

Operational Manual

For the administration of the SYLFF Program



As of September 26, 2008

The Tokyo Foundation

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Introduction

This manual is intended to provide SYLFF program administrators at SYLFF Institutions with practical information and guidance for efficient and effective management of the program. Queries should be addressed to the Scholarship Division of the Tokyo Foundation which is responsible for the overall administration of the program (see contact information at the end of the document).

I. Program

Generally known as SYLFF, the Ryoichi Sasakawa Young Leaders Fellowship Fund was founded in 1987 with the purpose of cultivating and nurturing leaders who can transcend various boundaries—be it geographical, political, cultural, ethnic, or religious—and engage proactively in addressing the challenges of our age at all levels in our community and in the world. It is an outgrowth of the late Ryoichi Sasakawa’s vision that “the world is one family and all mankind are brothers and sisters.”

The SYLFF Program is a collaborative effort between the Nippon Foundation, which provides an endowment of one million U.S. dollars to each institution, and the Tokyo Foundation, which administers the Program. Since its inception in 1987, 68 universities and consortia in 44 countries in the world have received the SYLFF endowments (see the list on p. 16 of this manual). To date, a total of more than 10,000 postgraduate students in the social science and humanities fields have received SYLFF fellowships, many of whom have come to work at the forefronts of society.

SYLFF Fellows (recipients of SYLFF fellowships) are expected to be persons who not only demonstrate academic excellence and mastery of a specialized field but also have leadership potential and are sensitive to the trends of an increasingly complex world, capable of using their intellectual gifts to contribute to society, and are determined to make a long-term commitment to their goals.

One hallmark of this program has been the unusual degree of decentralization of the program administration, based on the commitment of each institution of higher learning to assume responsibility for achieving the overall goals of the program, i.e., to identify and nurture future leaders in various fields who can make positive changes in the society. At the same time, network building is encouraged among the SYLFF Institutions and SYLFF Fellows, and so is cooperation and collaboration with non-SYLFF organizations and individuals.

II. Overall Organizational Structure of the SYLFF Program

The SYLFF Program is a collaborative undertaking of the following organizations:

■ The Nippon Foundation

The Nippon Foundation is the donor of the SYLFF endowment. It was established in 1962 to contribute to maritime development, domestic social welfare and volunteer support, as well as overseas cooperation focusing on improvement of basic human needs, human resource development, and promotion of international collaborative undertakings.

■ The Tokyo Foundation

The Tokyo Foundation, the administrative organization of the SYLFF Program, has two programmatic pillars: 1) policy research and 2) human resource development and scholarship activities. The SYLFF Program is the flagship program among the latter. With regard to the SYLFF Program, the Foundation is responsible for:

- (1) Collaborating with Steering Committees of SYLFF Institutions to maintain efficient and effective administration of the respective SYLFF programs
- (2) Supporting SYLFF Fellows' research activities and encouraging their network by offering various programs and opportunities

■ SYLFF Institutions (SYLFF Steering Committee)

A SYLFF Institution operates the SYLFF Program through a SYLFF Steering Committee consisting of a chairperson and committee members. The committee is responsible for:

- (1) Operation of the fellowship program pertinent to the SYLFF Program (see pp. 3-6) that includes:
 - Provision of fellowships
 - Announcement of fellowships
 - Selection of SYLFF Fellows
 - Communication with SYLFF Fellows and dissemination of SYLFF-related information among them
 - Reporting to the Tokyo Foundation on the status of program management
- (2) Management of the endowment
- (3) Cooperation and collaboration with the Tokyo Foundation on various SYLFF-related programs and activities

III. Program Administration

1. Objective and Scope of the Program

The objective and scope of the fellowship program are stipulated in an appendix to the original Agreement that was signed by the representatives of the Nippon Foundation and the SYLFF Institution, or in the Memorandum of Understanding that was subsequently signed by the representatives of the Tokyo Foundation and the SYLFF Institution.

There are variations among SYLFF Institutions regarding the objective and scope of the SYLFF Program, but overriding guidelines are as specified below:

(1) SYLFF Identity

Each SYLFF Institution has its own program name; some program names have “SYLFF” incorporated in them, while others do not. Regardless of whether “SYLFF” is incorporated in a program name, each institution is requested to make clear that its program is a SYLFF program and that the fellowship recipients are SYLFF Fellows and are part of the global SYLFF network administered by the Tokyo Foundation.

(2) Eligibility

Fellowships are awarded to outstanding graduate students who are enrolled full time with high potential for leadership at local, national, regional and international levels in their private and public lives.

(3) Scope

Scope of fellowships must fall within the parameters of social sciences and humanities although the Tokyo Foundation is by no means recommending that the scope of fellowships be decided on a traditional disciplinary basis. Recognizing the growing tendency toward inter- and multi-disciplinary approaches, the students can be eligible candidates for SYLFF fellowships as long as they obviously approach multi-disciplinary research themes (not only subjectively but also objectively) from a social science and/or humanities perspective. If the SYLFF Steering Committee wishes to change the scope of the program, it is requested to make a written proposal to the Tokyo Foundation before implementing the change, since the scope is contractually agreed to in the original agreement establishing the endowment. Please refer to Section VII (Revision of Agreement) below.

(4) Duration of fellowships

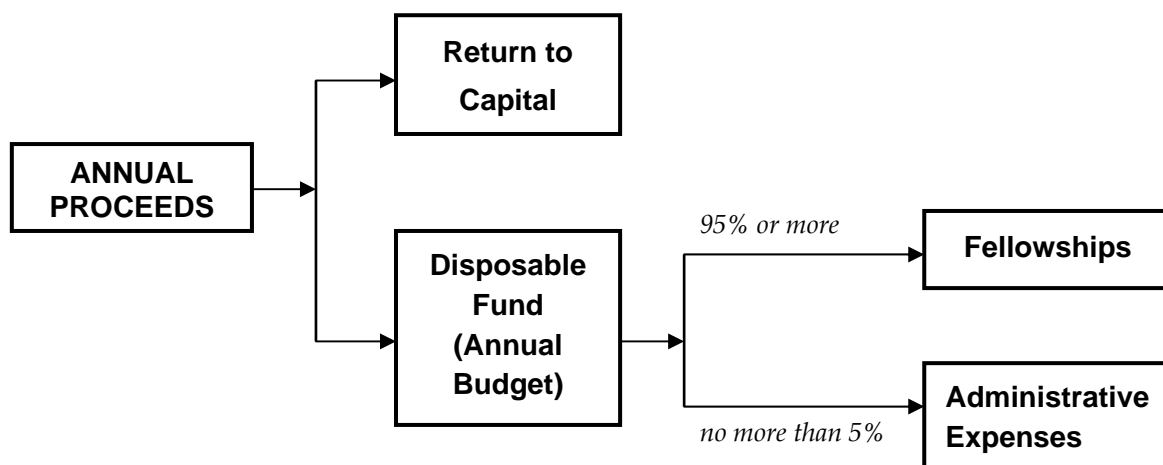
Fellowships may be awarded for a period of up to 3 years provided that the student makes satisfactory progress towards a degree he/she is pursuing. Renewal of fellowships should be based on an evaluation of the student's

progress by the Steering Committee at the end of each academic year.

2. Budgeting

The number and amount of fellowships and administrative fees must be decided annually based upon careful budgeting. Budgeting is an important aspect in the administration of fellowships. Annual budgeting should consider the actual earnings of the previous fiscal years.

In accordance with the Approximate Breakdown of Annual Expenditures specified in the Agreement, each institution is required to reinvest a portion of the annual proceeds back into the capital to protect against inflation and other cases of financial instability. Even when there is no provision about the ratio in the Agreement, the institution is strongly recommended to return a certain portion (20–30%) of the actual earnings to the capital and to use the remaining (70–80%) as the annual budget for fellowships and administrative matters. Administrative expenses should not exceed 5% of the annual budget (see the chart below).



Since the SYLFF fellowships are supposed to be provided to the best and brightest students with high potential for leadership, the amount of the fellowship should be at least comparable to governmental or other highly prestigious scholarships and fellowships.

3. Announcement and Selection

Naturally, selection for fellowships must be open and transparent, that is, the SYLFF Steering Committee shall make fellowship announcements that are accessible by eligible students using posters, flyers, website, institutional/local papers etc. and

conduct a selection on a competition basis. The name “SYLFF” and its aims should be mentioned in the announcement.

Selection of SYLFF Fellows should be based on their academic excellence and leadership potential. Each institution can apply its own criteria to select fellowship recipients.

4. Orientation and Communication with SYLFF Fellows

It is highly recommended that the SYLFF Steering Committee organize an orientation on the SYLFF Program for newly selected SYLFF Fellows to facilitate their understanding and heighten their awareness of the program. For institutions that have a SYLFF Fellows’ association, it is advisable to coordinate with the association in organizing an orientation. The most recent information on the SYLFF Program can be obtained from the SYLFF website at <http://www.sylff.org>.

As mentioned in Section III-1-(1) above, each SYLFF Institution is requested to make sure that the fellowship recipients are well aware of being SYLFF Fellows and part of the global SYLFF network administered by the Tokyo Foundation.

For recognition of SYLFF, the Tokyo Foundation provides space on the foundation’s English website (<http://www.tokyofoundation.org/en>) and the SYLFF exclusive website (<http://www.sylff.org>) where SYLFF faculty members and SYLFF Fellows can directly communicate with each other, share experiences and learning, and in addition reach out beyond the SYLFF community to form partnerships with any group or individual that shares the same values and commitments.

5. Reporting (refer to Appendices following this manual)

(1) Annual Program Report (refer to Appendices 1 and 2)

As stipulated in the original Agreement between the Nippon Foundation and each SYLFF Institution, the Steering Committee is required to submit an annual program report by referring to the instructions below. Since the Tokyo Foundation wishes to publish an almanac of the SYLFF Fellows, information on their research is particularly appreciated.

- Provide total number of fellowships and research grants and total amount of SYLFF awards.
- Describe events/activities (including fellows’ selection process) carried out for SYLFF Fellows. Describe events initiated/implemented by SYLFF Fellows.
- Provide assessment of the immediate past year’s SYLFF program and

activities, e.g. accomplishments, positive outcomes, difficulties encountered, and areas of improvement.

- List estimated total number of fellowships and total amount for the following year. Describe activity plans for the following fiscal/academic year.
- Provide feedback and suggestions to the Tokyo Foundation. Evaluate the performance of the foundation.
- Provide the following information on SYLFF Fellows selected during the immediate past fiscal year (refer to Appendix 2):
 - Name, gender, address, e-mail address, field of specialty, degree sought, research topic, and amount of fellowship
- Update information on the SYLFF Steering Committee members.

(2) Annual Financial Report

Submit your annual financial report consisting of:

- Balance Sheet (refer to Appendix 3)
- Income-Expenditure Statement (refer to Appendix 4)
- Bank Statement showing the most recent amount of endowment
- Auditor's Report proving the validity of the financial report (refer to Appendix 5)

For cases where the SYLFF endowment is pooled with other funds of the institution, please submit the Income Statement as a summary of the performance of the pooled investment.

(3) Deadline for Submission

Submit the above reports within *three to five months after the end of each academic year* (depending on the agreement between your institution and the Nippon Foundation).

6. SYLFF Database

Aside from the above paper reports, please input/update data on SYLFF Fellows and SYLFF Steering Committee members in the foundation's database. This database helps the foundation maintain contact with the SYLFF Steering Committee members and SYLFF Fellows and update them on various programs and opportunities. Please note that an ID and password are necessary to access the database. The Scholarship Division can issue these upon request. For details, please visit the SYLFF website at <http://www.sylff.org>, in the Network Database section. The data on fellows submitted are to be subject to any restrictions in the privacy or protection of personal information laws of the country concerned.

IV. Management of the Endowments

1. Endowment

Management of the SYLFF endowment is as important as fellowship program administration. Stable annual income ensures solid administration of fellowship programs. On the other hand, lack of proper endowment management results in loss of annual income, thereby hampering sound administration of the fellowship program. The purpose of endowment management is to:

- (1) Generate sufficient annual income in accordance with the mid- to long-term planning regarding the fellowship program, and
- (2) Maintain the capital (US\$1 million) permanently while ensuring gradual growth of the capital

Each institution is required to maintain a separate accounting for the SYLFF endowment from other funds of the institution. For cases where the endowment is pooled and invested with other funds, the amount of SYLFF endowment and its annual proceeds must be clearly demarcated.

2. Investment

Based upon the above purpose, the endowment shall be invested in a safe and secure manner into financial assets as agreed at the establishment of the SYLFF endowment. Should the Steering Committee wish to change the investment portfolio, it is requested to submit a written proposal to the Tokyo Foundation. Please refer to Section VI (Revision of Agreement) below.

Pooled investment:

In some instances, pooled investment (the SYLFF endowment being pooled with other funds of the institution) may be approved. Generally, pooled investment is approved when the institution's fund is significantly large enough to achieve higher return by scale, and the fund management is conducted by unit(s) of experts and a code of rules approved by the institution board as transparent and clear on risk and return, responsibilities and accountabilities.

3. Re-investment (also refer to III-2. Budgeting)

It is required that not all annual proceeds are spent, except for such cases in which the SYLFF endowment is pooled with other funds of the university and the use of its proceeds is strictly regulated. A portion of the proceeds must be returned to the capital for re-investment retained in the capital for two reasons: (1) to protect against

inflation and assure sound growth of the capital, and (2) to save for future years when the fund does not generate sufficient proceeds.

V. Revision of Agreement

When the SYLFF Steering Committee wishes to revise the contents of the agreement, including the scope of the program and investment portfolio, it is requested to consult the Tokyo Foundation and submit a written proposal **before** any action is taken. Both parties then discuss the matter, and, upon agreement, sign a Memorandum of Understanding (MOU) to execute the revision.

Minor changes can be made based on agreement by way of an exchange of written correspondence (letter, fax or e-mail) between the chairperson of the SYLFF Steering Committee and the executive director of the Tokyo Foundation's Scholarship Division.

* * *

For further information and inquiries, please contact:

Scholarship Division
The Tokyo Foundation
The Nippon Foundation Bldg. 3rd floor
1-2-2, Akasaka, Minato-ku, Tokyo 107-0052
Phone: +81-(0)3-6229-5503
Fax: +81-(0)3-6229-5507
e-mail: scholarship@tkfd.or.jp
The Tokyo Foundation website: www.tokyofoundation.org/en
SYLFF website: www.sylff.org

Appendices

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* Blank forms of Appendices 1–4 are available on the SYLFF website (www.sylff.org).



The Ryoichi Sasakawa Young Leaders Fellowship Fund

SYLFF Annual Program Report

This report should be signed and submitted by the SYLFF contact person via email, facsimile or airmail within 3 to 5 months (depending on the agreement between your institution and the Nippon Foundation) after the end of every academic year of your institution.

Name of Institution: _____

Academic Year: From (Month) _____ (Year) _____ through (Month) _____ (Year) _____

Total number of fellowships: _____, and research grants : _____.

Total amount of SYLFF award: _____ (indicate currency in which the award was granted)

Please type (single-spaced) your responses to the following questions in the space below:

- (1) Describe events/activities (including fellows' selection process) carried out for SYLFF fellows.

- (2) Describe events initiated/implemented by SYLFF fellows.

- (3) How do you assess the immediate past year's SYLFF program and activities, e.g., accomplishments, positive outcomes, difficulties encountered, and areas of improvement?

- (4) Write your comments and/or suggestions to the Tokyo Foundation for improving the SYLFF Program.

- (5) Please update the information on the SYFLF steering committee members. (Please use a separate sheet if that is more convenient.)

This report has been completed by:

(Name)

(Title)

Date of completion

Signature

* * *

Please complete and submit this form to:
Scholarship Division, The Tokyo Foundation
The Nippon Foundation Building, 3rd Floor
1-2-2 Akasaka, Minato-ku, Tokyo 107-0052 Japan
Tel: +81-3-6229-5503
Fax: +81-3-6229-5507
E-mail: scholarship@tkfd.or.jp

[Sample Balance Sheet]

ABC University
The Sasakawa Young Leaders Fellowship Fund (SYLFF)

BALANCE SHEET as of 31 December 2007

Currency: US\$

ASSETS	2007	2006	2005
Cash and deposits	13,175	10,200	4,725
Marketable securities at market value (Note1)	1,053,725	1,035,400	1,017,575
US Dollar Denominated Assets			
Bond	1,053,725	1,035,400	1,017,575
Equity	0	0	0
Others	0	0	0
Euro Denominated Assets			
Bond	0	0	0
Equity	0	0	0
Others	0	0	0
Other Denominated Assets (Currency:)			
Bond	0	0	0
Equity	0	0	0
Others	0	0	0
Receivables (Note 2)	0	0	0
Total Assets	1,066,900	1,045,600	1,022,300

LIABILITIES AND FUND'S EQUITY	2007	2006	2005
Payables (Note 3)	—	—	—
Total Liabilities	—	—	—
Capital of the Fund (Note 4)	1,053,725	1,035,400	1,017,575
Retained earnings	13,175	10,200	4,725
Total Fund's Equity	1,066,900	1,045,600	1,022,300
TOTAL LIABILITIES AND FUND'S EQUITY	1,066,900	1,045,600	1,022,300

Note 1: MARKETABLE SECURITIES AT MARKET VALUE: Long term (more than 12 month) marketable securities adjusted by realized and unrealized gains [losses]

Please specify allocations of the fund, and convert all figures into US Dollars.

Note 2: RECEIVABLES: Withholding tax recoverable, accrued interest receivable, etc.

Note 3: PAYABLES: Fellowships to be disbursed, etc.

Note 4: CAPITAL OF THE FUND:	Capital at the beginning:	1,000,000
	Increase for 2004	17,575
	Increase for 2005	17,825
	Increase for 2006	18,325
	Capital as of <u>31 December 2007</u>	1,053,725

*** Please attach a statement issued by the financial institution handling the fund, which certifies the amount noted above.**

[Sample Income-Expenditure Statement]

ABC University
The Sasakawa Young Leaders Fellowship Fund (SYLFF)

INCOME-EXPENDITURE STATEMENT
 for the year ended 31 December 2007

Currency: US\$

REVENUES	2007	2006	2005
Interest on bank deposit	300	300	300
Interest on bonds	73,000	71,000	70,000
Net gain on securities	0	0	0
Other income (Note 1)	0	0	0
TOTAL	73,300	71,300	70,300

EXPENSES	2007	2006	2005
Fellowships granted (Note 2)	50,000	46,000	46,000
Management fees	1,000	1,000	1,000
Bank charges	300	300	300
Other administrative expenses	700	700	700
TOTAL	52,000	48,000	48,000

	2007	2006	2005
EXCESS OF INCOME OVER EXPENDITURE	21,300	23,300	22,300
Earnings carried forward	10,200	4,725	0
Attribution for increase of capital (Note 3)	18,325	17,825	17,575
SURPLUS AT END OF YEAR	13,175	10,200	4,725

Note 1: OTHER INCOME: withholding tax recoverable, etc.

Note 2: FELLOWSHIPS GRANTED: Fellowships and grants, etc.

Note 3: ATTRIBUTION FOR INCREASE OF CAPITAL is normally expected to be between 20 to 30 percent of the return on investment of the fund.



The Ryoichi Sasakawa Young Leaders Fellowship Fund

**Auditor's Report
(sample)**

To the Chairperson of the Steering Committee
The Sasakawa Young Leaders Fellowship Fund (SYLFF)
ABC University

We have audited the accompanying balance sheet of ABC University - The Ryoichi Sasakawa Young Leaders Fellowship Fund (the "Fund") as of 31 December 2007, and the related statement of income for the financial year then ended. These financial statements are the responsibility of the Fund's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Fund as of 31 December 2007 and the results of its operations for the year then ended in accordance with generally accepted accounting principles.

[Name and Signature of Auditor]

(Name) John Smith, Certified Public Accountant

Date

Signature

LIST OF SYLFF INSTITUTIONS

Australia

- Australian School of Business at the University of New South Wales

Austria

- University of Music and Performing Arts Vienna

Brazil

- University of São Paulo

Bulgaria

- Sofia University "St. Kliment Ohridski"

Canada

- York University

Chile

- University of Chile

China

- Chongqing University
- Fudan University
- Inner Mongolia University
- Jilin University
- Lanzhou University
- Nanjing University
- Peking University
- Sun Yat-sen University
- Xinjiang University
- Yunnan University

Czech Republic

- Charles University

Denmark

- University of Copenhagen

Egypt

- The American University in Cairo

Fiji

- The University of the South Pacific

Finland

- University of Helsinki

France

- Conservatoire national supérieur de musique et de danse de Paris
- INSEAD

Germany

- Ruhr University Bochum
- University of Leipzig

Greece

- National and Kapodistrian University of Athens

Hungary

- Hungarian Academy of Sciences*
Corvinus University of Budapest
Debrecen University of Arts and Sciences
Eötvös Loránd University of Arts and Sciences
Szeged University of Arts and Sciences
University of Pecs

India

- Jadavpur University
- Jawaharlal Nehru University

Indonesia

- Gadjah Mada University
- University of Indonesia

Israel

- Ben-Gurion University of the Negev

Italy

- Institute of Political Education "Pedro Arrupe"

Japan

- Keio University
- Waseda University

Jordan

- University of Jordan

Kenya

- University of Nairobi

Latvia

- University of Latvia

Malaysia

- University of Malaya

Mexico

- El Colegio de México

Mongolia

- Academy of Management

The Netherlands

- Utrecht University

New Zealand

- Massey University*
Auckland University of Technology
Lincoln University
University of Auckland
University of Canterbury
University of Otago
University of Waikato
Victoria University of Wellington

Norway

- University of Oslo

The Philippines

- Ateneo de Manila University

Poland

- Jagiellonian University

Portugal

- University of Coimbra

Serbia

- University of Belgrade

Slovakia

- Comenius University in Bratislava

South Africa

- University of the Western Cape

Spain

- University of Deusto

Sweden

- Uppsala University

Switzerland

- The Graduate Institute of International Studies

Thailand

- Chiang Mai University

Turkey

- Ankara University

United Kingdom

- University of Sussex

USA

- Columbia University
- Howard University
- Oregon University System*
Eastern Oregon State University
Oregon Institute of Technology
Oregon State University
Portland State University
Southern Oregon State University
University of Oregon
Western Oregon State University
- Princeton University
- The Juilliard School
- The University of Texas at Austin
- The Fletcher School of Law and Diplomacy, Tufts University
- University of California, Berkeley
- University of California, San Diego
- University of Michigan
- Yale University

Vietnam

- Vietnam National University, Hanoi*
Vietnam National University, Hochiminh City

*This institution administers the SYLFF endowment on behalf of the university(ies) listed below.