



The Maureen  
and Mike Mansfield  
Foundation

# THE MIKE MANSFIELD FELLOWSHIPS

ADVANCING UNDERSTANDING  
AND COOPERATION IN  
U.S.-JAPAN RELATIONS



“...knowledge is essential for acceptance and understanding. By examining the political heritage, the economic experience and even the national myths that tie people together; by exploring the cultural, religious, and social forces that have molded a nation, we can begin to better understand each other and contribute to the knowledge and understanding that will strengthen our ties of friendship and lead to a better world.”

—*Mike Mansfield*

“...a vigorous program of exchanges is the surest way, over the long term, to build a true community of Asia Pacific nations.”

—*Mike Mansfield*

# ABOUT THE MIKE MANSFIELD FELLOWSHIPS

## PROGRAM OVERVIEW

The Mansfield Fellowship Program—named after Mike Mansfield, former U.S. Ambassador to Japan, Senate Majority Leader, U.S. Senator and U.S. Congressman from Montana—is a first-of-its-kind government-to-government exchange for both the United States and Japan.

The two-year Fellowships enable U.S. federal government employees to develop an in-depth understanding of Japan, learn how its government works, and establish relationships with their counterparts in the government of Japan as well as in the business, professional and academic communities.

Each year, up to 10 two-year Fellowships are awarded to qualified U.S. government officials. The Fellows spend a year working full-time in Japanese government offices, preceded by a year of full-time, rigorous language and area studies training in the United States. After completing the program, the Fellows serve at least two additional years in the federal government where it is anticipated they will continue to work on projects involving Japan issues.

The Mansfield Fellowships are administered by The Maureen and Mike Mansfield Foundation, with the United States Department of State, Bureau of Educational and Cultural Affairs, as grantor. The program receives significant in-kind support from the government of Japan, and Northwest Airlines and Ishikawa Prefectural Government also provide in-kind assistance.

## PROGRAM OBJECTIVES AND BENEFITS

Congress created the Mansfield Fellowships in 1994 in order to build a corps of U.S. federal government employees with proficiency in the Japanese language and practical, firsthand knowledge about Japan and its government.

By working inside the government of Japan, Fellows develop networks of contacts in Japan and an understanding of the political, economic and strategic dimensions of the U.S.-Japan relationship.

Mansfield Fellowship alumni have the skills, contacts and expertise that facilitate their agencies' work on Japan-related programs and policies. They return to federal service with a deep, practical understanding of Japan, including knowledge of:

- the Japanese language;
- Japanese government policies, including how the government of Japan works on issues and programs in the Fellows' professional fields;
- Japanese decision making, including how their counterpart agencies in Japan are organized and make decisions; and
- Japanese society and culture.

Alumni Fellows have direct responsibility for a wide variety of Japan issues, provide counsel to their agencies on Japan-related matters and help expedite the resolution of matters involving Japan.

## THE FELLOWSHIP YEARS

### YEAR I: INTENSIVE TRAINING

During the first year, which begins in September, the Fellows participate in a course of full-time, intensive Japanese language study in the Washington, D.C., area, and they attend classes in the history, culture and economics of Japan as well as educational seminars designed to broaden their expertise about Japan. The Fellows also develop a detailed placement plan for the year in Japan, tailored to the interests of their agencies and the Fellows' expertise and professional interests. At the conclusion of the first year, the Fellows participate in six weeks of language training and a homestay in Kanazawa, Ishikawa Prefecture.



Full-time, intensive language training during the first year of the Fellowships prepares Fellows for placements in Japan's government offices. While in Japan, Fellows continue to study Japanese.



The details of placements in Japan are arranged during the first year, in close consultation with the Fellowship program director and personnel from Japan's embassy and ministries.

### YEAR II: ACTIVITIES IN JAPAN

Fellows spend the second year of the program in Japan, where they work full-time in ministries and agencies of the Japanese government, attend language training classes, and participate in supplemental education programs and study tours. Because some ministries and agencies have overlapping jurisdiction over certain issues, some Fellows work in more than one government office during the year in Japan. Fellows also have the opportunity for an internship in the office of a Japanese Diet member and may participate in a two-week administrative training program, which the National Personnel Authority provides for Japanese mid-level civil servants.

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*I am well acquainted with the Mansfield Fellowship Program, both as Secretary of Commerce and as Secretary of the Department of Transportation. Both departments have had Mansfield Fellows who distinguished themselves in the program and have returned to the U.S. government with proficiency in Japanese and an insider's perspective about the government of Japan. With the network of contacts they develop during the Fellowships, Mansfield Fellows serve as a bridge of trust to facilitate our cooperative working relationships with Japan. They are a unique resource for the U.S. government—one that is strengthening the U.S.-Japan relationship and our bilateral policies and programs.*

—The Honorable Norman Y. Mineta, Secretary, U.S. Department of Transportation



In Japan, Fellows participate on a daily basis in office activities, including making presentations and participating in meetings and business travel with their Japanese counterparts.

## POST-FELLOWSHIP RETURN TO U.S. AGENCIES

Following the year in Japan, the Fellows are required to return to U.S. federal government service for a minimum of two years. It is expected that agencies that send their officials to the program will use the Fellows' expertise and network of contacts in ways that will benefit the agency in Japan-related work. As alumni, Fellows participate in Foundation-sponsored professional development activities and programs. They also are expected to participate in educational outreach programs and assist the Foundation in recruiting, training and orientation of new Fellows.

## SELECTION CRITERIA

To be eligible for participation in the Fellowships, applicants must be:

- U.S. citizens and
- current federal government employees with at least two consecutive years of service immediately preceding the application deadline

*The Mansfield Foundation complies with relevant civil rights laws prohibiting discrimination and makes efforts to recruit applicants reflecting the cultural, racial and ethnic diversity of the United States.*

Please visit [www.mansfielddn.org](http://www.mansfielddn.org) for more information on the Fellowship Program, selection criteria and application guidelines.



*The Mansfield Fellowship Program is contributing to a strong U.S.-Japan relationship by allowing Japanese and U.S. government officials to gain a deeper understanding of each other's government and decision-making processes. The working relationships between the Fellows and their counterparts in Japan have paved the way for ongoing cooperative programs and activities between our two nations. The influence of this program is substantial and its benefits are far-reaching. As we look to the future, the enduring legacy of the Mansfield Fellowship Program will be increased understanding, an increase in joint endeavors, and long-term cooperation between our two nations.*

—The Honorable Junichiro Koizumi, Prime Minister of Japan



## FELLOWSHIP ALUMNI A RECORD OF ACHIEVEMENT

Since 1995, a total of 48 Mansfield Fellows, representing 19 U.S. agencies and the U.S. Congress, have completed the program. Alumni Fellows have been promoted or assigned to federal government positions with direct responsibility for a wide variety of issues involving Japan. They return to Japan on a regular basis to conduct business with former colleagues in the Japanese government and expand areas of mutual interest. Fellows also have been featured as speakers at briefings for Congressional staff and panel discussions throughout the United States and Japan, and they have written articles on a variety of Japan-related topics.

### FELLOWSHIP ALUMNI INCLUDE:



#### **John D. Hill**

Senior Director for Japan,  
U.S. Department of Defense,  
Mansfield Fellow 1995–97

*"I continually draw on my fellowship experiences as I work with Japanese colleagues on the management of our security alliance. The relationships I built, the language skills I developed, and the exposure to Japanese government that I gained through the Fellowship provide the foundation for both recognizing cultural gaps, and, more importantly, understanding how to bridge them."*

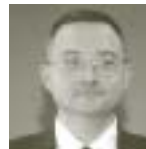


#### **Amy Jackson**

Deputy Assistant USTR  
for Korea, formerly Director  
for Japanese Affairs, Office  
of the United States Trade  
Representative, Mansfield Fellow 1995–97

*"The Mansfield Fellowship Program provided me with the most challenging, exciting and enlightening experience related to Japan that*

*I have had in my academic and professional careers. The program has a number of unique aspects that enable participants to gain a new understanding of Japan: Japanese language immersion; access to Japanese government, economic and society leaders; and, most important, the opportunity to work side by side with Japanese government officials on projects of interest to participants and their U.S. agencies."*



#### **Robert O. Bosworth**

Director, Army Technical  
Programs, Mutual Defense  
Assistance Office,  
U.S. Embassy, Tokyo,

Mansfield Fellow 2001–03

*"The contacts and friendships I have developed at the Japan Defense Agency and Ministry of Foreign Affairs will serve me well in my post-fellowship assignment at the U.S. Embassy in Tokyo. The knowledge I have gained during the Mansfield Fellowship will allow me to contribute to the Japan-United States bilateral relationship throughout the remainder of my military career."*



#### **Leo Bosner**

Emergency Management  
Specialist, Federal Emergency  
Management Agency,  
Department of Homeland

Security, Mansfield Fellow 1999–2001

*"The Mansfield Fellowship experience opened up a new world for me both personally and professionally. I continue to work with my Japanese colleagues to advance the field of emergency planning, I practice the Japanese language daily, and my wife and I enjoy our trips to Japan to visit our many new friends there."*



**Marina L. Chu**

Relationship Manager, Asia,  
Export-Import Bank of the  
U.S., Mansfield Fellow 2000–02

*“The Mike Mansfield*

*Fellowship Program was one of the most gratifying and enriching experiences of my career. Over the two-year period, the program transformed me into an expert on Japan. With the practical know-how I gained, I was able to make immediate contributions to my agency as soon as I returned to the United States.”*



**Ronda A. Balham**

Assistant to the Director,  
International Affairs Staff,  
Center for Devices and  
Radiological Health,

Food and Drug Administration,  
Mansfield Fellow 2000–02

*“Since returning from the Ministry of Health, Labour and Welfare (MHLW) to the Food and Drug Administration (FDA) last fall, I have accepted a new position in which I manage and oversee several projects that I was involved in*

*during my year at MHLW. My experiences there along with the relationships forged with colleagues gave me unique credentials for my new position. To have returned to the FDA and be able to continue my work from the other side of the Pacific truly has been the highlight of my government career.”*



**Stuart M. Chemtob**

Special Counsel for  
International Trade, Foreign  
Commerce Section, Antitrust  
Division, U.S. Department  
of Justice, Mansfield Fellow 1997–99

*“My experience in the Japanese government as a Mansfield Fellow greatly increased my understanding of the workings of the Japanese bureaucracy and provided important credibility in my work with my Japanese counterparts to encourage regulatory reform and the adoption of market principles in Japan. I can truthfully say that my Mansfield Fellowship has proven to have been invaluable, both personally and professionally.”*



Following the year in Japan, Fellows return to U.S. federal government service and participate in a variety of outreach activities to share what they have learned.



## THE MANSFIELD FELLOWS IN JAPAN 2003–2004



### **Ebony L. Bostic**

Policy Analyst, Office of Donor Coordination and Outreach, Bureau for Policy and Program Coordination,

U.S. Agency for International Development.

**OBJECTIVE:** Explore public-private partnerships in international development; gain an insider's perspective on the policy-making process involved in engaging private organizations in international development; learn about public-private partnership activities from the private sector perspective; gain an understanding of constituent and parliamentary issues surrounding foreign assistance.



### **Yukiko T. Ellis**

Mathematical Statistician, Economic Statistical Methods and Programming Division/ Statistical Support

and Consulting Staff, U.S. Bureau of the Census, U.S. Department of Commerce.

**OBJECTIVE:** Learn how Japan conducts its population census every five years; explore how the local government statistical system interrelates with the central government statistical system; and understand how Japan contributes to improvement and development of international economic statistics.



### **Timothy M. Joel**

Special Agent, Money Laundering Squad, Los Angeles Division, Federal Bureau of Investigation, U.S. Department

of Justice. **OBJECTIVE:** Learn about Japan's law enforcement system; acquire an understanding of how Japan conducts organized crime investigations, especially for domestic and international money laundering; examine Japanese laws pertaining to money laundering and terrorist-related criminal activities in Japan.



### **Paul J. Steenen**

Education Program Specialist, Office of Special Education and Rehabilitation Services/ Office of Special Education

Programs, U.S. Department of Education.

**OBJECTIVE:** Learn how Japan develops policies and reforms related to curriculum standards, teacher certification and training; gain an understanding of how Japan develops and implements special education policies and reforms at the national, prefectural and local levels; learn how special education teachers are trained and certified.



### **Adrienne B. Vanek**

Economist, Senate Banking Committee, U.S. Senate.

**OBJECTIVE:** Examine how the Japanese government formulates, coordinates and implements economic policies; gain an understanding of Japan's inter-ministry economic policy-making process and how it compares with the U.S. inter-agency process; understand the relationship between the Japanese Diet and Ministry of Finance and how it compares with the U.S. Congress-Treasury Department relationship.



Fellows develop a broad-based understanding of Japan through study tours and field trips.

## THE MANSFIELD FELLOWS TRAINING IN THE UNITED STATES 2003–2004



**Carole C. Carey**  
Expert Regulatory Review  
Scientist, Center for Devices  
and Radiological Health,  
Food and Drug Administration,  
U.S. Department of Health  
and Human Services



**Sandra N. Sakihara**  
Plant Protection Quarantine  
Officer, Animal and Plant  
Health Inspection Service,  
U.S. Department of Agriculture



**Robert A. Letteney**  
Legislative Director,  
Office of U.S. Representative  
John Olver (D-MA), U.S.  
House of Representatives



**Jennifer F. Sklarew**  
International Trade Specialist,  
Office of Japan, International  
Trade Administration, U.S.  
Department of Commerce



**Steven P. Lewis-Workman**  
Financial Analyst, Office  
of Planning, Federal Transit  
Administration, U.S.  
Department of Transportation



**Christopher D. Winship**  
International Economist,  
Office of Banking and  
International Securities  
Markets, U.S. Department  
of the Treasury



**Naveen C. Rao**  
Attorney, Office of the  
Chief Counsel, Regulations  
Division, Federal Aviation  
Administration, U.S.  
Department of Transportation



As alumni, Fellows participate in Foundation-sponsored professional development activities and programs.

*The timing of my placements—designed to give me insight into how significant administrative reforms, enacted in January 2001, have changed Japan's economic policy-making process—couldn't have been better. I started at the Budget Bureau of the Ministry of Finance just as it kicked off annual hearings of funding requests from all the central government ministries. My two months with Diet Representative Yasuhisa Shiozaki allowed me to see how a young, dynamic politician works with his colleagues, bureaucrats, the media and his supporters to consider and enact policies. In my current placement at the Cabinet Office, I am learning how this three-year-old organization analyzes and reports economic developments, recommends policies and promotes Prime Minister Koizumi's economic and structural reform program through the Council on Economic and Fiscal Policy. When I return to the Treasury Department this fall, I look forward to sharing my experiences and knowledge with my colleagues, to doing my part to further strengthen U.S.-Japan ties and to helping carry on Mike Mansfield's legacy.*

—Keith Krulak, International Economist, International Affairs, U.S. Department of the Treasury, Mansfield Fellow 2001–03



## MANSFIELD FELLOWSHIP PROGRAM PARTICIPATING AGENCIES AND ORGANIZATIONS

### U.S. DEPARTMENTS AND AGENCIES PARTICIPATING IN THE MANSFIELD FELLOWSHIP PROGRAM OR CURRENTLY EMPLOYING FELLOWS

Agency for International Development  
(Two Fellows)  
Department of Agriculture (Two Fellows)  
Department of Commerce  
(Four Fellows)  
Department of Defense (Eight Fellows)  
Department of Education (Two Fellows)  
Department of Energy  
Department of Health and Human  
Services (Seven Fellows)  
Department of Homeland Security  
Department of Justice (Seven Fellows)  
Department of State  
Department of Transportation  
(Four Fellows)  
Department of the Treasury (Six Fellows)  
Environmental Protection Agency  
(Six Fellows)  
Export-Import Bank of the United  
States (Two Fellows)  
Federal Communications Commission  
(Two Fellows)  
National Aeronautics and Space  
Administration  
Office of the United States Trade  
Representative  
Small Business Administration  
United States Congress (Four Fellows)

### GOVERNMENT OF JAPAN MINISTRIES AND AGENCIES/QUASI-GOVERNMENTAL ORGANIZATIONS IN WHICH FELLOWS HAVE BEEN PLACED

Bank of Japan  
Cabinet Office  
Cabinet Secretariat  
Chiba Prefectural Police Headquarters  
Deposit Insurance Corporation  
Financial Services Agency  
Hokkaido Prefectural Government  
Japan Bank for International  
Cooperation (JBIC) (formerly  
Export-Import Bank of Japan)  
Japan Defense Agency  
Japan External Trade Organization  
(JETRO)  
Japan Fair Trade Commission

Japan International Cooperation Agency  
(JICA)  
Japan Patent Office  
Kanagawa Prefectural Police Headquarters  
Kyoto Prefectural Police Headquarters  
Ministry of Agriculture, Forestry  
and Fisheries  
Ministry of Economy, Trade and  
Industry (METI) (formerly Ministry  
of International Trade and Industry)  
Ministry of Education, Culture, Sports,  
Science and Technology (formerly  
Science and Technology Agency,  
Ministry of Education)  
Ministry of Environment (formerly  
Environment Agency)  
Ministry of Finance  
Ministry of Foreign Affairs  
Ministry of Health, Labour and Welfare  
(formerly Ministry of Health and  
Welfare and Ministry of Labour)  
Ministry of Justice  
Ministry of Land, Infrastructure and  
Transport (formerly Ministry of  
Construction and Ministry of  
Transportation)  
Ministry of Public Management, Home  
Affairs, Posts and Telecommunications  
(formerly Ministry of Posts and  
Telecommunications, Ministry of  
Home Affairs and Management and  
Coordination Agency)  
National Cancer Center Hospital  
National Institute of Health Sciences  
National Space Development Agency  
(NASDA)  
National Police Agency  
New Energy and Industrial Technology  
Development Organization (NEDO)  
Nippon Export and Investment  
Insurance (NEXI)  
Organization for Pharmaceutical Safety  
and Research (OPSR)  
Osaka Police Department  
Pharmaceutical and Medical Devices  
Evaluation Center (PMDEC)  
Shimane Prefectural Government  
Shimane Central Hospital  
Tokyo Customs  
Tokyo District Court  
Tokyo District Public Prosecutors Office  
Tokyo High Court  
Tokyo Metropolitan Government  
Tokyo Metropolitan Police Department

### DIET INTERNSHIPS (Lower House)

Seiichiro Eto  
Katsuei Hirasawa  
Tatsuya Ito  
Koji Kakizawa  
Akihiko Kumashiro  
Taro Kono  
Takashi Kosugi  
Gen Nakatani  
Seiko Noda  
Yasuhisa Shiozaki  
Tsuneo Suzuki  
Naokazu Takemoto  
Hidenao Nakagawa

### (Upper House)

Jiro Aichi  
Shogo Arai  
Motoyuki Fujii  
Shinya Izumi  
Yoshimasa Hayashi  
Ichita Yamamoto

### PRIVATE SECTOR ORGANIZATIONS

Association of Radio Industries and  
Businesses  
Hokkaido Winter Research Institute  
Japan Federation of Economic  
Organizations (Keidanren)  
Medtronic Sofamor Danek, Co., Ltd.  
Nippon Telegraph and Telephone  
Corporation (NTT)  
NTT Mobile Communications  
Network, Inc. (NTT DoCoMo)  
Pentax Corp.  
Seiyu, Inc.  
Taiho Pharmaceutical Company  
Telecommunications Engineering  
Center



THE MIKE MANSFIELD  
FELLOWSHIP PROGRAM

Paige Cottingham-Streater  
Director

FOR ADDITIONAL  
INFORMATION

**[www.mansfieldfdn.org](http://www.mansfieldfdn.org)**

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**The Maureen and Mike Mansfield Foundation** is a private 501(c)3 organization that promotes understanding and cooperation among the nations and peoples of Asia and the United States. Maureen and Mike Mansfield's values, ideals and vision for U.S.-Asia relations continue through the Foundation's exchanges, dialogues and publications, which create networks among U.S. and Asian leaders, explore the underlying issues influencing public policies, and increase awareness about the nations and peoples of Asia. The Foundation has offices in Washington, D.C., Tokyo, Japan, and Missoula, Montana.