



Next Generation Task Force REPORT

CULCON is dedicated to cultural and educational exchange and this Task Force on the Next Generation seeks to identify ways to support the next generation of U.S.-Japan leaders. The Task Force aims to envision how Americans and Japanese can continue to build on the generations of exchanges that have strengthened our relationship while adapting to the evolving needs of our time and our world. We are particularly interested in supporting Americans and Japanese who want to collaborate to solve our shared 21st century challenges. This report reflects the analysis and discussions of the Japanese and U.S. members of the Next Generation Task Force from 2016-2018.

A. Introduction

The foundation of the U.S.-Japan partnership is the relationship between our citizens. Americans and Japanese have developed friendships, built their careers together, and formed civic associations with each other. For some, these ties were created in youth, when they studied Japanese or English, when they were mentored by teachers who themselves had an interest in the U.S.-Japan relationship, and/or when an encounter with the other culture lit a passion for learning and study abroad. For others, family connections stirred an interest that developed in adulthood, and our Japanese-American community shares a particular place in our long relationship. Professional duties have also created opportunity. Where historically missionaries and educators have played a considerable role in educating our societies about the other, today it is military and business leaders who build strong personal bonds as they work together across the Pacific.

The next generation of Japanese and Americans will inherit a historic partnership. Three generations of Americans and Japanese--those that fought against each other in World War II and remade the postwar order, those who rebuilt the Japanese economy propelling Japan to the peak of global influence, and those who shared their knowledge of Japan and of the United States to others through teaching, commerce, civic partnership, and public service--have all deepened ties between our two societies. Our alliance remains strong in the 21st century, and our destinies in this era of global change seem only to become more intertwined. We must ensure that our next generation is fully prepared to work together to expand and deepen our ability to solve our future challenges.

The mission of CULCON is to ensure that both intellectual and people-to-people exchange remain valued enterprises of our two governments. In the Next Generation Task Force, our aim is to bring Americans and Japanese together as a community to nurture and support our next generation of leaders. We agreed to four areas of particular importance: supporting educators to teach our next generation, exploring career opportunity in new emerging areas of U.S.-Japan collaboration, highlighting the best practices in bilateral exchanges, and considering new platforms for sharing information about our shared challenges.

Funding these opportunities for the next generation requires a strategy that engages all stakeholders in the U.S.-Japan partnership. Ideas alone will not be sufficient. Contributions across sectors can be different, and may take the form of in-kind as well as financial contributions. Our governments, our corporations, and our non-profit organizations can all play a significant role. Our two-year initiative thus not only seeks to identify ways to encourage younger Japanese and American professionals to continue to expand their role in our partnership, but also hopes to bring current leaders in government, business, education and civil society together in a community of support for our next generation of leadership.

The Context: Changing Demands on the U.S.-Japan Partnership

The U.S.-Japan alliance has confronted a host of new issues in the decades since the end of the Cold War, and yet it has adjusted and adapted. Global and regional relations have changed significantly. Both nations have confronted shattering crises, and in these moments, Americans and Japanese have not hesitated to reach out to help each other. When the United States was attacked on 9/11, Japanese were quick to offer aid to the victims of the World Trade Center and to join with the United States and its allies in opposing terrorism. During the disasters of March 11, 2011, when Japan confronted its worst moment since the end of World War II, the United States acted quickly to bring aid to Japan and to offer its full array of resources to contend with the loss of life and the dangers of an impending nuclear meltdown.

Regardless of the vagaries of our domestic politics, the people of Japan and the United States have a deep and enduring admiration for each other. On the 70th anniversary of the end of World War II, the Pew Research Center reported that 75 percent of Japanese viewed United States favorably¹ and a

Harris Poll in 2017 showed 82 percent of Americans viewed Japan as a dependable partner.² Moreover, Americans and Japanese continue to support the global and regional institutions that underwrote their postwar success. As globalization progresses, some of our citizens are asking new questions about how to adjust to the diplomatic, strategic, and economic currents of today's rapidly changing world. In the Indo-Pacific, Japan and the United States, along with other partners such as Australia, India, and the nations of Southeast Asia, are deepening cross border connections to ensure a free and open regionalism.³

Government collaboration has expanded to include new initiatives.⁴ In space, U.S. and Japanese scientists have worked closely in the International Space Station and have collaborated in the scientific research—both basic and applied—that continues to inform the ambition to reach Mars. Energy is now a critical arena for U.S.-Japan collaboration, as the United States becomes a new supplier of oil and gas and Japan seeks to develop a regional infrastructure that ties North American energy to consumers across Asia.

Technology has transformed the possibility of our partnership also. Our public and private sectors work closely to collaborate in the fields of cyber security, biotechnology, and information technology. Our scientists and researchers, our legislators and bureaucrats, our corporations, entrepreneurs and innovators all seek to share their ideas and experiences.

The Next Generation Challenge: Developing a 21st Century Skill Set

Younger Americans and Japanese increasingly face a transformed workplace. The 21st century requires a new set of skills to take advantage of this global community of opportunity. Our next generation leaders will need to be able to communicate and collaborate in the increasingly globalized economy. A 2018 study commissioned by the OECD argues that global awareness ranks high on the list of skills needed in the future. Critical thinking and problem solving as well as creativity and innovation will be in high demand. Social and cross-cultural skills will be an important ingredient to the lives and careers of those who succeed in the 21st century.⁵

New technologies will also challenge our next generation as their work life is transformed. In its influential report on the Eight Futures of Work, the World Economic Forum identified three core variables for thinking about potential scenarios for the future of work: “the rate of technological change and its impact on business models; the evolution of learning among the current and future workforce; and the magnitude of talent mobility across geographies.”⁶

In the Japanese and U.S. economies, there are challenges ahead for our younger citizens. Japan's demography will make it difficult to sustain economic growth. Women will claim a greater role in the economy, and greater support for elderly care and child rearing will be needed. The pace of aging in Japan will also require fiscal and social innovation, and Japan is looking to both new technologies and to designing new immigration solutions to help meet the needs of this rebalance in population.⁷

The Department of Labor has also identified new priorities for the U.S. workforce, highlighting the challenge for Americans in developing the skills needed to compete in this new globalized economy.⁸ Similarly, the Council on Foreign Relations Task Force, entitled *The Work Ahead: Machines, Skills and U.S. Leadership in the 21st Century*, argues for the primacy of a fundamental restructuring of educational and training opportunities for young Americans.⁹ The United States must educate a higher skilled, more globally conversant labor force.

For their part, Japanese leaders too have begun to consider how to adapt to the growing diversity of the workplace. The Cabinet Office of the Japanese government is pioneering the concept of “Society 5.0” for Japan. In this concept, cyber space (virtual) and physical space (real) are merged by highly advanced technologies, creating an innovative space occupied by the human being as the core of society. This model will not only allow advances in economic development, but also identify innovative solutions for societal challenges. In order to reach this goal, the “Fifth National Plan for

Science & Technologies” was approved by the Cabinet meeting in 2016 and has been widely disseminated. This lays out the creation of a system that will allow national and international human resources to generate an increased number of innovations in information systems and finance, underpinned by new values, which can be swiftly implemented. Collaboration among private sector, universities, and public institutions with venture enterprises will be necessary to cultivate the creativity that will allow human resources, knowledge and finance to interconnect without borders.

B. Understanding the Challenges for Our Next Generation

Our support for the next generation must take into account this transformation in work, as well as consider how the expanding areas of collaboration between the United States and Japan offer new pathways for career development. We cannot simply be content to rely on past models of exchange if we are to build our next generation of human resources. To be sure, there are some tried and true programs that continue to demonstrate success, and these must have our full support. But we must also identify “best practices” for building new initiatives and consider new platforms for collaboration between Americans and Japanese. We must consult with younger Americans and Japanese to consider how their needs may differ and what future trajectory they see for building careers and solving problems with their Japanese and American counterparts.

In order to arrive at shared goals, the members of the Next Generation Task Force reached out to stakeholders in the United States and Japan and developed an understanding of Next Generation needs in both countries. The Japanese and U.S. members of the Task Force also engaged in independent exploration, examining extant thinking and activities and assessing their efficacy in meeting the challenges of the binational relationship of the future. This process of examination and the different approaches to the initial research are themselves instructive as a model of U.S.-Japan collaboration. Following is an outline of the approach of the Japan and U.S. Task Force members. Even though the approaches of the Task Forces differed, both sides agreed to respect and endorse each other’s approaches wholeheartedly.

1) The Approach of the Japan Task Force

The Japan Task Force has examined both the quantitative and qualitative ways it proposes to nurture the next generation of U.S.-Japan leaders. The Task Force took the following specific steps in this pursuit:

The Japan Task Force commissioned a comprehensive stocktaking report on existing U.S.-Japan Intellectual Interchanges, researched and written by the Japan Center for International Exchange,¹⁰ and based on the recommendation by the ASC in 2016¹¹.

After several study group discussions, the Japan Task Force analyzed the stocktaking report and developed its priorities for next generation activities. The Task Force concluded that existing programs in Japan rely heavily on financial support by only two sources: one NPO in Japan and the Japanese Government. The Task Force members also discussed a possible platform where Japan and the U.S. can jointly tackle global issues beyond bilateral ones, and ways to realize this vision.

The Japan Task Force formulated the following three recommendations to respond to the needs of rising future leaders:

- Create a new Center for the next generation of U.S.-Japan professionals;
- Develop global outlooks in the next generation of government officials; and
- Focus on engaging state, regional and local governments.

2) The Approach of the U.S. Task Force

The U.S. Task Force took a comprehensive view of the various sectors of collaboration in the bilateral relationship. Stakeholders from a broad array of government and private sector organizations were represented on the Task Force.¹²

The U.S. Task Force had three ambitions: to imagine the future of the U.S.-Japan partnership and consider how to expand our cooperation; to consider the training and skills that can support deeper understanding of our two societies and that can support closer cooperation between them; and, to offer concrete suggestions to U.S. and Japanese public and private sector leaders on how to build support for our next generation of leaders. In order to analyze existing pathways available for exchanges, to identify particularly promising areas for future U.S.-Japan cooperation, and to consider new innovative initiatives and strategies which support next generation partnerships, the U.S. Task Force conducted the following activities:¹³

- meeting with Japan/Asia Studies educators at the 2018 and 2019 Association for Asian Studies Annual Meetings
- convening workshops with public and private sector professionals in energy and space and in biotechnology and cybersecurity
- a presentation on Next Generation Task Force goals to U.S.-Japan nonprofit organizations and government officials
- private consultations with various leading U.S. and Japanese stakeholders
- development of a website, *NichiBei Connect*, for next generation opportunity seekers
- a pilot project in partnership with global platform Apolitical.co on U.S.-Japan ideas on how to build rural resilience.

C. Shared Goals

At our joint workshop in October 2017, the U.S. and Japanese Task Forces identified shared goals to focus our efforts. We felt it most important that we support educators so that our younger citizens continue to be knowledgeable about each other and about our partnership. Second, we felt it important to ensure that the United States and Japan have the human resources needed to explore new and emerging areas of collaboration. Third, we wanted to identify U.S.-Japan exchange programs and practices that have successfully built networks for the next generation. Finally, we wanted to become more knowledgeable about new platforms that are available to Japanese and Americans who may not necessarily be experts about the other's society but who would like to be able to collaborate in solving shared problems.

The U.S. and Japanese Task Forces have reached out to stakeholders and developed priorities for each goal.

1) *Supporting educators who teach about Japan in the United States and about the United States in Japan*

Educating Japanese about the United States and Americans about Japan is the foundation of understanding for our citizens. Ensuring our college and university based educators have the resources and support they need is therefore a critical focal point for our efforts.

In the U.S. Task Force, our academic experts identified three areas for attention.

First, in our research universities, area studies no longer receive the curricular or funding support they once did. Especially in the social sciences, students are rewarded less for developing in-depth expertise in foreign languages or in conducting research abroad. More attention needs to be given to the social sciences as increasingly disciplinary expertise is rewarded at the expense of area studies knowledge. Incentives for scholars to include Japan in their research and teaching are needed.¹⁴

Second, our educators with expertise in Japan need greater access to resources.¹⁵ Many institutions cannot afford Japanese-language materials or Japanese databases. Moreover, access to pedagogical

resources for use in the classroom, such as documentary film and other easily accessible materials, is indispensable for teaching. Of particular value are the vast documentary film archives of NHK, Japan's public broadcaster. NHK's effort to make these films available for classroom use in the United States is anticipated to be a great contribution to U.S. educators who teach about Japan. We also welcome and support the National Diet Library's ongoing discussions with American stakeholders to make its newly digitized collections accessible overseas.

Finally, as curricula in the United States change, colleges are experimenting with new ways of bringing Japanese and Asian experience into courses. Building collaborative programs between environmental studies and Asian studies is one such example—an approach to teaching and research supported by the Luce Foundation. A number of U.S. liberal arts colleges were given grants to allow their faculty in the environment and in Asian studies to build courses and to take their students to the Asian region to understand their approach to managing the environment. U.S. Task Force member, Deanna Marcum, was asked to evaluate these new initiatives, and her report can be found here.¹⁶ Continued support for this kind of innovative curricular development that draws Japanese/Asian experience into other problem solving curricula offers a range of opportunity to educate citizens about each other's societies.

In March 2018, the U.S. Task Force convened a meeting at the Association of Asian Studies annual meeting to elicit comments and suggestions for ideas on how best to support educators who focus on Japan studies. Over 80 scholars and administrators attended, as did members of the Japan Task Force and the Japan Foundation. The conversation produced numerous suggestions for “best practices” in teaching about Japan in college curricula, and for creative ways of giving students the opportunity to learn about Japan through study abroad. A similar initiative could also be considered for scholars who teach about the United States in Japan.

As for Study of the U.S. in Japan, there has been little space for teaching U.S. History and American Studies in comparison of those of European countries. Much space has been shared for European History and European Studies. Therefore, the situation hasn't changed even in the textbooks in the Japanese mandatory educational institutions and also in higher education. The Association of American Studies in Japan, founded in 1966, has a membership of 1,200 individuals. Besides this association, there are some U.S.-related associations of Literature, Law, History, respectively, but none of these association has received any grant money from the U.S. government.

Over the coming years, the two Task Force chairs agreed the possibility of developing a bi-national committee of next generation educators who could share their ideas and approaches to teaching about the United States in Japan and about Japan in the United States to consider how to develop methods and best practices for college and university curriculum development. An online forum for teaching and curricular development will be developed over the next year.

2) *Building support for career development in new areas of U.S.-Japan collaboration*

One of the U.S. Task Force initiatives has been to create a portal of information for U.S.-Japan educational and employment opportunities. Called *NichiBei Connect*, this new web-based initiative was launched in the spring of 2019 as a one-stop informational site designed to help young Americans and Japanese find opportunities for study, internships and jobs in the field of U.S.-Japan relations.¹⁷

After a decade of declining levels of bilateral policy dialogue and research sponsored by Japanese and American think-tanks and policy institutes, trends in the field have stabilized. Expanded funding has helped create a small set of posts at the major US think-tanks for a new and more diverse generation of Japan scholars, and the number of senior foreign policy experts at Washington DC think tanks who focus primarily on Japan has climbed from just four in 2010 to 14 today.

Similarly, the Japanese Task Force identified the need to internationalize their civil service as a priority. Training young Japanese at an earlier age to be competitive in study abroad or in pursuing

their entire four-year college experience abroad was one possible avenue for building a more internationalized generation of Japanese. Government hiring practices also need to change, and the Singaporean practice of recruiting those who graduate from universities abroad through a separate civil service exam was seen as a model for reform.

3) *Strengthening productive U.S.-Japan exchange programs*

In its stocktaking of the existing organizations involved in U.S.-Japan exchange, the Japan Task Force evaluated the needs of existing institutions and some of their “best practices.”

New exchange programs led by the next generation of Japanese and Americans are also offering different approaches to collaboration. The alumni of the JET program, for example, have formed a national association to build a network of those with JET experience and to organize programs that highlight their expertise. For example, USJETAA is currently organizing a campaign to bring resources to those who want to become Japanese language teachers in the United States to help fill a growing void.¹⁸ In addition, a group of Japan Fulbright Program alumni have been planning and organizing speaking events to widely share learning experiences beyond differences of culture and academic field derived from studying in the United States. In Japan, a next generation social entrepreneur, Ms. Tsubouchi Minami formed a new program for young survivors of the 2011 Great East Japan Earthquake to build their confidence in the future through travel to the United States and engagement with American colleagues on a variety of social challenges. Today, the **Beyond Tomorrow** program has broadened to include a wide variety of student from disadvantaged backgrounds in the United States.¹⁹

Both U.S. and Japanese Task Forces recognize the need to ensure that their next generations are drawn from a variety of regions, backgrounds and experiences. To date, access to a career in U.S.-Japan relations has largely drawn from those from elite universities in the metropolitan centers of both countries. More attention to engaging local communities in developing and in participating in exchange program is needed. Recent notable efforts include bringing legislative staff directors from district offices into the conversation on U.S.-Japan and on building access for students from community colleges and historically black colleges in the United States.

4) *Exploring new platforms for U.S.-Japan collaboration*

A final initiative led by the U.S. Task Force is to explore the use of online platforms as the basis for U.S.-Japan collaboration, particularly among policy makers. The potential to use new technologies in developing interactive platforms between Japanese and Americans is attractive to educators in the classroom but also has broader appeal to policymakers and other professionals. For those who will not visit each other’s countries or immerse themselves in learning about each other’s societies, these new platforms offer a new way to share experience and expertise among those who face similar policy dilemmas. A large attraction of using new platforms is that they are low cost ways for U.S.-Japan collaboration.

The Japan-U.S. Friendship Commission is partnering with Apolitical.co in a pilot project to further develop online collaboration as a means of exchange for policy ideas. An interest in broadening the partnership’s scope for policy learning and collaboration led to the choice of rural resilience as the theme in the pilot project.²⁰

Building on Apolitical.co’s distinguished track record as a global social platform, this pilot project has identified rural resilience as a shared interest and social concern. With funding provided by the Japan-U.S. Friendship Commission, this pilot will involve Task Force members in identifying good examples of coping with the myriad challenges faced by our rural communities. The topics range from attracting more investment and commerce, to ameliorating the effects of depopulation, to providing adequate health care for isolated regions, and to building greater mobility and digital access in communities that are often spread out and have few resources.

The project aim is to bring the U.S. and Japanese experience into a global debate on how modern societies must adapt rural communities in order to avoid the social isolation and economic disparity that is currently challenging the well-being of those who reside in rural Japan and America. The project will also seek to identify next generation leadership at the local level that could benefit from belonging to a broader global community interested in best practices and good public policy. With U.S. Task Force member help, the Apolitical team will identify some important examples of transformation in Japan, breaking through the language barrier to meet local officials, NGOs, and companies to hear their stories of how to build resilience in rural communities. Sharing Japanese experience on a global platform will connect Japan with an already vibrant global conversation, and can offer comparison and contrast with U.S. and other global policymakers on how to tackle these difficult yet remarkably similar challenges.

Japan's Task Force explored the possibility of a new platform for intellectual interchange between next generation leaders in the U.S. and Japan. Anniversaries, Inc., led by Ambassador Ryozyo Kato, former Deputy Secretary of State Richard Armitage and Ren Ito, was incorporated as a non-profit to foster dialogue between young professionals from the U.S. and Japan, holding its inaugural launch event attended by around 100 influential people in Washington, DC in March, 2019. It will ramp up activities with particular focus on a couple of selected areas including business and policy collaboration between Japanese and US tech industry, as well as geopolitical dynamics involving China.²¹

D. The Ingredients for Success

1) Involving the U.S.-Japan Community

The next generation of U.S.-Japan leadership will be found across communities. They will be educated in an array of institutions, in a variety of fields. They will have many reasons for engaging with their colleagues across the Pacific, and they will seek to collaborate in person, on social media, and across the globe in solving the next generation of social challenges. The next generation will not be like their predecessors, and they will not confront the same world.

Yet, like all who are active in the U.S.-Japan partnership, they will seek mentorship. Mentoring those who seek to develop careers in U.S.-Japan relations, who seek to work with colleagues from the other nation, or who look to partner with each other in regional or global challenges will draw upon an already diverse set of experts in the U.S.-Japan community. Mentorship can come in many forms, and one of the most important responsibilities of this Task Force is to provide ample opportunity for the community to share its experience with those who are developing their careers.

Similarly the education and training of the next generation cannot be the responsibility of our universities only, nor can funding be expected from our governments alone. Our private sectors and our non-profit sectors are equally dynamic sources of employment, of funding, and of mentorship for the next generation. Many young Americans and Japanese have invested in learning each other's languages, in visiting each other's countries, and in studying about each other's societies. Yet, without access to the opportunity for professional development, younger Americans and Japanese will not be able to sustain their interest in the field. U.S. and Japanese companies and organizations must hire the next generation if they are to stay in the field.

2) Funding Next Generation Collaboration

As our bilateral relationship develops and transforms, new forms of collaboration are emerging but funding will remain a central concern for the future. U.S.-Japan cultural and educational exchanges are ongoing, fed by academic and cultural interests, business relationships, and a variety of non-governmental concerns with hopes for a more integrated global community. In the initial survey of publicly available data on organizations promoting opportunity for the next generation, the U.S. Task Force found 178 active programs²². 104 of these were academic or research focused, while 54 were

for professional and 17 were for government (including legislative) exchanges. In contrast, only three programs focused on grassroots exchanges.

Several aspects of these exchanges were striking and suggestive for U.S. Task Force deliberations. First, they were largely sponsored by nonprofit organizations, and remarkably few seem to be associated with the for-profit sector. Second, the majority (68 percent) was established by U.S.-based organizations, belying the impression that U.S. interest in supporting exchange is waning. Third, the target participants in these programs were both mid-career as well as early-career leaders. 91 programs included both, while 47 targeted only early-career and 23 targeted only mid-career professionals. Fourth, there was also reasonably equitable attention to the direction of the exchange. In other words, 42 programs send Japanese participants to the United States, 36 send American participants to Japan, and 24 programs either have reciprocal exchanges or support either direction. Finally, and perhaps to be expected, the bulk of the existing programs are dedicated to academic or research professionals.

The U.S. approach may not have captured private sector institutions that do not release information to the public, and thus more research needs to be done on private sector initiatives. For an analysis of existing exchange programs geared towards the Next Generation see Preliminary Findings.²³

However, according to Japan Task Force's JCIE report, there are signs of a declining participation in private sector associations. For example, during the 1990's and early 2000's, there was a decrease in U.S.-Japan private sector engagement in New York. Membership of the New York Japanese Chamber of Commerce and Industry declined from 350 to 270 corporate members, and the corporate membership supporting the Japan Society in New York went from 400 to 160 corporate members.

Nonetheless, current Japanese private sector commitment in the U.S. economy has expanded. For example, Japan's Foreign Direct Investment (FDI) reached almost half a trillion dollars (\$469B) and the job creation is 839,000 and almost 2 million jobs (1.74 million in 2014) when including indirect employment. Moreover, Japanese companies are now deeply involved in communities across the United States rather than concentrated in the east and west coast urban centers.

Another example of Japanese private sector contribution to the relationship is the Japan Fulbright Memorial Foundation (Japan-U.S. Education Exchange Promotion Foundation) and Japan Fulbright Alumni Association of Japan. Former Fulbrighters from Japan, working currently in the private sector, established an alumni association in Japan and then formed the memorial foundation in 1986. This foundation is granting additional scholarship to the Fulbrighters who are in the second year and beyond. Between 1986 and 2018, there were 69 Japanese and 441 American granted scholarships through this program.

3) Shared Responsibility, Different Roles

The Next Generation Task Force found that there is ample opportunity for governments, businesses and non-profit organizations to support the next generation. Indeed, without the support of all three sectors of our bilateral partnership, the next generation will not have the access to the training, the professional development or the rewards of working in the field of U.S.-Japan relations.

While academic support is a major task for CULCON, there is a case to be made for considering opportunities for exchanges that involve Americans and Japanese in the government, across professional sectors of the economy, and at the grassroots level. This provides ample opportunity for a broad stakeholder approach to supporting our next generation.

Governments and their role

The government role in supporting our next generation has largely been through funding of educational and training opportunity and in sponsoring visitor programs. U.S. research found

relatively equal sources of funding—37 programs funded by U.S.-based organizations, 34 programs funded by Japan-based organizations, and 23 programs were co-funded – from Japanese and U.S. governments. Nonetheless, further data from our two governments is needed if we are to understand how funding streams are changing as government budgets come under greater pressure.

There are some successful ongoing programs from both governments that nurture the next generation. The Japanese Ministry of Foreign Affairs established the KAKEHASHI Project in 2015; in 2016 (Japanese fiscal year) alone, it invited more than 740 from the U.S. and dispatched nearly 1,000 from Japan, making it a large-scale program. Another example is the National Personnel Authority of Japan continued effort to dispatch approximately 90 young government employees per year to U.S. graduate schools.²⁴

On the U.S. government side, The Mansfield Fellowships were established in 1994 to embed U.S. government officials in a counterpart Japanese ministry for approximately one year. Since its inception, a total of 159 Fellows have participated in the program, with another 10 Fellows selected to begin the program in Summer 2019.

Federal funding for U.S. area studies has been a mainstay for our educators at colleges and universities around the country. For much of the postwar era, Title VI grants allowed our institutions of higher learning to teach young Americans about Asia and Japan. This funding has gone up and down since the end of the Cold War, peaking in 2010 but then declined thereafter.²⁵ While we were unable to identify how much of Title VI funds go directly to Japan Studies faculty, we do understand that our colleges and universities have long depended on federal government support for international studies. Newer programs, such as the Boren Scholarship, also include some support for next generation scholars of Japan. Since its inception in 1994, the National Security Education Program, under the Department of Defense, has awarded more than 350 Boren Scholarships for the study of Japanese.

The private sector and its role

Our private sector's support for the next generation is indispensable. This is the sector that will hire our younger Japanese and Americans, providing the careers that will sustain our cooperation across a vast array of fields. Our ability to partner in developing energy supply across Asia, in ensuring cyber security is provided for both of our economies and societies, and in building the human and technological resources to journey to Mars will depend on our companies. Their ability to collaborate will depend on ensuring that younger Japanese and Americans are trained adequately to work together and solve problems together.

The business community can also play a far more proactive role in shaping the opportunities for building the expertise and professional development exchanges that are so important to retaining younger Americans and Japanese in the field. Already some innovative initiatives have been very helpful. The U.S.-Japan Council's stewardship of Japanese contributions to the Tomodachi Fund has been a tremendous success.²⁶ Contributing to establishing or emerging exchange programs is an indispensable role for private firms.

Individual companies can also play a significant role. Several opportunities present themselves for companies that seek to support our next generation. First, a company can identify an area of expertise it wants to cultivate. Lockheed Martin, for example, has begun a program for young women rocket scientists in Japan, offering them the opportunity open to many U.S. young people to compete nationally and abroad in physics projects. Second, a company can develop an internship program that brings in young Japanese and Americans who have invested in an education abroad and who show leadership in the U.S.-Japan relationship. The ACCJ has begun to offer internships for young Americans and Japanese to give them experience in their businesses and to encourage their interest in a career in the U.S.-Japan partnership.²⁷ Third, companies can address the career rewards open to those who have expertise and professional experience beyond their specific

assignment that demonstrates their capacity to lead their companies collaboration with U.S. partners in either country or in third countries.

The non-profits and their role

Scholarly societies and the humanities- and social science-based philanthropies are aligned in considering the next generation of students who will be pursuing Asian or Japanese Studies. Scholarly societies can help newer faculty in re-thinking curricula that are more interdisciplinary, rather than focusing exclusively on language and literature instruction. Team teaching will become more the norm, and faculty will want to see a rewards system in their institutions that values collaboration and interdisciplinary approaches.

The philanthropic community can help by providing more resources to fund practical, international experiences for students, especially those from socioeconomic groups that cannot afford study abroad. Foundations can also support universities and colleges that revise curricula that combine Japanese Studies with other disciplines, to meet the next generations' educational and personal goals.

4) Rewarding the Next Generation with Career Opportunity

Bringing younger Americans and Japanese into policymaking and business opportunities, and developing citizen-to-citizen associations and exchanges means offering rewarding professional opportunity to the next generation. Many who are active in the U.S.-Japan partnership are experts in specialized fields that do not necessarily involve the study of the U.S. or Japan. Therefore, their knowledge or engagement with the Japan-U.S. relationship may not be seen as necessary for career advancement. Our partnership now engages many professions that offer considerable opportunities for the next generation, but their interest in the U.S.-Japan relationship may have to be sustained and stimulated outside of their workplace. Nurturing the next generation will require a deliberate effort to provide career opportunity for emerging professionals, and sustaining their professional development as well as their interest in Japan or the United States.

Those who invest in an education dedicated to deepening knowledge of Japan and the U.S. must be rewarded by career opportunity. These rewards can be financial, professional development, or over-recognition by the community of the importance of their contribution. Today when young Japanese and Americans have opportunities to invest in learning and developing professional skills in a variety of fields, the incentive for building ties with American and Japanese partners may not be obvious. Indeed, the costs may seem challenging. Thus if we are to succeed in drawing more young generation professionals into the U.S.-Japan relationship, it will require building greater professional incentives.

During the Next Generation Task Force Forum held in Tokyo in October 2017, a report was shared that Japanese high school graduates have been choosing to attend U.S. universities, particularly from the leading feeder schools in Japan. In order to encourage this positive trend among promising future generations, Japan Task Force recommends exploring the chances to launch a new scholarship programs that would enable rising high school students get the scholarship to enter the U.S. universities. One recommendation of Japan Task Force is to consider a new program that would enable high school students to study in the U.S. universities and to enter public service in Japan after graduation for a certain period of time.

5) Cross-generational Networking

Finally, as a new generation emerges to build its own networks and professional ties, it will be important to consider ways in which to support engagement with earlier established networks in the relationship. Mentorship of emerging professionals is important, but so too is educating the older generations of Japanese and Americans involved in the relationship how to support and assist the ambitions of the next generation.

The world continues to change, and so too do the ideas that motivate the next generation of Americans and Japanese. For those born after the Cold War, our partnership has a far different meaning. For those who never experience Japan's economic miracle or its status as an economic superpower, their nation's future challenges seem far greater. For those in the United States who see a far less predictable and perhaps even a far less beneficial role for their country in the world, the partnership with Japan takes on a new meaning. For the emerging generation across the globe, technology has transformed their daily lives as much as it has reorganized their thinking about the skills needed for success.

How a career in the U.S.-Japan field is fashioned today is as varied as the individuals who have made the relationship their priority. Today, however, younger Americans and Japanese will confront a far different set of choices, and a richer set of opportunities. In addition to embracing their roles as mentors, established experts in the field will need to understand the hurdles as well as the ambitions of the next generation, and become more informed about new and emerging opportunities for U.S.-Japan engagement that may not have existed in the past.

E. Conclusion: Building A Community of Support for the Next Generation

Americans and Japanese can continue to build on the generations of exchanges that have strengthened our relationship while adapting to the evolving needs of our time and our world. We are particularly interested in supporting Americans and Japanese who want to collaborate to solve our shared challenges of the future. As we prepare the next generation of Americans and Japanese to continue to build partnerships, to become knowledgeable about each other and our concerns, and to adapt to new opportunities for collaboration in a rapidly transforming world, we must ensure that younger Americans and Japanese are supported and encouraged to seek each other out. Just as our generation was supported by the scholarships, programs, and exchanges built to help us, we must consider how to sustain existing exchange opportunities and build new ones to capture the evolution in professional pathways.

The United States and Japan today cooperate in a multitude of ways. Since CULCON's founding in 1961, our cultural and educational exchanges have broadened significantly, and the countries' interest in each other has only deepened. Since 2011, the number of Americans visiting Japan for tourism or business doubled, reaching 1.2 million in 2016, while the number of Japanese visiting the United States reached 3.6 million. Another indicator of interest, Japanese FDI in the United States has grown tremendously in recent years.

Our scientific and technological cooperation now extends to all frontiers of science, and today Japanese and Americans are working side by side on cutting edge scientific research across many fields, including space, life sciences, common security and renewable energy. No matter what their field of expertise, our educators inform each other in their research, and American students still seek the opportunity to study in Japan. Our businesses collaborate—and compete—across the globe, but also invest in each other's economies, creating jobs and contributing to our nations' economic prosperity.

The community of U.S. and Japanese organizations involved in our partnership must now come together to look ahead. We must create new and meaningful opportunities to younger Japanese and Americans. The Next Generation Task Force of CULCON has prepared a menu of specific ideas to help generate concrete action. Creating opportunities for networking, establishing bi-national internships and perhaps most importantly providing jobs and professional development for our next generation is the best investment we can make to the future health of the U.S.-Japan partnership.

The work of this Task Force does not end with a report. On the contrary, this is only the beginning of CULCON's effort to build these opportunities and to craft new pathways for Japanese and Americans to share their knowledge and to work together. Whether in Japan or in the United States,

our Task Force members recognize how vital these 21st century human resources will be for the success of each of our societies. We will continue to collaborate so that our next generation can ensure that the promise of our partnership continues to grow.

Next Generation Task Force: A Menu of Recommendations

The Next Generation Task Force in its analysis and activities developed a menu of ideas to help generate tangible action in three areas: cultivating the Study of Japan in the United States and the Study of the United States in Japan; exploring emerging areas of U.S.-Japan collaboration; and energizing exchange networks and building new platforms for collaboration. Some of these ideas offer concrete examples of organizations or initiatives that could benefit from financial or other direct assistance, some are aspirational in that they are ideas that need support to be developed. They are offered here so that stakeholders in the U.S.-Japan partnership can readily identify opportunities to offer support.

A. Cultivate the Study of Japan in the United States and the Study of the United States in Japan

#	Recommendation
A1.	Support learning about Japan in the United States and learning about the United States in Japan
A2.	Continue financial support of Japan Studies
A3.	Improve access to research and teaching resources on Japan and the U.S.
A4.	Encourage creation of opportunities for non-Japan faculty specialists to gain context about Japan
A5.	Encourage more funding for U.S.-Japan policy-oriented research.
A6.	Support the Japanese or Asian collections and librarians at U.S. libraries

B. Explore Emerging Areas of U.S.-Japan collaboration

#	Recommendation
B1.	Convene workshops on new emerging areas of U.S.-Japan collaboration
B2.	Develop pilot programs for engaging policy-makers on specific topics on an innovative platform
B3.	Consider promotion of an incubator fund for engaging new ideas and stakeholders
B4.	Nurture future sports leaders and utilize sports diplomacy

C. Energize Exchange Networks and Build New Platforms for Collaboration

#	Recommendation
C1.	Create a bilingual information portal on the CULCON website for existing programs and scholarships
C2.	Use emerging technology to promote alumni engagement
C3.	Nurture the next generation of government officials

C4.	Create and fund a new platform where next generation professionals can explore solutions to global problems
C5.	Support grassroots activities
C6.	Focus on engaging “best connectors”
C7.	Consider social entrepreneurship as platform
C8.	Explore virtual exchange opportunities
C9.	Connect legislators with resources/contacts
C10.	Focus on engaging state/regional/local governments

D. Task Force Next Steps

Continued analysis of U.S.-Japan exchanges is required to identify areas of specific and concrete recommendations for the future.

#	Recommendation
D1.	Analyze and identify best practices in longstanding exchange programs and promising new initiatives.
D2.	Identify existing exchanges that could be expanded to add next generation participants
D3.	Identify and mobilize funders

Endnotes

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⁶ *Eight Futures of Work* (World Economic Forum, January 2018) http://www3.weforum.org/docs/WEF_FOW_Eight_Futures.pdf

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⁸ *Labor Secretary Acosta Testifies Before House Committee on Education and the Workforce* (Committee on Education and the Workforce, November 15, 2017) <https://republicans-edlabor.house.gov/news/documentsingle.aspx?DocumentID=402137>

⁹ *U.S. Must Better Prepare Its Workforce for the Promise and Perils of Technology, Asserts CFR Task Force* (Council on Foreign Relations' Independent Task Force, April 10, 2018) <https://www.cfr.org/news-releases/us-must-better-prepare-its-workforce-promise-and-perils-technology-asserts-cfr-task>

¹⁰ *JCIE's Mapping Research*: <http://www.jcie.or.jp/japan/publication/publication-2083/>

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1. Japan side Next Gen Task Force members (as of March 2019)

Fumiaki Kubo, co-chair	Professor, Graduate Schools for Law and Politics, University of Tokyo; Japan CULCON Vice Chair
Naoyuki Agawa	Distinguished Visiting Professor, Doshisha University; Japan CULCON Panelist
Akio Okawara	President/CEO, Japan Center for International Exchange; Japan CULCON Panelist
Junichi Chano	Executive Director, Center for Global Partnership, The Japan Foundation; Japan CULCON Panelist
Hiroshi Yamakawa	Professor, Research Institute for Sustainable Humanosphere & Graduate School for Engineering, Kyoto University
Junko Tanaka	Director, Department of International Planning, NHK World Department, Japan Broadcasting Corporation (NHK)
Manabu Miyagawa	Director-General for Cultural Affairs, Ministry of Foreign Affairs; Japan CULCON Panelist
Mami Oyama	Director-General for International Affairs, Ministry of Education, Culture, Sports, Science, and Technology; Japan CULCON Panelist

2. U.S. side Next Gen Task Force members

Sheila Smith, co-chair	Senior Fellow for Japan Studies, Council on Foreign Relations (CFR); U.S. CULCON Vice Chair
Patricia Maclachlan	Associate Professor of Government and Asian Studies, University of Texas; U.S. CULCON Panelist
T.J. Pempel	Professor of Political Science, University of California, Berkeley; U.S. CULCON Panelist
Susan Morita	Partner at Arnold & Porter LLP
James Kondo	Silicon Valley Japan Platform
Danny Meza	Office of Congressman Joaquin Castro
Chuck Jones	President, Lockheed Martin
Dava Newman	Apollo Professor of Aeronautics and Astronautics, MIT Former NASA Deputy Administrator

¹³ Dr. Sheila Smith, *Interim Findings*, (Next Generation Task Force Meeting, October 2017), <https://culcon.jusfc.gov/wp-content/uploads/2019/08/Interim-Findings-Next-Generation-Task-Force-Oct-2017.pdf>

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¹⁸ The *USJETAA* website offers information on its initiatives, <https://usjetaa.org/>

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21 Anniversaries, Inc.



Where the Future Leaders of the US and Japan Connect

Anniversaries, Inc. is a Washington DC-based nonprofit corporation founded in 2018 following the Joint Statement of CULCON 28th Plenary to provide a platform for young opinion leaders to meet and collaborate. The organization was established to stimulate new policy debate and act as a bridge towards deeper engagement between the United States and Japan, the world's two largest developed economies.

The aims of Anniversaries, Inc. are three-fold: setting a new agenda in key policy areas, convening emerging young leaders and empowering them to become future alliance leaders through interactions with senior leaders. Its inaugural launch event, *The World in 2020: Seeking a Clearer Vision of the Future*, on March 18, 2019 in Washington DC attended by 100 young and established leaders, is an indicator of things to come. The event included five small salon sessions, two panel discussions and dinner at the Japanese Ambassador's residence. Participants discussed the road ahead for U.S. politics, America's role in Asia and U.S.-Japan relations, placing particular focus on the importance of millennials and technology to the future of American politics, foreign policy and global governance.

Based on the discussions at the inaugural event, Anniversaries, Inc. will primarily focus on technology and China, with secondary attention to the environment and identity as they feature in politics in the U.S. and Japan. One of the key roles for Anniversaries, Inc. to play is drawing in people who have traditionally stood outside of U.S.-Japan policy debates centered on government officials, think tanks, academia and business, such as lawyers, venture capitalists, policy officers and experts on countries in Asia besides Japan, yet hold great importance for future policy trajectory and bilateral relations.

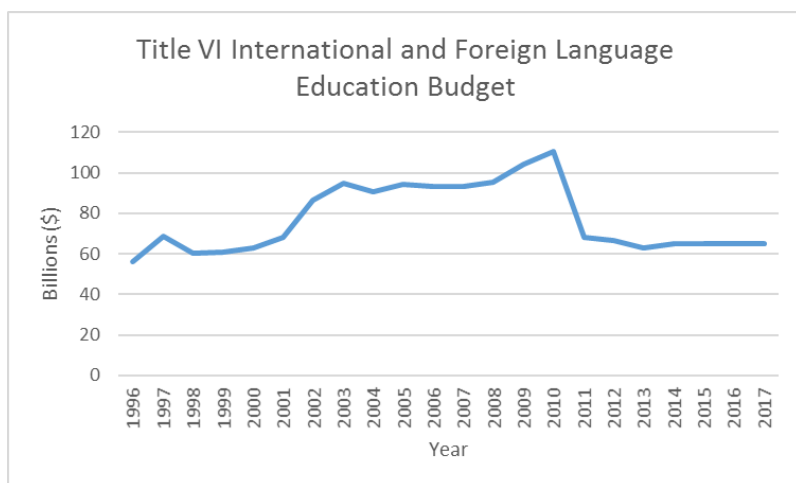
Building on the success of the inaugural annual conference, key initiatives will be developed by Anniversaries, Inc. over the next year, bringing together a wider-range of emerging influential leaders.



²² Data gathered from organizational websites.

²³ [Next Generation Task Force Preliminary Findings](#)

²⁴ In Japanese: <http://www.jinji.go.jp/kensyuu/tyouki.pdf>; and 101 officials are to be dispatched in 2018 to the U.S.: in Japanese: <http://www.jinji.go.jp/kensyuu/keikaku-haken.pdf>



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Data based on Fiscal Year Budget Summary and Background Information Reports from 1997-2018 by the U.S. Department of Education

²⁶ The U.S.-Japan Council website offers information on its initiatives, <http://www.usjapancouncil.org/>

²⁷ The ACCJ Internship Portal, an online resource for internships offered by ACCJ member companies, <https://www.accj.or.jp/accj-internship-portal.html>