



THE JAPANESE WOMEN'S LEADERSHIP INITIATIVE  
**2010 FORUM REPORT**



THE FISH FAMILY FOUNDATION

**FUNDED BY THE UNITED STATES-JAPAN FOUNDATION**

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## **Introduction and Overview (Patricia Deyton, Program Director)**

The first Japanese Women's Leadership Initiative (JWLI) Forum Programs were held in the cities of Tokyo and Fukuoka, Japan, on June 27 and June 29, 2010, respectively. The Forum Programs represented a significant step forward in connecting the strength of the nonprofit sector in the United States with the growing need and understanding of its potential value to society in Japan. The program further supported the importance of women understanding their leadership potential and the urgent need for skilled and ethical leadership in the emerging nonprofit sector in Japan.

The vision for the JWLI Forum Program evolved from the JWLI Fellows Program, now in its fourth year. The Fellows Program focuses upon a small target group of women with leadership potential who are invited to Simmons College in the United States for a month-long intensive training in the areas of nonprofit management and women's leadership development. While successfully providing an extraordinary experience for four women each year in Boston, the leadership of the Fellows Program expanded its vision to include the possibility of holding public pedagogical Forums in Japan to provide education about the nonprofit sector and the important opportunities for women to take leadership roles. The vision included having highly effective speakers and a strong Japanese partner. Importantly, the vision also included identification of a funding partner who would share belief in the value of the program and support its goals.

During the early months of 2010, a grant proposal was put forth to the United States-Japan Foundation after it was determined that there was a strong connection between the goals of the Foundation and the JWLI Program in the areas of promoting stronger ties between Japanese and Americans, especially women, and by providing knowledge and education from the American perspective on leadership and nonprofits adapted to the cultural and political climates in Japan. The United States-Japan Foundation embraced the concept and approved a grant for up to three years in early April 2010.

Between April and June, intense planning and organization took place that resulted in the first JWLI Forum Programs which are described in detail throughout this Report. Efforts of many people combined to make this program possible within such a short period of time, including the leadership and members of the Business and Professional Women's Association of Japan (BPWJ), the partner organization in Japan, faculty and staff at Simmons College, and the leaders of the Fish Family Foundation. Inclusion of Paul Grogan, President and CEO of The Boston Foundation, and Akira Matsubara, Vice President of the Coalition for Legislation to Support Citizens' Organizations in Japan as keynote speakers in addition to Patricia Deyton greatly enriched the Forum Programs.

A full schedule of events was put into place with the Forum Programs on June 27 in Tokyo and June 29 in Fukuoka as the centerpieces. The logistical arrangements made by BPWJ for both programs were very well done with a larger attendance in Fukuoka, although both audiences were enthusiastic and participated actively in discussion following the formal presentations.

The success of the two Forum Programs and the external meetings held with various organizations, all of which are described in detail throughout this report, clearly indicate that this is the right program at the right time, while the evaluation of the program also indicates areas for improvement in order to expand the reach and impact of the Forum Programs. Notably, there needs to be both wider publicity about the Forums as well as identification of distinct target groups to invite as participants. Feedback from the 2010 Forum participants will be used to create the topics for the 2011 program. Planning is already in place for locations, program design, and speakers.

The 2010 JWLI inaugural Forum Program was a true collaborative effort and model for how a program can be designed and implemented to have impact. Each element contributed to its success: the visionary leaders of the Program, the belief in the concept by the United States-Japan Foundation, the strong and effective support by the Japanese partner, the participation of many of the past JWLI Fellows, the planning and organization at Simmons College and the Fish Family Foundation, and the commitment of nonprofit leaders.

The anticipated JWLI Forum Program in 2011 will build upon the success and lessons learned from the 2010 Program and continue dissemination of knowledge and encouragement for engagement of women leaders and the nonprofit sector in Japanese society.

## I. Background Information

### **The Japanese Women's Leadership Initiative: Forum Program Goals**

- To provide specific and valuable information to women and others in Japan about the potential of the nonprofit sector to create social change.
- To provide information about the role and impact of the United States' nonprofit sector in society.
- To provide specific information on effective nonprofit management.
- To inspire Japanese women and men to take on leadership roles in the nonprofit sector.

### **The Founding of the Japanese Women's Leadership Initiative Forum Program**

Based upon the success of the United States based Japanese Women's Leadership Initiative (JWLI) Fellows Program, the increasing interest in nonprofit organizations because of the keen needs of society in Japan, the growing recognition of the Japanese government of the value of nonprofit organizations, and labor shortages, the Japanese Women's Leadership Initiative developed the Forum Program to increase the knowledge and awareness of the importance of the nonprofit sector and to encourage the opening of more roles of leadership for women. Through funding from the United States-Japan Foundation, the Japanese Women's Leadership Initiative was expanded to include a second major component, namely, a three-year Forum Program in Japan as part of the movement to create social change. The Japanese Women's Leadership Initiative has been ahead of some of the trends now emerging in Japan as it was created to strengthen the capacity of women to provide leadership and work effectively for change while educating about the value of the nonprofit sector and its role in addressing important social issues.

The Forum Program compliments the Fellows Program with its goals of providing information and inspiration to women and men in Japan to become involved with social change, increasing knowledge and interest in women's leadership and the nonprofit sector, and encouraging highly qualified women to apply to the United States based JWLI Fellows Program.

## **Biography: Atsuko Toko Fish, Founder of JWLI**



Atsuko Toko Fish recently retired as a United States-Japan Cross-cultural consultant and is currently working in philanthropy as a Trustee of the Fish Family Foundation. The Foundation was established by Larry and Atsuko Fish to support human service organizations serving low income working families, with a particular emphasis on immigrants and women. The Foundation also supports cross-cultural programs and organizations.

Ms. Fish is the founder of the Japanese Women's Leadership Initiative (JWLI) and its leading supporter in the United States and Japan. Ms. Fish was instrumental in the creation of the JWLI Fellows Program and, more recently, its expansion in Japan through the JWLI Forum. She is devoted to empowering Japanese women leaders in their efforts to address women's issues and fostering their independence and self-confidence.

Ms. Fish, a first generation American, is based in Boston and has promoted and contributed to social change in the United States and Japan. In addition to her work with JWLI, for over ten years she has been involved with the Asian Task Force against Domestic Violence (ATASK), a Boston-based organization providing shelter and support services to Asian survivors of domestic violence and their children. She served as the organization's interim Executive Director during its search for new leadership during her tenure as ATASK's chair.

Further, Ms. Fish is focused on global public health needs. She worked for Management Sciences for Health (MSH) in Boston as coordinator between MSH, developing countries, and Japan. As a result of her work, Ms. Fish joined in establishing Health and Development Service (HANDS), a Japanese organization based in Tokyo which seeks to strengthen public health system initiatives in developing countries; she has served on their board since its inception. Ms. Fish also serves on the board of several other cultural, educational, and community organizations: The Boston Foundation, Simmons College, The Japan Society (New York), and the Museum of Fine Arts in Boston.

Prior to retiring as a United States-Japan Cross-Cultural consultant, Ms. Fish worked for former Massachusetts Governor Michael Dukakis for seven years. During this time, she led the Dukakis administration in creating and implementing long-term tourism and trade strategies between Massachusetts and Japan. Ms. Fish also served on former Massachusetts Governor William Weld's Asian American Commission for ten years, receiving his New American Appreciation Award in 1997; she was re-appointed to the Commission by Governor Deval Patrick. She received the Humanitarian Award of the National Conference for Community and Justice in 2003; in 2008, she was selected by Lawyer's Weekly, the Women's Bar Association, and the Massachusetts Association of Women Lawyers as one of the inaugural class of recipients of the "Women of Justice Award," recognizing those who have made meaningful and inspiring contributions in the fields of social justice and advocacy.

Ms. Fish graduated from Aoyama Gakuin University in Tokyo with a major in Economics, later doing graduate studies in International Relations. She studied Global and International Affairs at the Kennedy School, and Social Enterprise at Harvard Business School.

## **II. Description of Simmons College and the Center for Gender in Organizations**

### **Simmons College**

<http://www.simmons.edu/>

Founded in 1899, Simmons was the first college in the nation to offer women a liberal arts education integrated with professional preparation. Today, Simmons offers the many benefits of a small university: an innovative undergraduate women's college with more than 40 majors and programs; renowned coeducational graduate programs in health sciences, education, liberal arts, communications management, social work, and library and information science; and the nation's first MBA program designed for women. At both the undergraduate and graduate levels, Simmons is recognized for helping students develop the skills and knowledge to pursue the careers of their choice—and the confidence to achieve their goals.

### **Simmons School of Management**

<http://www.simmons.edu/som/>

The School of Management (SOM) prepares women to be exceptional leaders. The SOM rigorously educates women for success in management while also helping them acquire the knowledge, experience and confidence needed to express a more contemporary and collaborative form of workplace leadership.

The School gives women the tools to lead successfully in Fortune 500 corporations, entrepreneurial ventures, government agencies, or nonprofit organizations, while also enabling them to work constructively for economic and social purpose. Simmons prepares women to lead and manage effectively and ethically in a world that demands no less.

### **Center for Gender in Organizations (CGO)**

<http://www.simmons.edu/som/centers/cgo/>

<http://jwliblog.blogspot.com/>

In 1998, Simmons School of Management launched the Center for Gender in Organizations (CGO), a center dedicated to innovative scholarship and practice on advancing gender equity in work organizations worldwide. Today, the Center for Gender in Organizations is internationally recognized and flourishes with rigorous consulting, research, practice, and convening efforts.

CGO serves as a leadership forum for scholars, practitioners and leaders of organizations determined to improve organizational effectiveness by strengthening gender equity and diversity in the workplace by the creation and generation of knowledge through action research, academic research, publications, consulting, and training.

The rigorous original research of CGO serves to advance thinking and practice in our areas of specialization and to give our members, sponsors, and the public important strategies, tools, and metrics for building gender equity.

## **Biography: Patricia Deyton**



Patricia H. Deyton is the Faculty Director of the Center for Gender in Organizations (CGO), the internationally recognized research arm of the Simmons School of Management in Boston. At Simmons, Ms. Deyton is also a Senior Lecturer in both the MBA and Undergraduate Programs, teaching courses in *Gender and Leadership*, *Managing Diversity*, *Organizational Change*, *Nonprofit Management*, and *Introduction to Management*. She chairs the newly developed concentration in Nonprofit Management. In addition she teaches *Gender and Leadership*, *Management*, and *Nonprofit Management* at the Harvard University Extension School, and *Principles of Management* at the Graduate School of Library and Information Science (GSLIS) at Simmons and the capstone course on *Leadership* in the Ph.D. program at GSLIS.

Prior to joining Simmons in the summer of 2004, Ms. Deyton was the Executive Director of the Council of Women World Leaders based at the John F. Kennedy School of Government at Harvard University, where she had responsibility for the oversight of the strategy, program development and implementation, and operations and funding of the Council. The Council is comprised of current and former heads of state and government and works to mobilize the experience, network, knowledge, and global visibility of the women who hold or have held the highest offices in their own country. The Council moved to Washington, D.C. in 2004 and Ms. Deyton continues her role with the Council as the Senior Advisor.

From 1989 to 2001, Ms. Deyton was Chief Executive Officer of the American Red Cross of Massachusetts Bay. During her tenure the organization doubled in size of programs and budget. She was active in many national and international programs, leading delegations to Cambodia and Macedonia.

Ms. Deyton has served on numerous boards of directors and public commissions and currently serves as a trustee of the Longy School of Music and the United Methodist Foundation of New England.

Ms. Deyton holds a Master of Social Work degree from Columbia University, a Master of Divinity from Yale University, certificates in management from the Kellogg School at Northwestern University and the Harvard Kennedy School, and a certificate in Ethics from the Darden School at the University of Virginia.



### **III. Description of Business and Professional Women Japan (BPWJ)**

#### **The Role of BPWJ**

The success of the Japanese Women's Leadership Initiative Forum Program required an effective partner in Japan with a strong reputation and network of women leaders. BPWJ became the partner of the program in Japan in 2010 and undertook the many tasks required to ensure that the Forums were organized and conducted well.

BPWJ organized the venues and translation services for the Forum Programs in Tokyo and in Fukuoka, including all the supporting services required for each event. BPWJ arranged transportation and lodging in Fukuoka for the speakers and assisted Mr. Matsubara with his travel arrangements. All handouts and documents for the Forums were produced and made available by BPWJ. In addition, the members provided gracious hospitality at the Forum sites to the presenters. Following the Forum Program in Fukuoka, a celebration dinner was held for many members of BPWJ with the speakers. In Tokyo, a celebration dinner was held several days after the Tokyo Forum Program. Both events were opportunities to acknowledge the excellent partnership, make plans for the future, and to enjoy the company of each other.

BPWJ and Atsuko Fish held a meeting in Tokyo on September 30, 2010 to further debrief regarding the Forum Programs and to begin planning for the 2011 program in which the partnership will continue.

#### **Biography: Toshimi Matsubara, Esquire**

Toshimi Matsubara graduated from Osaka University in 1977 with a Bachelor's degree in Law. She started her career as an attorney-at-law and was admitted to the Bar Association in 1982. Since 1984, she has been a partner in a law practice in Wakayama, Japan, specializing in family law, labor, and finance. Ms. Matsubara has served as Vice President and President of Wakayama Bar Association as well as a Governor of Japan's Federation of Bar Associations. Currently, she serves as President of National Federation of Business and Professional Women's Clubs of Japan (BPWJ), Chair of the Advisory Committee on Labor Issues in the Wakayama area, and a member of the Management Council of Wakayama University. In 2000, Ms Matsubara received an award for activities promoting a gender-equal society.

#### **Biography: Masako Hiramatsu**

Masako Hiramatsu received a Bachelor of Arts from Tokyo Women's University and a Master of Sociology from Tokyo Metropolitan University. Her professional background in communications includes time as managing director of Cable Persons Inc., a freelance editor and journalist, a magazine editor for Gakusei Engokai Company, and a news reporter for RF Radio Nippon. Ms. Hiramatsu's publications include: 70 Years of Women Broadcasters, Status of Japanese Women, and Report of the Viet Nam War from the Field. She has served as a member of several public committees and NGOs related to gender equality and women's rights. Ms. Hiramatsu was a 2007 JWLI Fellow. Additionally, Ms. Hiramatsu is a past president of BPWJ and previous coordinator of the International Women's Year Liaison Group.

**Biography: Nobuko Kurosaki, M.D.**

Nobuko Kurosaki graduated from the Nagasaki University School of Medicine in 1981 and completed postgraduate surgery training at Tokyo Women's Medical School. Her specialization is pediatric surgery, and she has practiced medicine at many hospitals throughout Japan before opening a private clinic in 2008. Additionally, Ms. Kurosaki has volunteered with Médecins Sans Frontières (MSF/Doctors without Borders) around the world, including Sri Lanka, Indonesia, Liberia, Iraq, Nigeria, and Somalia. She has served as Vice-President of MSF-Japan twice, and was elected President in March 2010. Ms. Kurosaki is a past president of BPWJ and has acted as a liaison to the JWLI Fellows Program.

## IV. 2010 Forum Program

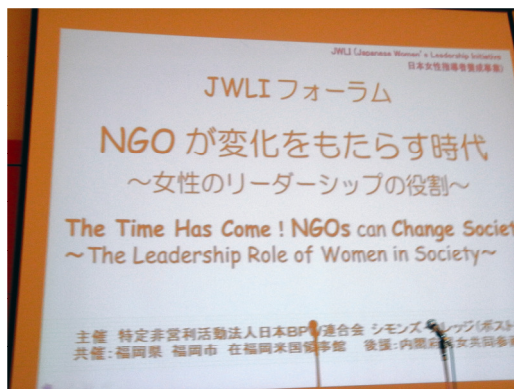
### 2010 Schedule

#### **JUNE 25 (FRIDAY)**

**Morning:** Speakers departed Boston for Tokyo.

#### **JUNE 26 (SATURDAY)**

**5:30 PM:** Speakers arrived in Tokyo.



#### **JUNE 27 (SUNDAY)**

**12:00 PM:** Speakers' Lunch Meeting

**1:30–4:30 PM:** Forum/Panel Discussion in Tokyo

**Evening:** Dinner Meeting with JWLI Fellows Program Alumni

#### **JUNE 28 (MONDAY)**

**Morning:** Meeting with Japan Association of Corporate Executives (Keizai Doyukai)  
Meeting at the United States Embassy

**Afternoon:** Interviews for 2010 JWLI Fellows Program



### **JUNE 29 (TUESDAY)**

- Morning:** Speakers flew to Fukuoka.
- 7:30-9:00 PM:** Forum/Panel Discussion in Fukuoka
- Evening:** Debriefing from Forum 2010 and Forum 2011 planning

### **JUNE 30 (WEDNESDAY)**

- Morning:** Paul Grogan departed Fukuoka for Boston.
- Afternoon:** Patricia Deyton and Atsuko Fish returned to Tokyo.
- Evening:** Dinner with the leadership of Business and Professional Women Japan



### **JULY 1 (THURSDAY)**

- Morning:** Patricia Deyton lectured at Showa University.  
Atsuko Fish presented the JWLI Fellows Program at Showa University.

### **JULY 2 (FRIDAY)**

- Morning:** Patricia Deyton and Atsuko Fish departed Tokyo for Boston.

## **Forum Format: Tokyo and Fukuoka**

**13:30** Opening Remarks      Toshimi Matsubara, *President, BPWJ*

### **The First Session: Report**

**13:35** “The Current Status of Japanese NGOs and Their Activities and Fundraising”  
Akira Matsubara, Vice President, *Coalition for Legislation to Support Citizens’ Organizations*

“Philanthropy and NGOs in the United States”  
Paul S. Grogan, President and CEO, *The Boston Foundation*

“Effective Management of Nonprofit Organizations and Women’s Role in  
Leadership to Change Society”  
Patricia Deyton, *Director, Center for Gender in Organizations, Simmons College*

**14:40** Break

### **The Second Session: Panel Discussion**

**14:50** “Why NGOs Now?”  
Panelists: Akira Matsubara, Paul Grogan, and Patricia Deyton  
Facilitator: Masako Hiramatsu, *Chair, Committee of International Affairs, BPW J*  
Discussant: Atsuko Toko Fish, *Trustee, Fish Family Foundation*

**15:45** Message from the founder of JWLI      Atsuko Toko Fish

**15:55** Closing Remarks      Yoko Abe, *President, Tokyo Club, BPWJ*

**16:00** Adjournment

The Fukuoka format was similar; Nobuko Kurosaki, M.D. served as facilitator of the Second Session and Masami Shinozaki, President of the Fukuoka Club of BPWJ, delivered the Closing Remarks.

### **Meeting with the Japan Association of Corporate Executives (Keizai Doyukai)**

Kiyohiko Ito, Ph.D., Managing Director of Keizai Doyukai, hosted Atsuko Fish, Patricia Deyton, and Paul Grogan at his office in Tokyo on June 28. Several other members of the Association were present. Masako Hiramatsu of BPWJ accompanied the group to the meeting.

The meeting provided an opportunity to present the JWLI Forum and JWLI Fellows Program to the leadership of Keizai Doyukai, who expressed enthusiasm for the concept and acknowledged the importance of leadership in the nonprofit sector. Mr. Ito suggested that the future publicity about the Forums include references to corporate social responsibility, which he felt would be more widely understood and of high interest to the targeted audiences for the Forum Program. A wide ranging conversation took place on various topics of mutual interest.

Keizai Doyukai agreed to disseminate information about future Forum Programs to its members.

### **Meeting at the United States Embassy**

Lori Shoemaker, Assistant Press Attaché at the United States Embassy in Tokyo, hosted Atsuko Fish and Patricia Deyton on June 28 to learn about the JWLI Forum Program and the JWLI Fellows Program. Ms. Shoemaker indicated that these types of programs are of value to the continuation of open communications and exchange of ideas between Japan and the United States, and she commended the program for exposing future leaders to the important roles of NGOs.

Ms. Shoemaker provided information about and the web link for articles published by the American Embassy in “American View” that she thought would be of interest to the partner organizations of JWLI. She indicated that the United States Embassy would like to be kept informed about future JWLI Forum Programs.

The opportunity to meet with Ms. Shoemaker was an important step in spreading the word about the JWLI programs. Notices of the future programs will be sent to the US Embassy inviting representatives to the Forums and asking them to forward the invitation to others whom may be interested.

### **Talks at Showa University**

Patricia Deyton was the featured speaker at a Communications class of over 100 students at Showa Women’s University on July 1. Professor Tomoaki Ihara provided the introduction to the talk on “Women’s Leadership Potential in the Nonprofit Sector.” The talk provided an opportunity to encourage the younger generation of women to consider the nonprofit sector for their careers and to hear a lecture in English. Students asked a number of questions following the talk that indicated their interest and desire to learn more.

Atsuko Fish also spoke to the Communications class telling the students about the formation and implementation of her dream for the JWLI Fellows and Forum Programs. Her talk, given in Japanese, was also very well received with many questions from the students.

Dr. Mariko Bando, President of Showa Women’s University welcomed the speakers to the University and reiterated her support for the JWLI Fellows and Forum Programs. Information about future Forum Programs will be provided to Dr. Bando so that Showa Women’s University can promote participation from its students.

## V. Reports

### **Report from Business and Professional Women Japan**

The National Federation of Business and Professional Women's Clubs of Japan (BPWJ) hosted the Japanese Women's Leadership Initiative (JWLI) Forum on June 27 in Tokyo and June 29 in Fukuoka.

Over 175 people, including more than 60 people attended the Forum held at the Center for the Advancement of Working Women in Tokyo and more than 60 young students gathered at the International Conference Hall in Fukuoka. Both Forums were well-received among audiences, and discussions were lively.

The Japanese Women's Leadership Initiative was founded by Ms. Atsuko Toko Fish, a Trustee of Fish Family Foundation in Boston, Massachusetts, to foster more active participation and the empowerment of women for social change through nonprofit activities in Japan. BPWJ appreciated the idea and enthusiasm that Ms. Fish, whose origin is Japanese, had developed, and became a formal partner organization of the JWLI Program in 2009. Extending our informal relationship with Ms. Fish through the Fellows Program since 2007, we believe that this partnership will lead us to build better means and vehicles together to reach out for alternative opportunities for women's leadership and changing society in Japan.

Added to Ms. Fish's first endeavor, the JWLI Fellows Program, a new pilot project, the JWLI Forum Program, was launched in 2010. The JWLI Forum Program is funded by the United States-Japan Foundation through the Center for Gender in Organizations (CGO) at the School of Management, Simmons College in Boston, an instrumental and academic partner organization of the JWLI Fellows Program. The mission of the JWLI Forum Program is to generate more interest in nonprofit organizations through education in effective management of nonprofits and further promotion of women's engagement as leaders. Ms. Patricia Deyton, the Director of CGO and Mr. Paul Grogan, President and CEO of The Boston Foundation participated in the JWLI Forum in Japan.

Mr. Akira Matsubara, Vice President of Coalition for Legislation to Support Citizens' Organizations, reported on the current status of NGOs in Japanese society as well as recent changes observed in people's perception and expectations for NGOs. He also pointed challenges such as the weak financial base that many Japanese NGOs face.

The next speaker, Mr. Paul Grogan, President and CEO of The Boston Foundation, one of the oldest and largest community foundations in the United States, explained the historical background of American NGOs, and noted that philanthropy is a unique American tradition and charitable giving plays an important role in every community.

The last speaker, Ms. Patricia Deyton, Director of the Center for Gender in Organizations at Simmons College, emphasized the importance of mission-based management of nonprofit organizations. She also explained strong beliefs in the values of nonprofits that support and encourage women to step up to the leadership challenge.

All three talks were well-organized and insightful, providing a better understanding of the social significance of NGOs in the United States. We found that we had much to learn from American NGOs, ranging from their fundraising mechanisms to the effective management of nonprofit organizations.

The following questions were raised from the floor during the panel discussions:

- What are the reasons why American NGOs can get such a lot of donations?
- What is the strategy to get more donations for Japanese NGOs?
- Is it competitive to get more donations for NGOs?
- What is important to encourage the excellent talents?
- What is the strategy for motivating volunteer workers in NGOs?
- What is the situation in American NGOs for the staff's insurance and salary, especially for female staff?
- What is an insufficient quality of women as leaders, if it exists?
- Do you think that NGOs will contribute actively to Japanese society in the future?
- What should be done for it?
- What is your merit to work for NGOs?
- Why many NGO are organized by women?
- What are crucial differences of the cultural backgrounds to NGOs? (to Ms. Fish)

All of the Speakers' comments for these questions made the Forum's objectives clear and gave us a lot of suggestions.

We hope that the Forum laid the groundwork for the promotion of women's leadership in Japanese NGOs. We need to sustain the momentum begun at the Forum to bring changes into the circumstances of nonprofit organizations as well as women's roles in nonprofit sectors in Japan. The JWLI Forums convened in Japan were endorsed by the Gender Equality Bureau of the Japanese government.

According to the questionnaire/survey conducted by the BPWJ immediately after the Forum, both in Tokyo and Fukuoka, 81% of respondents (67 out of 83 respondents) said that the Forum was "very good" or "good." The overwhelming majority of the audiences were women (98% of respondents), and their age distribution showed that 29% were in their 20s, and 44% were over 50 years old. The theme of NGO activities that respondents were interested in most was "the promotion of women's social status," and the second one was "work and life balance."

The following are some excerpts from comments in the questionnaire.

- The speakers' presentations were clear and easy to understand. I learned a lot about the differences in the system of NGOs between the two countries.
- Good Speakers! Well organized!
- Speakers were great. I am now eager to do something as a woman.
- It was good to learn that the American people were so motivated to charitable giving.
- I was disappointed that I could get little information on the JWLI Fellows program.
- I was motivated to do much more for our society.

The future topics that respondents want addressed are: women-related policies both in United States and Japan; policy recommendations related to NPOs/NGOs in both countries, the rights of working women, and information on the JWLI Fellows Program.



### **Report from Paul Grogan**

It was my great pleasure to journey to Japan in June as part of the Japanese Women's Leadership Initiative. Based on my visit and the many conversations I had, there appears to be keen and growing interest in philanthropy and the nonprofit (or "NGO") sector as it manifests itself in American society.

I had the opportunity to deliver two speeches, one in Tokyo on June 27, and the second in Fukuoka on June 29. My remarks profiled both philanthropy and the nonprofit sector in the United States. I emphasized that the United States was an "outlier" country in that no other developed country displays the United States' levels of charitable giving, or relies so heavily on NGOs to deliver so many services. Typically developed nations in Asia and Europe have a much larger government, a tiny NGO sector, and little tradition of charitable giving.

There is an interesting and long standing debate as to which is the superior model. Other countries have a stronger and more generous social "safety net" for vulnerable and needy people. On the other hand the robust philanthropy and sizable NGO sector in the United States does appear to create avenues for dynamic positive change, and the constant testing of new ideas, that is lacking in other nations.

Be that as it may, it was fascinating to meet and hear from Mr. Matsubara who spoke about the rising interest in philanthropy and the NGO sector in Japan. It certainly does seem that there will be opportunities in Japan in the years ahead to build the sector and encourage charitable giving.

Another dimension of the sector in the United States., which of course is of great interest to the Japanese Women's Leadership Initiative, is that the NGO sector has offered significant leadership opportunities for women, certainly far greater than is available in the business sector in either Japan or the United States. This should provide great motivation to those seeking to advance the status of women to be active in building the NGO sector.

Another issue we explored is the question of how independent NGOs in various countries are. I pointed out that in many countries where the government is the dominant funder of NGOs, and they are unable to raise private funds, NGOs really are creatures of the government which limits their ability to challenge the status quo or to develop new ideas.

Though many NGOs in the United States receive some government funding, the existence of so much philanthropy helps create more independence from government, which I think is a very good thing.

It will be very interesting to watch these issues unfold in Japan in the coming years. Thank you again for the opportunity to visit Japan.

## **VI. Appendix**

# Challenges and fundraising of Japanese NPOs

The Coalition for Legislation to Support  
Citizens' Organizations  
Akira Matsubara

## What is the Coalition for Legislation to Support Citizens' Organizations (C's)?

Founded in November, 1994.  
A coalition of community organizations.  
Operating under three goals since its foundation.

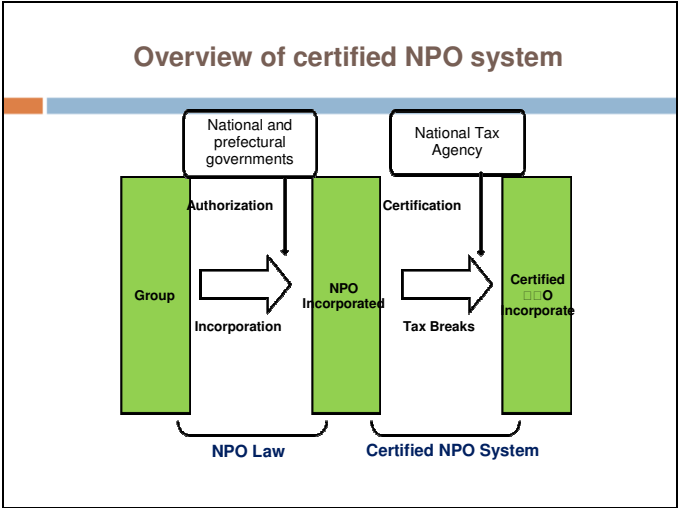
1. Create an NPO law
2. Establish a government certified NPO system
3. Establish an NPO information discloser system

Has almost achieved these goals.

1. Law to Promote Specified Nonprofit Activities (NPO law) enacted in 1998 and revised in 2003
2. Certified NPO system enacted in 2001
3. NPO Information Discloser system enacted in 1998

Continues its work to further improve the NPO law.  
The NPO law has already undergone seven revisions.

Established Japanese Fundraising Association in 2009

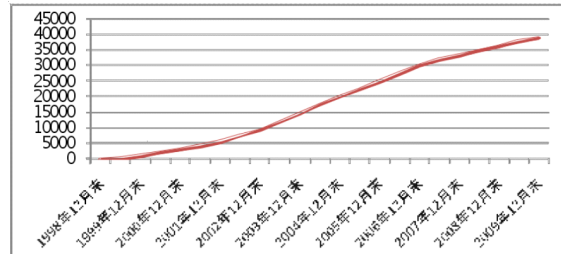


## Increase in NPO

Currently, approx. 40,000 NPOs exists in Japan.

Chart: "Changes in the number of NPOs in Japan"  
vertical axis= total number of NPOs, horizontal axis=time of data collection  
(every December since 1998 to 2009)

\*These are certified NPO, Inc., and not "government certified NPOs."



The Coalition for Legislation to Support Citizens' Organizations (C's)

## Expectation for NPOs

- Increasing hopes to respond to needs that government or private-sectors can't handle.
- Changed notion "government takes care of everything," due to decentralization of government and financial crisis.
- Increasing interests in participating in communities as a way to express.
- A new role as employers and economic entity
- Alternative ways to participate in central and local governments and communities
- A new method to engage the general public in contributing collectively to better society.

## Roles of NPO/NGO

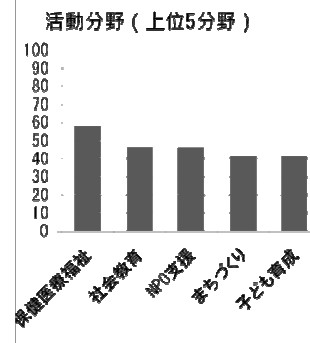
### Roles distinguished from private sector and government

1. A leverage for general public to tackle social issues
2. An agent to nurture new social approaches and provide comprehensive services.
3. Influence on public's participation in policy making and government activities.
4. A bridge to create new social relations among people and groups.
5. A facilitator of graduate changes to transform society.

## Status quo of NPO

- Social services (health, medical, and welfare) is over 60%.
- More than half is services providers (receiving funding in exchange of their services).
- Annual budget for more than 50% is less than ¥5M (\$50K). Most is small operations.
- 50~60% of overall revenue comes from provided services. This trend is becoming more prominent every year.
- 7 8
- Among welfare services providers, 70~80% of revenue received from services provided.

Chart "Top five categories of NPO" (total percentage exceeds due to multiple answers allowed) horizontal axis from left to right: social services, social education, NPO support, urban development, and child development



## Financial status of NPO

Critical issue of NPOs is their financial weakness.

Status quo of most NPOs

- More than 60% operates under annual budget of less than ¥10M (\$100K).
- 70% is financially challenged.
- Average staff salary is ¥1,3M (\$13K)
- 1~3 full-timers, 3~7 part-timers
- No mid- and long-term plan and vision

➡ **Japanese NPO/NGO still has a long way to go.**

## Changes around NPO

More interests in community works

More CSR works by private sector

Changes in purchasing behaviors

Growing interests in volunteerism

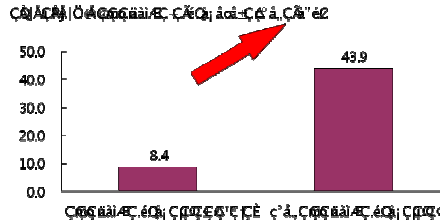
Need for more donations

Full-scaled support from government

## Interests in participating in NPO

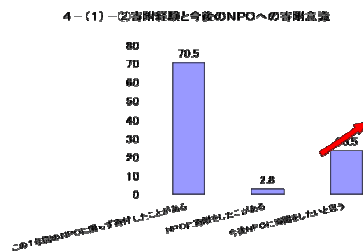
Those who want to support and participate in the works of NPO is increasing to 44%, slightly less than one every two people.

Chart "Survey on past and future participation in NPO works"  
8.4% is those who have participated in the work of NPOs in the past, and 43.9 is those who want to participate in the future.



## 23% desires to donate

Chart "Survey on past and future donation making"  
70.5% is those who have donated in the past year (not limited to NPOs), 2.8% is those who have donated to NPOs in the past, and 23.5% is those who want to donate to NPOs in the future.



## New growth strategies by government 6/18 cabinet approval

- "NPO" frequently mentioned, high expectations as economic entity
- Higher participation rate of civil society in services/areas formally done by government (25% to approx. 50%)
- More funding to promote the "new concept of public service"
- Moving toward reforming tax breaks on donation and NPOs
- Government's goal for total donations made by individuals: from ¥100B (\$1B) in 2009 to ¥650B (\$6.5B) ~ ¥1.3T (\$13B) in 2020.
- Strengthen community support and partnerships from private-sector

## A new era for Japanese NPO/NGO

- From individual-centered to organization-centered.
- Better management practices required.
- Fundraising to be professionalized and specialized.
- Innovative services/works to be promoted.
- Driving force for public's participation in communities.
- Facilitator to build partnerships with private sector and national and prefectural governments.

 **Requires a number of leaders**

## **Forum Slides: Paul Grogan**



### **Japanese Women's Leadership Initiative Forum**

**Paul S. Grogan  
President & CEO  
The Boston Foundation**

### **Philanthropy is a unique American tradition**

- **9 out of 10** households make charitable contributions
- **More Americans give than vote**
- **Americans donate about 3% of their after-tax income** to charity
- In 2009, **U.S. charitable giving was \$303.75 billion — \$227.4 billion or 75% was given by individuals**
- In 2008, **U.S. charitable giving accounted for 2.2% of the GDP** – the highest percentage in the world



2

### **U.S. Tax Policy Provides an Incentive to Individuals to Give**

- **Since 1917, income donated to charitable organizations is exempted from all levels of income taxation**
- Since 1935, corporations have been allowed to make tax-exempt donations
- **The tax deduction lowers the amount one pays for a donation by 15% to 30%**
  - In the 15% tax bracket, a deductible \$100 gift will reduce one's taxes by \$15
  - In the 30% tax bracket, a deductible \$100 gift will reduce one's taxes by \$30



3



## Philanthropy Plays an Important Role in Every Community

- **Citizen generosity funds:**
  - 51% of all hospital beds
  - 20% of all students in colleges and universities
  - 95% of orchestras
  - 60% of social service organizations



4

## Philanthropy Sparks Innovation and Social Change

- Philanthropy supports **three major areas of development**
  - **People or Human Capital**
    - College Scholarships
  - **Property or Physical Capital**
    - Hospitals, Museums, Theaters, and Universities
    - Habitat for Humanity
  - **Ideas or Intellectual Capital**
    - Aviation
    - Space Rocketry
    - Medical Research (e.g., Penicillin, Polio Vaccine)



5

## There are 75,000 Grantmaking Foundations in the U.S.

- There are **three types of foundations:**
  - **Independent** Foundations
  - **Corporate** Foundations
  - **Community** Foundations
- In 2009, **foundation assets totaled \$583.4 billion**
- Collectively, **foundations gave \$42.9 billion in 2009**



6

### Community Foundation: A Permanent Pool of Charitable Funds for a Local Area

- There are more than **700 community foundations** in the U.S.
- Researchers have identified **1,441 community foundations in more than 50 countries**
- In 2009, American community foundations **gave \$4.5 billion** and had **assets of \$49.6 billion**
- Community foundation giving **represents about 10% of all foundation giving**
- **Characteristics of a Community Foundation:**
  - **Seek to improve the quality of life** in a defined area
  - **Independent** from control or influence by other organizations, government or donors
  - **Governed by a Board of citizens** that reflects the communities they serve
  - Make grants to nonprofits that **address emerging and changing needs**



7

### Foundations are Vehicles for Large-Scale Lasting Change

- **Foundations have an impact on a local, national and international level**
- The **Carnegie Corporation**, the **U.S. Department of Education**, the **Ford Foundation**, and the **Corporation for Public Broadcasting** helped establish **Sesame Street**



- The **Robert Wood Johnson Foundation** was instrumental in **reducing smoking rates in the U.S.**



- **The Boston Foundation** has supported many important **local institutions and projects**



8

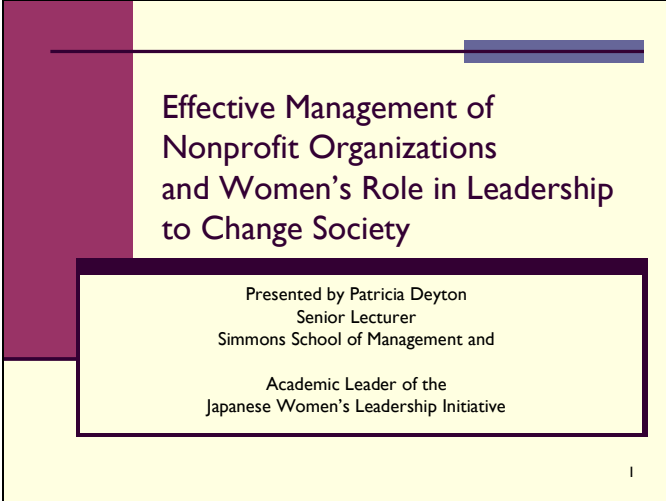
### Philanthropy Supports the Nonprofit Sector – A Vital Part of the U.S. Economy

- In 2006, there were approximately **1.5 million nonprofits in the U.S.**
- **In the past 15 years, the number of nonprofit organizations has doubled**
- **In 2006, nonprofits:**
  - Contributed **\$666 billion to the economy**
  - Accounted for **5% of GDP**
  - **8% of the economy's wages**
  - Nearly **10% of jobs**



9

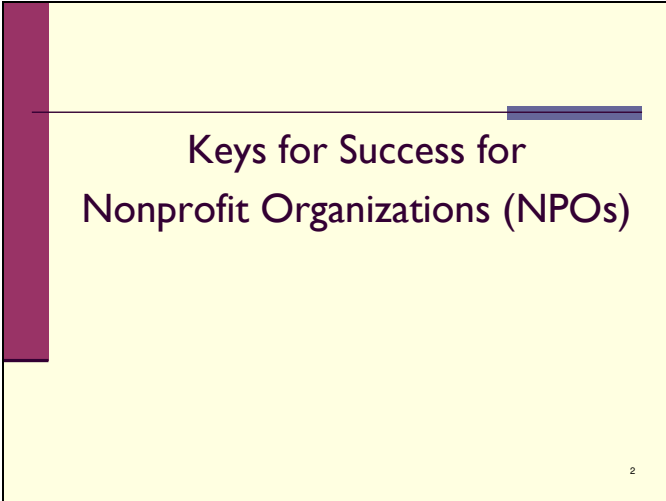
## Forum Slides: Patricia Deyton



Effective Management of  
Nonprofit Organizations  
and Women's Role in Leadership  
to Change Society

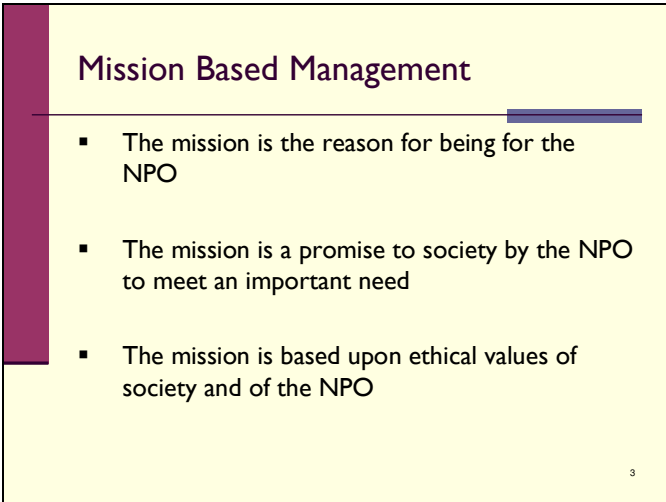
Presented by Patricia Deyton  
Senior Lecturer  
Simmons School of Management and  
Academic Leader of the  
Japanese Women's Leadership Initiative

1



Keys for Success for  
Nonprofit Organizations (NPOs)

2



Mission Based Management

- The mission is the reason for being for the NPO
- The mission is a promise to society by the NPO to meet an important need
- The mission is based upon ethical values of society and of the NPO

3

## Effective Communications and Marketing

- Clear and frequent communication to the public
- Seek information from the public to improve services and meeting of needs
- Convince the public of the value of the NPO and why they should participate and/or support the NPO

4

## Strategic Planning and Management

- Identify the opportunities for the NPO
- Understand the current external environment and changes that may impact the NPO
- Create a strategic plan that will move the NPO forward and form important alliances

5

## Clear Values and Ethical Behavior

- Create and maintain a culture of integrity
- Identify and state core values
- Manage the NPO with openness, transparency, accountability and caring
- Move from the statement of ideals to operating behavior

6

## Create a Vision for the Future

- Imagine what the future will look like if your NPO is successful
- Use the vision as a guide for the NPO
- The vision should be motivating, but attainable

7

## Fundraising

- Defined as giving to strengthen society and meet human needs
- An important part of revenue for NPOs
- NPOs create reasons to give, motivation to give, and methods to give
- Fundraising is a complex and important part of the work of NPOs

8

## Fundraising (continued)

- Fundraising is a long process that requires strong and ethical management
- Fundraising must be efficient in terms of the ratio between money spent to raise funds and money received
- Honoring the designation of donors for the use of their funds is essential

9

## Accountability and Transparency

- Meet the requirements of all laws
- Ethical governance of the NPO
- Spend funds only in accordance with the mission
- Truthfulness in all communications
- Full disclosure of financial information

10

## Committed and Educated Paid Staff

- The role of the staff is to provide services and ensure the management of the NPO
- Management sets clear, realistic and challenging goals for staff
- Work should be satisfying and meaningful
- Evaluations are fair and developmental

11

## Volunteer Management

- Set formal volunteer policies
- Treat volunteers with the same respect and level of importance as staff
- Provide orientation, training, supervision and evaluation
- Say thank you!

12

## Women Leaders in Nonprofit Organizations in the United States

13

### Leadership in the NPO Sector

- NPOs need excellent leadership not only to survive but to thrive in the face of the challenges of society.
- In the US, women have been leaders of social movements and agents for change through NPOs: over 50% of NPOs in the US are led by women
- Women value building relationships and achieving results, which are essential for successful NPOs

14

### Research from the Simmons School of Management shows:

- Women embrace and thrive in leadership roles
- Women value social responsibility which is also manifested in NPOs
- Women have the education and skills to be effective leaders
- Women hold strong ethical principles for organizations and themselves

15

## NPOs in the US provide women with many opportunities:

- To develop and connect personal and collective visions for social change into concrete action
- To become thought and opinion leaders to improve society
- To take on more leadership roles in NPOs as executives and leaders on Boards of Directors

16

- To have influence on political decision making and the allocation of resources by government
- To clearly show society that women are effective and competent leaders
- To provide US society with the full benefit of women as responsible and socially-minded leaders

17

## Thank You

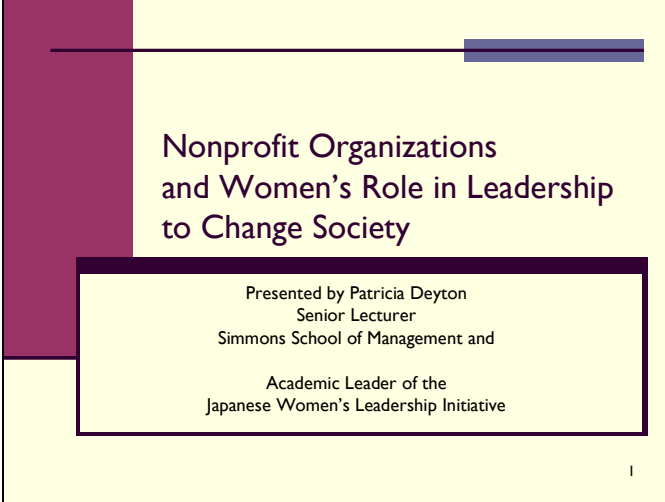
- For honoring us with your presence
- For the opportunity to share our experiences and our strong beliefs in the values of NPOs
- For supporting and encouraging women to step up to the leadership challenge
- For your kind listening

***Please be inspired to move forward***

18



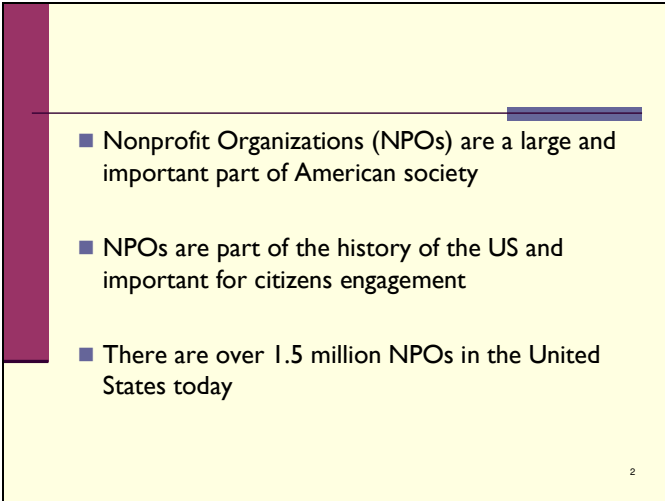
## Showa University Slides: Patricia Deyton



Nonprofit Organizations  
and Women's Role in Leadership  
to Change Society

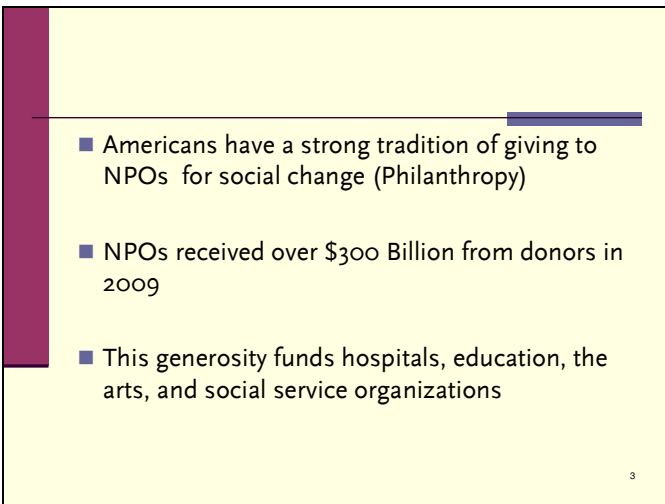
Presented by Patricia Deyton  
Senior Lecturer  
Simmons School of Management and  
Academic Leader of the  
Japanese Women's Leadership Initiative

1



- Nonprofit Organizations (NPOs) are a large and important part of American society
- NPOs are part of the history of the US and important for citizens engagement
- There are over 1.5 million NPOs in the United States today

2



- Americans have a strong tradition of giving to NPOs for social change (Philanthropy)
- NPOs received over \$300 Billion from donors in 2009
- This generosity funds hospitals, education, the arts, and social service organizations

3

## NPOs have Mission Based Management

- The mission is the reason for being for the NPO
- The mission is a promise to society by the NPO to meet an important need
- NPOs must also be well managed in order to deliver services, raise funds and be sustainable for the future

4

## Women Leaders in Nonprofit Organizations in the United States

5

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9

# The Japanese Women's Leadership Initiative

Presented by Mrs. Atsuko Toko Fish

10

## **Biography: Paul S. Grogan**



Paul S. Grogan became the President and CEO of the Boston Foundation, one of the nation's oldest and largest community foundations, on July 1, 2001. With assets of \$763 million, the Foundation distributed grants of close to \$79 million to nonprofit organizations throughout the Greater Boston community in Fiscal Year 2008. Since coming to the Foundation, Mr. Grogan has boosted fundraising and streamlined operations while also launching high-impact initiatives in housing, the arts, education reform, workforce development, and civic engagement. Under Mr. Grogan's leadership, the Foundation has become a highly influential civic convener on issues and challenges facing the City and the region.

Mr. Grogan joined the Foundation from Harvard University, where he served as Vice President for Government, Community and Public Affairs from 1999 to 2001. As one of five vice presidents of the University, he oversaw all government relations for Harvard, relations with Harvard's host communities of Cambridge and Boston, and the Harvard news office. He was also a Senior Lecturer at the Harvard Business School. Mr. Grogan spearheaded unprecedented University commitments to the community, including \$21 million for affordable housing and \$5 million for the Harvard After-School Initiative. He successfully transformed the University's previously poor relationship with the City of Boston, which paved the way for Harvard to double its property holdings in the Allston neighborhood with the public blessing of the Mayor, local neighborhood groups, and the editorial page of the Boston Globe.

While at Harvard, Grogan created a new national organization, CEOs for Cities, whose members are big city mayors, business leaders, university presidents, and foundation executives. CEOs holds semi-annual conferences and publishes cutting edge research on the nature of successful urban economies.

From 1986 through 1998, he was President and CEO of the nonprofit Local Initiatives Support Corporation (LISC), the nation's largest community development intermediary. During his term as president, LISC raised and invested more than \$3 billion of private capital in inner-city revitalization efforts across America, all channeled through local nonprofit community development corporations. While under Mr. Grogan's leadership, LISC also made vital contributions to a string of national policy successes, including the creation of the Low Income Housing Tax Credit, the establishment of the HOME program, the strengthening of the Community Reinvestment Act, and the creation of the New Markets Tax Credit. Noted author and dean of the Columbia School of Journalism Nicholas Lemann has written that "Paul Grogan is one of the heroes of the community development movement."

Mr. Grogan's passion for cities began in Boston where he served Mayors Kevin H. White and Raymond L. Flynn in a variety of staff and line positions. He headed Boston's neighborhood revitalization efforts in the early 80s, where he pioneered a series of public/private ventures that have been widely emulated by other cities. These included the Boston Housing Partnership and the Boston Compact, a partnership between the city's corporate community and public school system.

Mr. Grogan graduated with a degree with honors in American History from Williams College in 1972 and earned a Masters degree in Administration from the Harvard Graduate School of Education in 1979. In 1997, Williams College awarded Mr. Grogan a Bicentennial Medal for his leadership in inner-city revitalization efforts. He is a trustee of the John S. and James L. Knight Foundation; a director of

the for-profit company, the Community Development Trust, which he helped found; a director of New Profit, Inc.; and a former trustee of Williams College.

Mr. Grogan is the co-author, with Tony Proscio, of the book Comeback Cities, published in 2000, which syndicated columnist Ron Brownstein of the Los Angeles Times has written is “arguably the most important and insightful book on the American city in a generation.”

He and his wife, Karen Sunnarborg, a city planner, are raising three sons in the Jamaica Plain neighborhood of Boston.

## **Curriculum Vitae: Akira Matsubara**

### **Professional Experience**

#### **Coalition for Legislation to Support Citizens' Organizations (Tokyo, Japan)**

Vice President                      Apr. 2010 - present  
Executive Director                Nov.1994 – Mar. 2010

- The Coalition for Legislation to Support Citizens' Organizations (known as "C's") is a non-partisan and independent organization comprised of 80 member citizens' organizations and supported by around 600 nonprofit and for-profit organizations.
- C's was established in November 1994 by Japanese nonprofit and grass-roots organizations, in order to create better support systems for such groups in Japan.
- The key figure in movements for the establishment of NPO law and revision of NPO tax law.
- Focuses on activities such as making proposals on the Approved Specified Nonprofit Corporation, reform of the system of the public interest corporation, and the actual operation of NPO law.
- Holds seminars on promoting partnerships between local governments and NPOs.
- Trains the local government's employees concerning NPOs all over the country.
- Impacted Japanese NPOs and governmental policies through its lobbying activities, a series of seminars, and publication of booklets, an active internet homepage, e-mail newsletters, and articles in national newspapers.

#### **Tokyo East Timor Association (Japan)**

Executive Director    Aug. 1991 – Dec. 1999

- Developed the Japanese public's interest in international issues of East Timor

### **Committee and Advisory Roles**

- Chair, Ichikawa 1% committee, Apr. 2005 - present
- Chair, NPO promoting commission in Chiba prefecture, Jun. 2003 – Mar. 2007
- Chair, NPO promoting committee in Chiba prefecture, Sep. 2001 – Mar. 2003
- Review committee, Asahi Newspaper, Jul. 2000 – Mar. 2003
- Committee, Tokyo Metropolitan governments, 1999 - 2000

### **Publications**

- Author, Handbook Manual to start NPO, C's, 1998.
- Author, Handbook Manual to write NPO's Articles of Incorporation, C's, 1998.
- Author, Instruction Manual for NPO Bill, C's, 1996.
- Contributing Author, NPOs in Japan 2001, Nihon Hyoronsha, 2001.
- Contributing Author, Easy Understanding Guide for NPOs in Q&A, Iwanami Shoten, 2000.
- Contributing Author, Bridge to Philanthropy, TBS Britannica, 2000.
- Contributing Author, Progress of Volunteer Activities and Roles of Local Governments, Coin no tomo sha, 1999.
- Contributing Author, Commentary on NPO Law, Nihon Hyoron sha, 1998.

### **Education**

April 1981    B.A degree in Philosophy, Kobe University, Hyogo, Japan.

あなたが元気になる！ JWLIフォーラム

The Time Has Come ! NGOs can Change Society  
～ The Leadership Role of Women in Society ～

# NGOが変化をもたらす時代 ～女性のリーダーシップの役割～

さまざまな波や壁にあたる現代、それを乗り越えるには、市民の力とその結集・・・NGOが社会を変える時代です。いま この変革の時期にあって、**女性の指導力** が求められています。

プログラム

第1部 報告

- 「アメリカで NGO が社会に果たしてきた役割」 ポール・グローガン: ポストン財団最高取締役
- 「NGO の効果的運営と女性のリーダーシップ」  
パトリシア・デイトン: シモンズカレッジ・ジェンダー研究所所長
- 「日本の NGO の課題」 松原 明: NPO 法人シーズ: 副代表理事

第2部 パネルディスカッション

※同時通訳あり

参加費 500円

## 東京開催

2010年 **6月27日(日)**

13:30～16:30 (受付 13:00～)

会場: 女性と仕事の未来館 4F ホール

〒108-0014 東京都港区芝 5-35-3

TEL 03-5444-4151(代)

<http://www.miraikan.go.jp/index.htm>

## 福岡開催

2010年 **6月29日(火)**

18:30～21:00 (受付 18:00～)

会場: アクロス福岡 4F 国際会議場

〒810-0001 福岡市中央区天神 1-1-1

TEL 092-725-9111(代表)

<http://www.acros.or.jp/>

### JWLI フォーラム実行委員会

お問い合わせ

TEL 080-3967-4022 FAX 03-5304-7876

主催 特定非営利活動法人日本BPW連合会 シモンズ・カレッジ(ポストン)

後援: 内閣府男女共同参画局

【東京開催】共催: 女性と仕事の未来館 【福岡開催】福岡県 福岡市 在福岡米国領事館



2010.8.10/Vol.99

**JWLI フォーラム 東京と福岡で開催**

Japanese Women's Leadership Initiative  
(日本女性指導者育成事業)

2010年6月27日・29日

日本 BPW 連合会では、アメリカ・ボストンの日系女性事業家 厚子・東光・フィッシュ氏が、社会の指導者として活躍を目指す母国日本女性たちを支援する目的で立ち上げた「JWLI フェロシップ計画」に連携し、2009年より JWLI フェローを公募、選考しボストンのシモンズカレッジでの研修に派遣してきた。

今年はフェロシップ計画に加え、米日財団からの資金を得て、6月27日は東京の「女性と仕事の未来館」4階大ホールで、また29日には、福岡の「アクロス福岡」4階国際会議場で、内閣府男女共同参画局後援で、JWLI フォーラムを開催した。東京では60名以上が、福岡では178名が参加し、改めて NGO に対する関心の深さを実感するフォーラムとなった。

第1部では、日本の松原明氏 (NPO 法人シーズ・市民活動を支える制度をつくる会副代表理事) が日本の NGO の現状とこれから解決していくべき課題 (資金調達の難しさなど) についてコメントし、その後、ボストンからの2名のスピーカーからは、ポール・グローガン氏 (ボストン財団最高取締役) がアメリカ社会における NPO の果たす役割を歴史的経過も含めて報告し、パトリア・デイトン氏 (シモンズカレッジ・ジェンダー研究所所長) が、効果的な NGO 運営方法とその中で女性が重要な役割を果たしていることについて報告された。

第2部では、会場から集めた質問に答える形でのパネルディスカッションを行い、有意義な議論が交わされた。最後に JWLI 事業の発案者である厚子・東光・フィッシュ氏から JWLI の趣旨などについてコメントをしていただいた。

東京、福岡とも、ほぼ同じプログラムで進行した。ともに開会の挨拶は松原理事長がつとめ、第2部のファシリテーターは東京が平松国際委員長、福岡が黒崎前会長がつとめた。閉会の挨拶は東京クラブ安陪会長、福岡クラブ篠崎会長がつとめた。

JWLI フォーラムの後、これまでボストンでの研修に参加した JWLI フェローが集まって、初の JWLI フェロー同窓会を、東京プリンスホテルのレストランで開催した。



◆ JWLI フォーラム ◆

あなたが元気になる！NGOが変化をもたらす時代  
～女性のリーダーシップの役割～

開会の挨拶 松原敏美 日本 BPW 連合会理事長

第1部 報告

「日本の NGO の課題」

松原 明 NPO 法人シーズ 副代表理事

「アメリカで NGO が社会に果たしてきた役割」

ポール・グローガン ボストン財団最高取締役

「NGO の効果的運営と女性のリーダーシップ」

パトリア・デイトン シモンズカレッジ・ジェンダー研究所長

第2部 パネルディスカッション

「今、なぜ NGO が求められているか」

～して欲しいではなく、何が出来るか～

ファシリテーター

東京 平松昌子 日本 BPW 連合会理事国際委員長

福岡 黒崎伸子 日本 BPW 連合会前会長

助言者 厚子・東光・フィッシュ Fish Family 財団理事長

パネリスト 第1部の3名の報告者

総括発言 厚子・東光・フィッシュ Fish Family 財団理事長

閉会の挨拶

東京 安陪陽子 日本 BPW 連合会東京クラブ会長

福岡 篠崎正美 日本 BPW 連合会福岡クラブ会長

JWLIフェロー同窓会



◆ JWLIフェロー同窓会に参加して ◆

JWLI フェロー第2期生 塩崎智子

2007年平松昌子国際委員長の参加で始まったこの事業は、第3期でフェローは11人になりました。また、交渉を続けた黒崎伸子前会長の熱意と人柄がフィッシュ夫人の心を動かし、第3期からは法人化を条件に、日本 BPW 連合会が事業のパートナーとなりました。そして事業は、さらに進化を続けています。私が参加した第2期は、受け入れるボストン側も手探りのようで、また私たちも求められていることを明確に理解できていなかったような気がします。

## **2010 JWLI Fellows Program Recruitment Flyer/Application**

### **ANNOUNCING RECRUITMENT FOR THE 2010 JAPANESE WOMEN'S LEADERSHIP INITIATIVE FELLOWS PROGRAM**

#### **INTRODUCTION:**

The Japanese Women's Leadership Initiative (JWLI) was founded in 2006 by three visionary women in Boston, Massachusetts. Led by Atsuko Toko Fish, Mary Lassen and Catherine Crone Coburn joined with her to create a pilot project designed to bring women from Japan to Boston to receive four weeks of direct experience and training with successful nonprofit organizations focusing on domestic violence, elder care, child care, and women's leadership and empowerment. The program was created to provide a hands-on training opportunity for women in Japan to learn about nonprofit management in areas of importance to women and Japanese society.

In 2007, the Center for Gender in Organizations (CGO) at the Simmons College School of Management in Boston became the institutional and academic partner of JWLI. Patricia Deyton, Director of CGO, is the manager of the program. The Japanese partner for the Program is the Business and Professional Women/Japan, a non-governmental organization and a member of the International Federation of Business and Professional Women International.

Each year, four women from Japan are selected to participate in a month long intensive leadership training program in Boston, hosted by the Center for Gender in Organizations at Simmons School of Management and local nonprofit organizations. After returning to Japan, each participant is expected to utilize and share the training she received.

#### **The goals of the JWLI Program are:**

- To encourage the development of their own visions and inner strength needed to take the initiatives and risks to make their visions come true, and to create an "action plan for Japan" by the end of the course.
- To learn about the important role of nonprofit organizations in American society and how they collaborate with the government to influence societal change.
- To learn the management skills and fundraising methods necessary to run successful nonprofit organizations.
- To support the JWLI Fellows in playing a critical role in shaping and cultivating a new generation of leaders in the Japanese nonprofit sector.
- For the JWLI Fellows to teach and support other Japanese women in becoming leaders for social change in Japanese society.

**PROGRAM CONTENT:**

During the four week program, participants will be provided with hands-on experiences at three very different nonprofits organizations where they will gain invaluable management and leadership training. They will complete the week long Strategic Leadership for Women training course at the Simmons School of Management and will attend graduate classes on nonprofit management at Harvard University taught by the CGO Director. Participants will also visit several other successful nonprofit organizations such as the Family Justice Center of Boston. Participants will network with former JWLI Fellows before, during, and after the program. Visit this link for more information:

<http://www.simmons.edu/som/centers/cgo/about/partnerships.shtml#JWLI>

**PARTICIPANT REQUIREMENTS:**

1. Female Japanese citizen or permanent resident at least 28 years of age
2. At least 5 years of professional work experience
3. **Strong English skills:** the ability to engage in discussion in English at organizations and in classes is required
4. Strong desire to help change Japanese society

**APPLICATION REQUIREMENTS:**

1. **CV/Resume** written in English and Japanese
2. **Two page essay** in English and Japanese about what an applicant hopes to learn and accomplish through this experience, the area of social change in which she is most interested and her plan for contributing to the future of change and leadership in Japanese society.
3. **1-2 letter(s) of recommendation** (preferably from executive/management level)
4. **Passport photo**

**Application Deadline: June 10, 2010**

Send to Attn: Ms. Watanabe/Ms. Kurosaki  
The Office of Business & Professional Women, Japan (BPW), JWLI Section  
2-21-11 Yoyogi, Shibuya-ward, Tokyo, FK Building 303

**LOCATION AND LENGTH OF PROGRAM:**

Located in the historic city of Boston, Massachusetts, USA from

**September 5, 2010-October 2, 2010**

Participants are responsible for their airfare to and from the United States.

**2010 Host Sites:**

**Web of Benefit** grants funds to survivors of domestic violence for: housing, stabilization, education, computers, child care, transportation, health care, and micro-financing small businesses. <http://www.webofbenefit.org>

**Ellis Memorial**, Boston's first settlement house, has been caring for children, disabled adults, and families who live and work in the South End and adjacent Boston neighborhoods since 1885. They offer high quality education, social and health support services to individuals and families in need within safe, nurturing and diverse environments.

<http://www.ellismemorial.org>

**ATASK** serves Asian families and individuals in Massachusetts and New England who suffer from or are at risk of suffering from domestic violence. <http://www.atask.org>

## 2010 JWLI Fellows Program Calendar

### JWLI Fellows Program Calendar September-October 2010

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1-Sep	2	3 Fellows Arrive	4 Fellows Arrive
5 Free	6- Labor Day Host Site: Web of Benefit  Jo will pick up at hotel at 10 AM <b>Tour Boston or Cambridge</b>  Dream Proposal Discussion	7 Host Site: Web of Benefit  <b>10 AM- 1:30 PM ORIENTATION M-337</b> Patricia Deyton, CGO Director Sabitha Salzmann, CGO Coordinator Cynthia Ingols, SOM Host Sites  <b>2:30 PM:</b> Visit Elizabeth Stone House	8 Host Site: Web of Benefit  <b>9-10:30 AM VISIT TO THE BOSTON FOUNDATION</b> 75 Arlington St, Boston  <b>11:30 AM:</b> Greater Boston Legal Services Boston Women's Commission Mayor's Office/City Hall	9 Host Site: Web of Benefit  <b>Site Visit to Web of Benefit</b>  <b>5:30 - 7:30 PM:</b> Harvard Class "Nonprofit Management"	10 Host Site: Web of Benefit  <b>Site Visit to Web of Benefit</b>  <b>3-4:30 PM</b> <b>Weekly Meeting</b> with Patricia M-332  <b>6:30 PM</b> <b>WELCOME DINNER</b> Basho Japanese Restaurant 1338 Boylston Street, Boston	11 Free
12 Free	13 Host Site: Ellis Memorial  Tour Ellis Memorial programs  Review: Organizational Structure Budgeting/ Contract Management Learning Goals  Adult Day Health (Elderly/Disabled) Youth Programs	14 Host Site: Ellis Memorial  Strategies, Planning & Research for the Capital Campaign/ Fund Raising  Foundation and Corporations proposals/grant writing  Interview and explore management styles among the various Woman Managers at Ellis Memorial	15 Host Site: Ellis Memorial  Visit Early Education Programs  Tour Agencies that support Housing and work force development for the homeless  Volunteer Management and Programming. Learn strategies in developing the structure and implementation of program.	16 Host Site: Ellis Memorial  <b>10:00 AM-1:00 PM</b> <b>Family Justice Center Tour</b> 989 Commonwealth Ave, Boston  <b>3:30 PM-4:00 PM</b> <b>Project Place</b>  <b>5:30 - 7:30 PM:</b> Harvard Class "Nonprofit Management"	17 Host Site: Ellis Memorial <b>9-10:30 AM</b> Review of the week with CEO Follow up and JWLI Goals  <b>11 AM</b> <b>Consulate General of Japan</b> Federal Reserve Plaza, 14th Floor 600 Atlantic Avenue, Boston  <b>Weekly Meeting</b> with Patricia <b>3:00 PM</b> Simmons Visa Office Main Building C-211  <b>7:00 PM Red Sox Game</b>	18 Free
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
19 Free  <b>9:30 AM-12:00 PM</b> ATASK Jimmy Choo Benefit Bloomingdale's Chestnut Hill Mall	20  <b>9:30 AM-7:00 PM</b>	21 Strategic Leadership for Women (SOM)  <b>8:00 AM-8:30 PM</b>	22 Strategic Leadership for Women (SOM)  <b>8:00 AM-6:00 PM</b>	23 Strategic Leadership for Women (SOM)  <b>8:00 AM-8:00 PM</b>	24 Strategic Leadership for Women (SOM)  <b>8:00 AM-1:00 PM</b>  <b>1:30 PM</b> <b>Weekly Meeting</b> with Patricia M-332	25 Free  Vermont trip with Johanna  Depart Boston 10 AM
26 Free  Vermont trip with Johanna  Return to Boston late afternoon	27 Host Site: ATASK  Meet with Linda Chin (President/ED) - mission, vision, values, strategy  Uyen Tran (Vietnamese advocate and Legal Advocacy program coordinator)  Simone Bui (Legal advocacy program lawyer)  Kathy Estes, (Non-profit finance)	28 Host Site: ATASK  <b>9-10:30 AM</b> <b>VISIT TO NEW PROFIT</b> <b>2 Canal Park, Cambridge</b>  Charles River Cruise Liz Vittum, Foundation Relations Kozue Sawame, Development & Communications  <b>5-6:30 PM</b> <b>CLOSING RECEPTION</b> <b>5th Floor SOM</b>	29 Host Site: ATASK  State House tour (with Chantry Uy)  Dipa Bhattacharyya (Youth Programs, Ed&Outreach)  Fellows Interview with J magazine (arranged by Kozue Sawame)	30 Host Site: ATASK  Life Skills/ESOL Class observation  ATASK Shelter tour & discussion with Cristina Lee, Shelter Director  Dinner with Kozue Sawame  <b>5:30 - 7:30 PM:</b> Harvard Class "Nonprofit Management"	1-Oct Host Site: ATASK  <b>1:00 PM</b> <b>CLOSING LUNCHEON</b> <b>Petit Robert Bistro</b> 468 Commonwealth Avenue Kenmore Square, Boston  <b>2:30 PM</b> <b>Weekly Meeting</b> with Patricia M-332	2 Fellows depart

A light blue map of Japan is visible in the background of the slide.

## **Country Report BPW Japan (2010)**

**Masako Hiramatsu**  
Chair of International Relation  
**BPW Japan**  
At Regional Meeting in  
Singapore

A light blue map of Japan is visible in the background of the slide.

## **For Leadership of Women**

- Leadership in community is important for women
- BPWJ raised **Japanese Women Leadership Initiative** by the support of a Japanese women in Boston
- This project sends 3-4 Japanese women to Boston each year to experience community activities and leadership

A light blue map of Japan is visible in the background of the slide.

## **Women's Leadership in NGOs**

- **They found** some cultural and social differences such as tax system but **women's initiatives to social issues**
- After they came back, they started trial to change Japanese community and
- **BPWJ organized Forum** – “The Time Has Come: NGOs Can Change Society”



## The Regional Meeting in Singapore

By Masako Hiramatsu  
Chair of International Relations, BPW Japan

### COUNTRY REPORT 2010 BPW JAPAN

## Activities for Women's Leadership

- ◎ **Since 2008:** Women leaders training project .  
BPW recruits women and sends them to Boston to give them opportunities to study how to manage NGOs, and to promote active women's social engagement as leaders.
- ◎ **2010:** Forum, "The Time Has Come! NGOs can Change Society –The Leadership Role of Women" -- held in 2 cities, Tokyo and Fukuoka

