of mass information. These are the reasons why we think that three newsletters a year will be sufficient, for the time being.

Events

First general meeting in Kyoto

We are glad to say that we expect to hold this year's general meeting in the city of Kyoto on September 19 (Saturday). It will be the first ever general meeting to be held outside Tokyo. Over the last decade, we have held all of our general meetings in Tokyo, mainly for the convenience of the secretariat. Financial constraints have also prevented us from leaving Tokyo.

But with the increase in communication between the members of both the Tokyo and Kansai areas, the idea of holding a general meeting in the Kansai area has come up in the minds of members in both areas. We, the executive board in Tokyo, were grateful for this idea, especially for the suggestion from the Kansai sub-chapter, and decided to ask them to arrange the meeting in Kyoto.

President Michel Oksenberg's lecture (tentative)

We were glad to hear of Dr. Oksenberg's assumption of the EWC presidency. He is a noted scholar of Asian affairs, even in Japan. Many of his works have been, and still are, read by the Japanese. Our executives are also aware of his academic achievements, and cordially wish to hold his lecture in Tokyo with his consent, on the occasion of his first official visit to Japan.

With regard to the logistics of his lecture, I am glad to tell you that a particular Japanese newspaper company has kindly extended us a cooperative hand for cosponsorship. It is in this context that we will have to ask the EWC for their cooperation with notice of his visit to Japan.

At present, we have been informed unofficially that this newspaper company needs at least three months advance notice of his visit, so that they can go ahead with further arrangements.

This will include reservations for a lecture hall and simultaneous interpreters, preparations for the publicity in the newspaper, and the invitation programmes of honorary guests to his lecture.

Of all those arrangements, the reservation of a lecture hall is the most difficult one to make over a short period in Tokyo. Tokyo is a center of information not only in Asia, but in the world. Most decent lecture halls which we can hire at a reasonable price are booked up with some kind of event almost every day all the year round.

For this reason, it will be no surprise even if we have to book a hall at a reasonable price for some event six months in advance of holding it. This is the most important point I want to emphasize in our appeal for your cooperation.

AN APPEAL FOR ASSISTANCE

Proper addressing

We have been embarrassed by the use of improper addressing in some of your official correspondence with us, despite my predecessors' repeated appeals for correction. The official address of our Association in English is the Japan East-West Center Association, as you are all well aware.

Naturally, we understand that American people are quite fond of using abbreviations for speedy business transactions. If you wish to abbreviate the official address of our Association, the use of the Japan chapter could be one idea, if not the best one. But I must reiterate that there is no Tokyo Chapter in our organization, as I have explained earlier on in my report.

Inadequate notice

Another embarrassment for us is that we have often been, and still are, informed of your requirements at short notice. For example, I received five sheets of documents on May 27 by registered mail, which will be necessary for my participation in the ongoing Workshop. I found in these papers many columns and a space that I had to fill in. In my opinion, such documents should have been sent to the addressee at least one month prior to the opening of the session.

In this regard, I would be very much obliged if you could kindly work hard to avoid this kind of situation so as to improve further mutual communication. The fewer your documents that you send in compact form, the more efficiently we can respond at your convenience.

Proposal to set up a liaison office in Tokyo

We are aware that the EWC is planning to implement its strategic plans in a number of countries all over Asia. We welcome such a positive gesture, in anticipating that Japan also wins benefit from the plans in a variety of ways.

However, I must personally advise you that Japan is a country where numerous foreign academic institutions already have their respective "beachheads" for their activities not only in Japan but also in Asia. Competition is severe among themselves in their respective attempts to obtain collaboration of some kind from Japan.

Under these circumstances, it is inevitable that you will also become embroiled in such competition once you embark upon some schemes in Tokyo, or in some other cities in Japan. Your strongest potential competitors in Japan are not CIS or PRC, but such American universities and research institutes as Harvard, Princeton, Columbia and Brookings. Even Michigan University, for which President Oksenberg served as a distinguished scholar, might turn out to be your competitor as well.

These academic institutions essentially employ similar types of projects for both Japan and Asia, claiming that their particular project is the best one for them. It is for this reason that I advise you to set up your liaison office for your own purpose and programmes.

We heartily wish you success if you embark upon something new in Japan. It is, however, impossible for us to do anything for you under current circumstances, in which we are suffering ourselves from the inadequacy of the secretariat function for our own programme.

I personally remember that I explained our situation to those people visiting Japan from the EWC several years ago. Their mission was to find opportunities for their fund raising. At that time, I quoted a popular line from a famous theme song of the movies, Oliver.

It went as follows: "I want to do anything for you just for a kiss." That line encapsulates our true feeling toward you. We truly want to do anything for you without even a kiss. But please be aware of our own limitations and the demands on our own resources. We owe Charles Dickens a great deal!

