

CULCON Global Leaders Working Group

July 1-2, 2005

Westmark Baranof Hotel, Suite 207

Juneau, Alaska



Agreement

Two surveys were presented on current international exchange programs to determine the effective means of developing future leaders in both Japan and the United States who will have knowledge and understanding about both countries as well as a global perspective on significant issues.

Based on the two surveys, the following observations were made:

- There was general agreement that there is a vast array of programs for exchange between the two countries. Many of these include the development of global leaders as part of their mission statement.
- One of the remarkable changes during the past half century is that there used to be a small number of well-known organizations for international exchange in both countries but today there are many programs and organizations that may not be widely known. Quite a few innovative programs started recently, although good intentions do not always bring about good results. Some of the older organizations are struggling to maintain and reshape viable programs when there are many similar organizations.
- There is a general perception of inadequate funding for exchange programs themselves and the institutional ability to assess programs in both the United States and Japan. This can be caused by financial variables such as interest rates and the exchange rate and by the establishment of new organizations competing for available funding.
- In the United States there has been a shift of priority away from Japan
- The tax laws in Japan as they stand impede fundraising by non-profit organizations. The NPOs would profit by tax reform in ways that would encourage the development of the programs and skills that create global leaders.

- There is an enormous gap between the financial resources of governmental or quasi-governmental organizations and of private organizations.
- Websites for exchange programs are an important way of disseminating information. Japanese programs need to improve their websites and provide reliable translations of their information in English, but this costs money.
- The average TOEFL score in Japan is shockingly low.
- There are inadequate exchange programs in the field of mass media.
- Many programs in the United States are using the Internet in innovative ways, such as tutorials, cultural self-assessments and online journals to enhance their programs.
- There are few longitudinal studies of the impact of these US-Japan exchanges.

As a result of the discussion of the surveys, the Working Group concluded that CULCON is not advocating any particular program nor is it about to create any program of its own. Instead, the Working Group suggested CULCON might facilitate the development of the following services:

- 1) make comprehensive data on current programs clear and available;
- 2) recommend policies to improve those programs;
- 3) encourage self assessment by the institutions that sponsor these programs
- 4) monitor follow-up or recommendations among exchange organizations to ensure their implementation.

In making recommendations, the following items should be included:

- Establish best practices for various elements of exchange programs with the goal of developing a global perspective.
- Call for longitudinal studies that track the impact of exchange programs.
- Inversely, examine current US and Japan leaders and identify elements in their training and education that helped them develop their capacity for global leadership.

- Help exchange programs gain a broad perspective and establish economies of scale through collaboration and cooperation.
- Reform the Japanese tax code to encourage greater participation by private organizations in the work of international exchange.
- Improve English and other communication skills as a way of enhancing Japanese presence in international conferences and collaborative efforts.
- Reform US visa requirements to allow greater access to American society and its institutions by exchange participants.
- Call for the management of foundations to be more creative in solving issues of financial flexibility.
- Call for a comparison of tax codes and other regulations pertaining to non-profit organizations and foundations in Japan and the United States for the purpose of maximizing efficient use of available resources.

The Working Group reiterated that its purpose is not to improve exchange programs per se, but to make them most effective in the goal of developing global leaders.

The Working Group asked the Secretariats to test the viability of each of the above recommendations, to suggest possible concrete outcomes and to suggest further recommendations.

The Working Group agreed it will hold its next meeting in Japan during the second half of January, 2006, preferably over a weekend. The Secretariats will coordinate schedules with the Working Group members to determine the schedule.