

Global

H O R I Z O N S

Winter/Spring 2008



A Message from JAIME President

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Aloha! I have been affiliated with JAIME for nearly 15 years as faculty advisor of the Japan Portion of the JEMBA Program. I was honored to be named President in July 2007 as it will allow me to provide leadership to a fine institution established by Fujitsu more than 35 years ago. The excellent quality of students I have had the opportunity to work with, and the sustaining support of Fujitsu and all of you influenced my decision to accept this responsibility.

As we look forward to the New Year, two programs that JAIME will introduce are the Knowledge Cafe and East-West Knowledge Leaders Program. The Knowledge Cafe is a lecture series featuring leaders who have transformed their organizations by effectively leveraging knowledge. Our inaugural session, *The Spirit of Honda: Harnessing Creative "Macho,"* on January 18, 2008 featured Mr. Saburo Kobayashi, Executive Chief Engineer of Honda R & D Co., who introduced the airbag in Honda cars, the first automaker in Japan to do so.

And, in September 2008, we will introduce a new diploma program, the East-West Knowledge Leaders Program (EWKLP), which replaces the Intercultural Management Program (ICMP). The three-month EWKLP integrates business knowledge and skills training with aspects of a liberal arts foundation that includes religion, culture, philosophy, and history. (See page 3 in this issue.)

Two concepts that I believe are important as we continue to strengthen JAIME are "process philosophy" and "phronesis." The most recent development in the knowledge creation theory is its relation to process philosophy, namely, the theories of philosopher Alfred North Whitehead, who advocates that "all things flow." Whitehead said that the world is made up of occasions of experience; that is, the world comprises processes, and every entity in the world exists, not alone, but in relation to others. We affect and are affected by

others. I hope that JAIME can be the venue to make "things flow" as we work toward better preparing our participants to make a difference in this world.

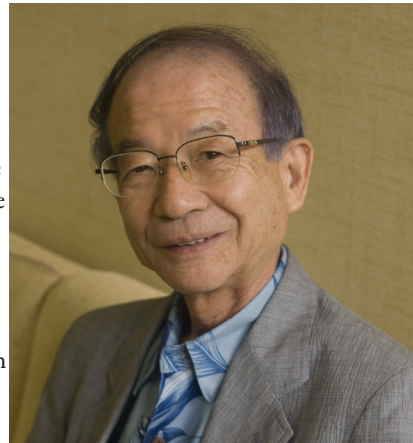
In addition, we will focus on knowledge-based leadership with a foundation in "phronesis" -- practical wisdom that emphasizes the importance of virtue and ethics. Successful leaders of knowledge-creating firms

embrace "phronesis." They take action appropriate to the situation not only to maximize profit but also to serve the common good. Thus, leadership is viewed as "a way of life" and not simply as a money-making tool.

I humbly ask for your continuing involvement with JAIME and for your assistance in taking JAIME to greater heights.

Sincerely,

Ikujiro Nonaka, Ph.D.





www.jaims.org

JAIMS is a nonprofit postgraduate institution that provides intercultural management education and executive development. JAIMS was founded in 1972 by Fujitsu Limited.

Ikujiro Nonaka, Ph.D.
President

Blair M.T. Odo, Ph.D.
Executive Vice President and
Chief Operating Officer

Masato Uchida
Vice President for
Administration

Butch V. Dela Cruz
Global Horizons Editor

JAIMS

6660 Hawaii Kai Drive
Honolulu, HI 96825-1192
USA

Tel: (808) 395-2314
Fax: (808) 396-7111 / 396-7112
E-mail: info@jaims.org
URL: <http://www.jaims.org>

JAIMS Japan Office

1F, Fujitsu Cross Culture Center
1-14-1, Shimokodanaka,
Nakahara-ku, Kawasaki,
Kanagawa 211-0041, Japan
Tel: +81-44-754-5531
Fax: +81-44-754-5513

Knowledge Cafe

Inaugural event features developer of car airbag system



Mr. Saburo Kobayashi

JAIMS launched its Knowledge Cafe lecture series on January 18 highlighting the innovations and experiences of Mr. Saburo Kobayashi, the former Chief Engineer of Honda R&D Co., Ltd. Mr. Kobayashi, who spoke to over 80 in attendance at the Halekulani in Waikiki, delivered a presentation on *The Spirit of Honda: Harnessing Creative "Macho,"* which detailed his courageous and protracted adventure in developing the airbag safety system at one of Japan's leading automakers.

Despite strong opposition to Mr. Kobayashi's assignment creating the airbag system from his peers, he received support for his research from Honda Motor's founder, Mr. Soichiro Honda. Mr. Honda believed the moment was right to develop an airbag system, that was to become an essential safety feature in automobiles. In 1987, after sixteen years of research, Honda introduced the airbag system, javing the distinction of being the first automaker in Japan to do so.

Mr. Kobayashi shared insights into Honda's culture and strategy that he gleaned through his research on the airbag system. Central to Honda's culture is the pursuit of people's values and an invitation to think carefully about facilitating creative potential. Honda valued the importance of harnessing creative performance to develop innovative business strategies. Honda's management strategy involves pursuing a goal, selecting the appropriate approach to achieve it, and then prioritizing actions to be taken.

Today, Mr. Kobayashi is a Visiting Professor, Graduate School of International Corporate Strategy, Hitotsubashi University. His 34-year career with Honda includes serving as Vice President of Honda R&D Americas and General Manager of the Corporate Planning Division of Honda Motor Co.

The JAIMS Knowledge Cafe is a lecture series that offers the perspectives of featured leaders who have transformed their organizations by effectively leveraging knowledge. The JAIMS Knowledge Cafe offers a "taste" of best practices in knowledge creation and knowledge-based leadership. Attendees of the lecture series discover business and knowledge management practices for enhancing their own organizations and business operations.

The lecture series is held several times a year in Honolulu and Tokyo. If you would like to receive invitation/announcements for future Knowledge Cafe events, please send your complete contact information to info@jaims.org.

East-West Knowledge Leaders Program



Under the leadership of JAIME President, Dr. Ikujiro Nonaka, JAIME will launch an exciting management program that will be launched in Fall 2008. The East-West Knowledge Leaders Program (EWKLP) synthesizes “global best practices” of the East and West in a Pacific Rim location, with exceptional faculty of international reputation, and a culturally diverse group of participants.

The three-month curriculum is intended to sharpen one’s global business savvy and build confidence for dealing with global situations with a solid academic foundation complemented by a practice-based experiential learning environment. Offering participants a holistic, multidisciplinary approach to managing issues in today’s business environment, the curriculum includes:

- Knowledge Management and Innovation
- Strategy in Emerging Markets
- Financial Markets and Institutions
- Art of Negotiation
- Collaborative Teams
- Marketing Management
- Leadership and Ethics
- Business Law
- Economic and Financial Environments of Global Business
- Hawaii in the Global Society

The instructional team is of international reputation and the pedagogy combines theory with application. Guest lecturers will be invited to share knowledge of and experiences in such topics as East-West Philosophy, IT Innovations, Critical Thinking, and Doing Business in China.

JAIME offers a study option prior to the EWKLP. The Increasing Competencies for International Communication (IC²) Program is a four-week program ideal for those who want to develop a greater appreciation for and confidence in their own communication style. The IC² program focuses on English as an International Language (EIL), where participants gain a deeper knowledge of how English is used around the world. Non-EWKLP participants are welcomed to enroll in the IC² program.

JAIME alumni are encouraged and welcomed to apply for the EWKLP.

For more information on the EWKLP contact JAIME or visit: www.jaimes.org/EWKLP/index.html.

Aloha to the 2006-2007 JEMBA/CHEMBA Class



The 2006-2007 JEMBA/CHEMBA Class

In November, 22 participants of the 2006-2007 Japan-focused MBA (JEMBA) and China-focused MBA (CHEMBA) programs received their JAISMS certificates and University of Hawaii MBA degrees at the commencement exercises held at the Fujitsu Limited headquarters in Tokyo, Japan.

The graduates from Belgium, India, Korea, Malaysia, the Philippines, and the U.S. are the 17th JEMBA and 10th CHEMBA graduating classes.

JAISMS Executive Vice President and Chief Operating Officer, Dr. Blair M. T. Odo welcomed the commencement attendees. Congratulatory messages were delivered by Masamichi Ogura, Corporate Senior Executive Vice President and Chief Financial Officer, Fujitsu Limited; Dr. Ikujiro Nonaka, JAISMS President; and Dr. V. Vance Roley, Dean, Shidler College of Business, University of Hawaii at Manoa. Other speakers included General Manager, JAISMS Promotion Division, Fujitsu Limited, and JAISMS Vice President for Administration Masato Uchida; FINIPED Trustee & Secretary-General Hiroshi Mitsui; and Professor, Business Economics, and JEMBA/CHEMBA Academic Coordinator, Shidler College of Business, University of Hawaii at Manoa, Dr. Jack Suyderhoud.

Professor Tag Murphy, of the MBA-International Business Program, University of Tsukuba delivered the commencement address. He spoke about the challenge of dealing with corruption, which is the biggest obstacle that the graduates will likely face in their careers. Professor Murphy gave examples of recent corruption in China, Japan, and the United States. He asked the graduates, when confronted with something that seems wrong in their business life, to utilize their training and hard-earned education at JAISMS in understanding the wider consequences of business decisions.

Maya K. Nouchi and Naomi Colleen Allan, both from the U.S., represented their JEMBA and CHEMBA classmates with moving Student Addresses.

The FAPSP (Fujitsu Asia Pacific Scholarship Program) and FINIPED (Foundation for International Information Processing Education) scholars were recognized as well as invitees to Beta Gamma Sigma, the national business and management honor society.

After months of hard work, the commencement ceremony marked the beginning of a new chapter in the graduates' careers. As JAISMS and UHM alumni, they are now part of a global network of future leaders. Congratulations to the 2006-2007 JEMBA and CHEMBA's!

The 2007 ICMP Classes

Ocean of Opportunity

Another year in the Intercultural Management Program (ICMP) has come and gone and 54 new graduates from Australia, China, France, India, Indonesia, Japan, Korea, Malaysia, Vietnam, the Philippines and Thailand have joined the proud ranks of the “JAIMS Bond.”

As many of you can attest, the ICMP is not a “vacation in Hawaii” and participants don’t spend their hours on the beach – although most wish they could. The ICMP is an intense, rigorous program that requires effort, concentration and endurance. Those who have graduated, read this and smile, but one of the most valuable aspects of the ICMP is that it challenges people to expand their comfort zones.

Like many of you, the 2007 ICMPs worked hard and rose to the challenge – it is no small feat to complete management training in a foreign language. They supported one another towards a common goal and experienced the truest form of cross-cultural relations ... friendship.

When “foreigners” stop being “foreign” and become friends, people tend to forget they are conducting “international relations.” This happens regularly at JAIMS.

Whether they realize it or not, ICMPs conduct international negotiations on a daily basis to acknowledge differences and move beyond them with respect and open-mindedness. The ability to make harmony out of difference, or even friction, is the true strength of the “international communicator” and the 2007 ICMPs have learned this lesson well.



The ICMP 2007 Fall Class



The ICMP 2007 Spring Class

During the Closing Ceremony of the 2007 Fall ICMP, Commencement Speaker John Creech, Director of International Business Development for Snap-on Tools International LLC, introduced a Hawaiian saying that could well be the mantra for the ICMP, “A fisherman of the shallow sea uses only a short line; a fisherman of the deep sea has a long line.” The saying means that a person with “shallow” knowledge has little, while a person whose knowledge runs deep has an ocean of opportunity.

Those who join the ICMP do so for a purpose and as they overcome the challenges of the program (for each person the challenges are different), they deepen their knowledge and broaden their experience base. Returning to a classroom after years in the workforce is a difficult feat, but by continuing to learn, grow and challenge themselves, ICMPs cast longer lines into even deeper seas.

Congratulations ICMPs, you have set the right course. It may well be a challenging journey but with attitude, optimism, skill and knowledge, yours can be a rich catch.

We wish the best as you search for your own ocean of opportunity.

graduation

Insights on the Fukuda Administration by Dr. Eldridge

In July 2007, Japan's Liberal Democratic Party (LDP) suffered a shocking defeat in the country's Upper House elections. This allowed the main opposition Democratic Party of Japan (DPJ) to take control after decades of virtually continuous LDP rule. In the wake of this defeat and after a series of costly scandals, Prime Minister Shinzo Abe relinquished his seat and the Fukuda administration was thrust to the helm. Two months after the LDP's Upper House defeat, Yasuo Fukuda was named Japan's 91st Prime Minister.

On October 21, 2007, Dr. Robert Eldridge of Osaka University addressed the issues facing the new Fukuda administration in his lecture to the ICMP and JEMBA participants. Dr. Eldridge discussed the many challenges facing the Prime Minister and described Japan's expectations for the new premier. Dr. Eldridge also explained the implications of Mr. Fukuda's administration for regional stability and U.S.-Japan relations.

According to Dr. Eldridge, with Japan's public losing confidence in politics and the established bureaucracy, many see Mr. Fukuda's cabinet as a "make or break administration." Only time will tell.



Dr. Robert D. Eldridge

Dr. Fischer Lectures on Doing Business with China



Dr. William Fischer

Dr. William (Bill) Fischer, Professor of Technology Management at the International Institute for Management Development (IMD) in Lausanne, Switzerland returned to JAIME on January 3, 2008 to lead a two-day discussion on *Doing Business with China* for the ICMP and JEMBA students.

Students were divided into groups and were posed questions based on the readings and presentation. This format provided opportunities for active participation between the students and Dr. Fischer.

To begin his discussion, Dr. Fischer posed the question, "Why is China Important?" The students provided various responses ranging from China's role in the global market to its sheer consumer market size. Dr. Fischer referred to the list of responses throughout his discussion, which centered on China's current situation, growth and changes, and prospects for the future.



Dr. William Fischer and Dr. Blair Odo with ICMP and JEMBA students

Students were challenged to think about their strategies for doing business in China and what it will take to be financially successful. Dr. Fischer touched upon managerial issues on both sides of the competitive divide and talent shortages. He asked the students their opinions on case studies of foreign firms in China, what lessons were learned, and how it might affect their future.

Dr. Fischer is the former President of the China Europe International Business School in Shanghai, the top-ranked MBA institute in China and a joint venture supported by the European Union. He has written extensively on manufacturing, R&D, and technology transfer, and received several awards for teaching excellence. Dr. Fischer is a renowned expert on China business and served as JAIME CHEMBA faculty advisor.

Transitions



Dr. Blair M. T. Odo was appointed Executive Vice President and Chief Operating Officer in July 2007. Previously Dr. Odo served as Vice President for Academic Affairs.



Lori M. Nakano has been promoted to Office Manager in July 2007. Prior to working for JAIMS, Lori was Passenger Service Manager for Japan Airlines.



Butch V. Dela Cruz is the new Corporate Communications Associate. Butch joined JAIMS in October 2007. He previously served as Executive Director of the Aloha Medical Mission.

Francis A. Wong Visits JAIMS

Former JAIMS trustee and long-time JAIMS benefactor, Francis A. Wong and his wife, Mary-Ann, visited JAIMS in November to meet with students and staff, and to affirm his support of the institute.

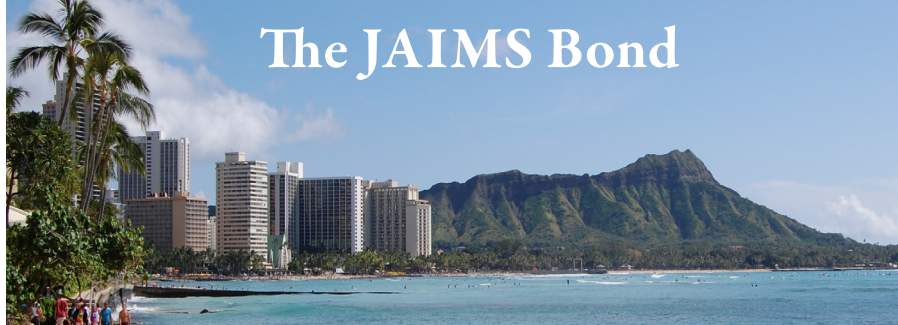
JAIMS participants are familiar with Mr. Wong because of the award he established in his name in 1987. The Francis A. Wong Award recognizes JAIMS participants who exhibit “promising entrepreneurial skills as evidenced by demonstrated initiative and leadership qualities during their attendance as students of JAIMS.”

More than 40 JAIMS participants have received the award since its inception. Awardees are selected by students, faculty, and staff. Each awardee’s name is engraved on the Francis A. Wong Award plaque, which is displayed in perpetuity at JAIMS.



Francis A. and Mary-Ann Wong

Mr. Wong is Founder of Genesis Hotel Development Ltd., a leading provider of corporate hotel development. Mr. Wong was a former State Senator in Hawaii and a former member of the JAIMS Board of Trustees. He has an extensive background in law, finance, real estate development, and urban planning.



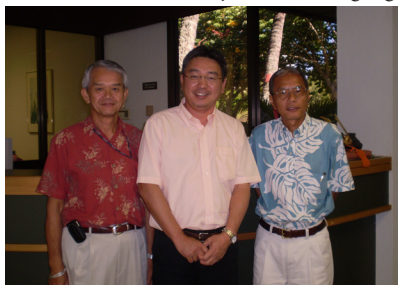
The JAAMS Bond

Alumni Bulletin

AMP

Katsuhiko Furutate (AMP 87F) visited JAAMS with his company in September 2007. He is President of RIGHTS Co. based in Tokyo.

Tadashi Inoue (AMP 84F) worked in California and Australia upon graduating from JAAMS. Presently he is Managing



Director for ASICS Oceania Pty. Ltd. in Sydney. He and his wife, Ikuko, have two children, Eri and Atsuki (pictured with Soutchay Viengkhou and Yutaka Hasegawa).

Haruko Ozeki (AMP 87F) visited JAAMS in September 2007. She is Associate General Counsel and Japan Legal Director for Amazon Japan K.K.

Katsuya Shirota (AMP 89S) and his wife, Chiaki, visited JAAMS in August 2007. He is a department manager for Fujitsu Micro.



Nobuyuki Sugawara (AMP 87F) is employed by Flare Co. in Japan and visited JAAMS in September 2007.

Masanori Tsuji (AMP 74F) works for Fuji Electric Holdings Co. Ltd. in Tokyo, Japan. He visited JAAMS with his wife, Yoshiko, in January 2008 (pictured below with Dr. Odo).

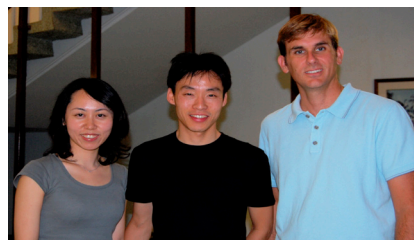


ICMP

Keiko Chida (ICMP 03S) is a consultant for Change Co., Ltd., a corporate training and consulting firm targeting IT professionals in Tokyo, Japan. She visited JAAMS in December 2007.



Junji Fukumori (ICMP 06S) is an Engineering Manager for KYB America LLC, a manufacturer of hydraulic components for mobile equipment in Illinois. He and his wife, Tamaki, visited JAAMS in September 2007. They moved to Chicago for Junji's work (pictured with wife, Tamaki, and Ryan Armstrong).



Mi Jeong (Grace) Hibbitts (ICMP 97F) is an International Broadcaster for the Voice of America in Washington, D.C. She is married to Charles and has twin sons, Taegon Robert and Jaegon William. She visited JAISMS in June of 2007.

Rowena (Weng) Maravilla (ICMP 02S) works for Taylor Associates in Wellington, New Zealand. She visited JAISMS in January 2008 with her fiancé, John Santa Maria.



Atsushi Mimoto (ICMP 05F) is Senior Manager, Financial Management Department of The Sumitomo Trust & Banking Co., Ltd. in Tokyo, Japan. He



visited JAISMS in December 2007 and ran his second Honolulu Marathon (pictured with his mother, Eiko Mimoto, and Roxanne Kam).

Masaki Ono (ICMP 01S) is an Assistant Manager for OSRAM Opto Semiconductors in Yokohama, Japan. He visited JAISMS in December 2007 and climbed to the top of Mauna Kea.

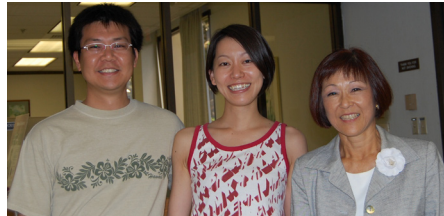


Prapakarn Sahakiatemontre Johnston (ICMP 96F) is a Business Intelligence Consultant for Kinetic Networks. She and her husband, Stephen Johnston, are proud parents of daughter Erin, who was born in August 2006. Prapakarn visited JAISMS in June 2007.

Akito Ohara (ICMP 06S) works for Fujitsu and is engaged to be married in 2008. He visited JAISMS in October 2007 with his parents.



Chiaki (Furuichi) Owada (ICMP 01F) is Fund Manager for Asahi Life Asset



Management Co. In 2006, she married Takayuki Owada. She visited JAISMS in October 2007.

JEMBA/CHEMBA

Kar Shuen (Wendy) Chan (JEMBA 96-97) is Media Director, Asia Pacific, for Louis Vuitton Moet Hennessy in Hong Kong. Wendy visited JAISMS in December 2007.



John Koh (JEMBA 99-00) and wife Janet welcomed their newborn baby girl, Jaslyn Jia Ying Koh, on December 31, 2007. The Koh family plans to move into a new condominium later in the year.



Seth Magarian (JEMBA 04-05) is an HR Generalist for The Hartford in Tokyo, Japan. He visited JAISMS in October 2007 (pictured with Ryan Armstrong).



Carmela (Ella) M. Villaroman (JEMBA 00-01) is Head of the Power and Energy Division for San Miguel Corp. in the Philippines. She visited JAISMS in July 2007.

Andrew Ujiie (JEMBA 93-94) and **Tammy (Witte) Ujiie** (JEMBA 93-94) announced a new addition to their family, Adam Anjiro Ujiie. Adam was born on March 17, 2007, and has two older sisters, Katrina and Amanda.



Joseph Ysasi (CHEMBA 03-04) and wife Rachel are delighted to announce the birth of their son, Austin Jesus Ysasi, who was born in December 2007 in El Dorado, Arkansas.



ALUMNI GATHERINGS

JAISMS Bond Singapore during Fujitsu Family Forum in September 2007 (pictured with Chairman Naoyuki Akikusa, Fujitsu Limited).



JAISMS Bond leadership team meeting at Tokyo's Outback Steakhouse in October 2007 (pictured with Dr. Odo and Dai Sakashita of JJO).



Dr. Odo in Shanghai with CHEMBA alumni in October 2007.



JAISMS Bond leadership team meeting at Tokyo's International House of Japan in November 2007.



The JA²IMS Endowment Fund

The JA²IMS Endowment Fund provides alumni, faculty, staff, students and friends the opportunity to ensure our academic excellence and innovation into the future. The new goal of the JA²IMS Endowment Fund is \$1,000,000 by December 31, 2008. Thanks to the generosity of the donors listed on this page, contributions total \$196,000. Your contributions impact the scholarship, excellence, and legacy of JA²IMS. We appreciate your continued support.

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Aloha Rainbow
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See your country's tax laws for possible tax benefits.*



Keep in Touch!

When our lives take us on different paths, it's easy to lose contact with people who were once very important to us. JAAMS now has two ways to keep (or renew) the connection with your classmates.

The JAAMS Family Forum and JAAMS Job Bulletin are e-mail listservs that allow you to exchange news with all your fellow alumni at once! Just sign up with Admissions Officer Roxanne Kam (rox@jaims.org) or manage your account at http://www.jaims.org/Alumni/Alumni_JFF/html. Then you can send your e-mail to the JAAMS Family Forum or JAAMS

Job Bulletin at jaimsfamily@lists.lava.net or jobs@lists.lava.net, respectively. These forums are only for JAAMS alumni, staff, and students, and messages are filtered before they are released so you won't receive unwanted spam.

Another option is to logon to the JAAMS Online Alumni Database (www.jaims.org/alumnidb/default.asp). Here you can update your own information and search for classmates.

One of the great joys in life is keeping in touch with old friends and classmates, so don't wait for the Global Horizons to share your special milestones and events with each other.



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