



ANNUAL REPORT

20¹⁷₁₈



学校法人ユナイテッド・ワールド・カレッジISAKジャパン
長野県北佐久郡軽井沢町長倉5827-136
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UWC ISAK Japan
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A SHARED MISSION

UWC makes education a force to unite people, nations and cultures for peace and a sustainable future

UWC ISAK JAPAN'S UNIQUE IDENTITY

ISAK Japan empowers students to become transformational leaders who explore new frontiers for the greater good of Asia and beyond



OUR LEADERSHIP

“The best way to predict the future is to create it.” - Abraham Lincoln

It has indeed been a long journey since I first met Taniya-san in 2007. In 2008, we had a dream that only a handful of us shared: to establish a school that empowers all of our community members to become transformational leaders who explore new frontiers and tackle challenges in the real world.

It was extremely hard to raise funds then due to the financial crisis that affected the world, but we knew we had to start somewhere. We consequently offered a summer school in 2010, and when we thought we finally started to see a bit of hope in 2011, the Tohoku Earthquake devastated Japan. Even in 2012, very few others believed that a school of this magnitude could open.

Here we stand today – as a community with 170 students from 53 countries, growing into 190 students from 72 countries next school year, supported by over 70 faculty and staff members gathering from 15 countries around the world. We pride ourselves on being the only school in Japan that ensures embracing “true” diversity by offering scholarships to nearly 70% of our student body. I cannot thank you all enough for your support throughout those ten years and for your continued enthusiasm and trust in our educational movement.

A UNITING FORCE IN A DIVIDING WORLD

UWC’s mission of making education a force to unite people, cultures, and nations is more relevant than ever. In today’s world, many of the conflicts are arising not necessarily because of national borders, but more often from the divide between haves and have-nots, different religious believes, or historical perspectives. We need more people who can embrace and celebrate diversity instead of attacking and eliminating others with different perspectives.

A RAPIDLY CHANGING AND UNPREDICTABLE WORLD NEEDS INNOVATIVE SOLUTIONS AND LEADERSHIP

A rapidly changing and unpredictable world needs transformational leaders who can ask themselves - without being constrained by the social norms or expectations - what is most important to them and what is truly needed by the world. Unless it is something that you feel deeply passionate (or frustrated) about, it is quite hard for us to pursue it with resilience. We do not have to be wanting to be leaders. As Frederick Buechner said, if and when our deepest gladness meets with the world’s deepest hunger, you move mountains (and become a leader as a result). It is our hope that our students' lifelong quest of their “deepest gladness” begins here with us.

The future is unpredictable, for sure, but that’s an exciting thing! We can either prepare ourselves for this rapidly changing world and be ready to take on any wave of change that comes our way or, we can even invent the future so that it is predictable. I feel extremely fortunate that we are a community that believes in the power of making the impossible, possible.



LIN
KOBAYASHI

MESSAGE FROM THE
CHAIR OF THE BOARD



MAMORU TANIYA

REPRESENTATIVE FOUNDER'S MESSAGE

I had long dreamt of setting up a school where students from both developing and developed countries would live and study together with the aim of making the world a better place. For almost as long, I'd been looking for the person who could devote themselves to making it happen. Luckily, 11 years ago I met Lin and our journey began. Our vision was to fill the gap between education and the real world, which is why we identified and focused on design thinking and mindfulness leadership.

In spite of an extremely challenging period following the financial crisis as well as many regulatory restrictions, this dream has finally come true through the tremendous support of our many stakeholders, including our 100 founders, our Head of School Rod Jemison, members of the faculty, staff and other supporters and, of course, our incredible students.

In 2017, we became UWC ISAK Japan and are very proud to be the newest member of the UWC movement, sharing its mission to unite people, nations and cultures for peace and a sustainable future.

Highlights for me from these past 10 years include our first and only ISAK graduating class in 2017 and first ever UWC ISAK Japan class in 2018. Both graduation ceremonies were deeply moving and convinced me that the lives of our students were completely changed by their experience at school and someday they will make the world a better place.

But it is not just the students that have been learning. We have learned so much from the students too. In fact, one member of this year's graduating class said to me that when they first arrived at our school their goal was to change the opinions of others, but found it impossible because of the many different backgrounds and beliefs. But now, rather than trying to change people's opinions they focus on including people from a variety of backgrounds, opinions, and ways of thinking and working together to make a better future. This was a very powerful lesson.

Today there are so many complicated situations in the world, but I believe our graduates will help create a better future by uniting people around the world. Our Motto is "One Life. Realize Your Potential. Be a Catalyst for Positive Change." One Life has a double meaning. The first is that you have only one life to live. The second meaning is Oneness, meaning that we are all one—people, animals, plants, the whole earth, the entire universe.

In step with our motto, I truly believe our students will express themselves fully in their one precious life to unite people all over the world and to help make the world a better place.



RODERICK JEMISON

MESSAGE FROM THE HEAD OF SCHOOL

I vividly remember the day I arrived at the future site of UWC ISAK Japan!!! It was hard to imagine - almost inconceivable - six years later what is currently here today; seven buildings, a home for the Head of School, and three future edifices that will be the home for 200 students, and more than 75 faculty/staff. Our current physical plant and success are directly due to the sheer passion and determination of Lin Kobayashi and Mamoru Taniya to create a school community that would change the lives of young people forever. We sincerely appreciate the leadership and dedication of the members of our board, who unconditionally believe in the mission and vision of UWC ISAK Japan.

More exciting has been the ability of our Founders to contribute their resources - both financially and personally - to ensure we have the essential ingredients to empower our community members to become transformational leaders. Their enthusiasm, passion, and excitement continue to drive all of us to be better people and make a significant difference in the world we live in - THANK YOU! Reflecting on my 25 years in education, I have never seen a community more invested in their institution.

As we begin our fifth year as a school, we can certainly be ecstatic about how far we have come and what the future holds for UWC ISAK Japan. And while we certainly must take time to celebrate these enormous accomplishments, we all agree that there is tremendous room for growth and we must continue to focus on our four core values: identifying what's important and needed; using diversity as a strength; taking action in the face discomfort, and; supporting others in their actions.

I want to show my sincere appreciation for all that you have done to make this school such a success. More importantly, I look forward to working with you to ensure UWC ISAK Japan remains a beacon of hope for everyone looking to change this world for the better.



OUR COMMUNITY

170

STUDENTS FROM 57 COUNTRIES

30

FACULTY FROM 10 COUNTRIES

40

STAFF FROM 5 COUNTRIES

70

PERCENT OF STUDENTS RECEIVING
FULL OR PARTIAL FINANCIAL AID

UWC ISAK
COMMUNITY
(2017-18)





OUR ALUMNI



**HIMANSHU
BHURTEL**
CLASS OF 2017



Images courtesy of ISAK'S Project Nepal (www.isakpronepal.org)

I vividly remember the afternoon ISAK's Project Nepal started. It was a chilly Saturday afternoon in late April 2015. I was lying under a kotatsu, scrolling through my Facebook feed when I started seeing post after post about an earthquake in Nepal. As soon as I confirmed it was true I ran to tell my fellow Nepalese students.

We knew we had to do something so we came up with a plan to raise money. We felt even a little contribution could make a difference so we just set a goal of raising about 10,000 JPY from the ISAK community. But the more people we talked to the more they encouraged us to think bigger. So we set a new goal of 100,000 JPY.

To reach our new goal we knew we needed to talk to as many people as possible, but as we did, we found the community rally around us, asking how they can help and encourage us to continue to think bigger. So we raised our target to 1,000,000 JPY, 100x our original goal. By the end of our first phase of fundraising to this new goal, we actually achieved 4,000,000 JPY!

The community and donor support was an incredible start, but we had a lot of work to do to ensure the funds and resources actually made it to the people that needed it. We faced bureaucratic and logistic challenges, but through passion,

perseverance, and teamwork, we were able to help impact and improve the lives of thousands of Nepalese by building temporary learning centers, funding medical supplies, and assisting with medical support, among other activities.

We were honored that ISAK's Project Nepal was recognized by the former President of Nepal on behalf of the Let's Build School's Campaign and to be awarded the "Young Future Potential Leaders for Effective Community Support" by the Karuizawa Rotary Club, but the most important thing for our team was—and continues to be—making an actual difference. Personally, I am thrilled to see how ISAK's Project Nepal has been taken up by new generations of ISAKers, who are making it their own, yet remaining true to the project's and the school's original vision.

ISAK's Project Nepal taught me many things. Among those lessons is the importance of just doing something when you see a need and how incredibly powerful the ISAK community can be in incubating an idea. It was then that I fully understood the importance and potential of the ISAK community in helping to change the world for the better.



YUNA
SAKATANI
CLASS OF 2017

I grew up in Japan and despite going to an international school for a few years, I didn't have a lot of experience engaging with international cultures. But that all changed when I came to ISAK.

I remember a conversation that emerged in English class. We were discussing sexism and some of the students pointed out that Japan was a sexist culture, in their opinion. They pointed to the expected roles for women, from office ladies serving tea to becoming a housewife.

I wasn't offended that they felt this way, but I was really confused. Throughout my childhood I dreamed of one day getting married, taking on my husband's family name, and fulfilling these societal expectations, just as my classmates had pointed out. I was surprised and confused to learn that people from other cultures considered these societal expectations sexist.

The experience first taught me the importance of not being offended by someone else's opinion, which can shut off dialogue. The second thing I learned was that by looking at my culture through the eyes of others I could learn so much and could develop insights I would never get otherwise.

I find that I am using the tools and knowledge I picked up at ISAK to navigate the complex issues I face at university and to teach others, including ISAK Summer School students, the incredible importance of perspective.



DYLAN
OSHIMA
CLASS OF 2017

I originally came to ISAK for Summer School and it was a life-changing experience. I loved the teachers, the culture and the focus on mindful leadership. So, despite the fact that the high school was still just an idea and had no track record, I knew that ISAK was where I wanted to invest the next three years of my life. So, I applied and ... was shortlisted!

Thankfully, the story didn't end there and I eventually got my offer of acceptance and financial support and my journey began. I had high expectations, but my three years in Karuizawa helped make me who I am. Not a day goes by where I don't reflect on how fortunate I am to have attended ISAK and to have benefitted from the financial assistance and support of ISAK's incredible donors.

I am currently having an incredible time studying at the University of Edinburgh. Aside from my part-time job working for a company creating blockchain applications on the Ethereum network, I am involved in the Edinburgh Computer Science Society, where I organize and facilitate many events, and work with a number of big tech companies to reach out to students. I've participated in several 24-hour hackathons and was even flown in by Manchester University's Computer Science Society and was invited to the J.P. Morgan Chase "Code for Good" hackathon. I have learned so much and met so many talented individuals by participating in these hackathons.

The UWC alumni network has already proven to be invaluable as I have made connections with many fellow UWC alumni in Edinburgh due to our shared bond. But as an alumnus of UWC ISAK Japan, in particular, I feel I have a duty to give back to the community. I may not yet have a lot of financial treasure to contribute, but I am more than happy to give my time and my talent, where it exists, to summer school and other initiatives to help ISAK continue to be a beacon of hope.

I hope to see others like me attend UWC ISAK Japan so that they too can understand that it is possible to shape the world around you if you just have the will to do something and you take the initiative (and you always remember to thank the people who helped you get where you are).



ALINA
GOH
CLASS OF 2018

I remember one time when everyone in our dorm was gathering to celebrate someone's birthday. Everyone came, except one student, who said that birthdays are not celebrated in her religion. It really forced me to step back and think about diversity. I realized that living in diversity is about learning from each other and being able to co-exist, despite our different views and traditions. Before this event, I assumed that everyone generally lives the same as I do. But something as apparently simple as celebrating a birthday helped me become more aware of our differences.

On another occasion over dinner one day, a fellow student expressed an opinion that was different (and probably not a popular one). At first I thought that other students would step in and stop them, but they actually said, "let's talk about it." I felt it was a perfect illustration of diversity. In my three years at UWC ISAK Japan, I learned that the important thing was not whether views and opinions were "right" or "wrong", but that we need to acknowledge and explore different perspectives, even if you can't agree.

Before I came to ISAK, I was on a very safe and stable academic path in Singapore. I attended a top school and all my friends and family were there. So stepping off the safety of that path and joining ISAK, which had almost no track record at that point, was the single biggest risk I had ever taken. It was both an incredible blessing and a massive challenge. Without a doubt, ISAK gave me a much better perspective on what options are available and it prepared me for whatever might come next. I can honestly say that without this school and community I would be a very different person.



AUSTRALIA
University of Melbourne

BELGIUM
Vrije Universiteit Brussel
Hague University
of Applied Science

CANADA
Queen's University
Quest University
St. Thomas University in Canada
Trent University
University of British Columbia
University of Toronto

HONG KONG
Chinese University of Hong Kong
University of Hong Kong

INDIA
Azim Premji University
OP Jindal University

ITALY
Bocconi University

JAPAN
Asia Pacific University
International Christian University
Keio University
Okayama University
Osaka University
Sophia University
Tokyo International University
Waseda University

KAZAKHSTAN
KIMEP University

NETHERLANDS
University of Amsterdam

University of Groningen
University of Maastricht

SINGAPORE
Yale NUS

SOUTH KOREA
Yonsei University

THAILAND
Faculty of Medicine
Ramathibodi Hospital at
Mahidol University

TURKEY
The Middle Eastern Technical Univ.

UK
University of Aberdeen
King's College London
London School of Economics
Newcastle University
Queen Mary University
St. George's University
Swansea University
The University of Edinburgh
The University of Manchester
University College London
University of Bath
University of Bristol
University of Essex
University of Huddersfield
University of Leicester
University of Liverpool
University of Rochester
University of Sheffield
University of St. Andrews
University of Strathclyde
The University of Surrey
University of the Arts London

University of Warwick
University of York

UNITED ARAB EMIRATES
New York University Abu Dhabi

UNITED STATES
Agnes Scott College
Amherst College
Barry College
Beloit College
Berklee College of Music
Boston College
Boston University
Bowdoin College
Brown University
Centre College
Clark University
Colby College
Davidson College
Depauw University
Drexel University
Durham University
Earlham College
Fordham University
Franklin & Marshall College
Haverford College
Hult Business School
Juniata College
Kalamazoo College
Kenyon College
Lake Forest College
Lehigh University
Lewis and Clark
Loyola Marymount University
Luther College
Macalester College
Middlebury College
Millsaps College
Mt. Holyoke College

New York Institute of Technology
New Jersey Institute of Technology
Northeastern University
Northwestern University
New York University**Occidental College**
Pace University, New York City
Purdue University (College of Science)
Ramapo College of New Jersey
Rensselaer Polytechnic Institute
Rochester Institute of Technology
Rollins College
Saint Mary's College of California
Sarah Lawrence College
Seton Hall University
Skidmore College
Smith College
SUNY College at Geneseo
Suffolk University
Tufts University
University of California-Davis
University of California-Santa Barbara
University of California-Santa Clara
University of California-Santa Cruz
University of Massachusetts Boston
University of Puget Sound
University of Richmond
University of Rochester
University of South Florida
University of Utah
University of Vermont
University of Washington
Vanderbilt University
Wagner College
Wartburg College
Washington and Lee University
Whitworth University

GAP YEAR
Global Citizen Gap Year

UNIVERSITY ACCEPTANCES CLASS OF 2017

(matriculations in bold)



HONORARY ADVISOR

Her Imperial Highness Princess Takamado

BOARD OF DIRECTORS

Lin Kobayashi (CHAIR)
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Roderick Jemison
Hidehiro Imatsu
Makoto Takano
Paul McInerney
Kimiya Yamamoto
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Masakazu Yanagisawa

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Mamoru Taniya
Kimiya Yamamoto
Masakazu Yanagisawa

UWC ISAK GOVERNANCE (2017-18)





FOUNDERS

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Yasushi Fujita
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SECOM Co., Ltd.
LIXIL Group Corporation
Shigeyuki Mito, TMI Associates
Morrison & Foerster/Ito & Mitomi
IDEO Tokyo
Panasonic Corporation

UWC ISAK GOVERNANCE (2017-18)





OUR FINANCES

FY2017 APRIL 1, 2017 -
MARCH 31, 2018

PROFIT & LOSS SUMMARY

Educational Activities	Tuition related revenues	548,744,418
	Donation	175,069,516
	Subsidy from local government	359,753,472
	of which *Hometown Tax Donation Program (Furusato Nozei)	333,289,000
	Revenues for Supporting Activities (including boarding fee)	222,240,380
	Other Revenues	18,376,175
	Tuition related revenues	548,744,418
	Educational Activities Total Income	1,324,183,961
	Personnel Expenses	452,178,862
	Educational Expenses	612,723,153
Other Activities	of which financial assistance to students	362,419,369
	Administrative Expenses	182,784,786
	Educational Activities Total Expenses	1,247,686,801
	Educational Activities Net Income	76,497,160
	Other Activities Revenues	4,054,097
	Other Activities Expenses	19,880,434
	Other Activities Net Income	(15,826,337)
	Recurring Net Income	60,670,823

* Hometown Tax Donation Program is called "Furusato Nozei" and is a tax incentive scheme by the Japanese government to support the development of municipalities.

BALANCE SHEET SUMMARY

Assets	
Fixed Assets	2,441,796,724
Tangible Fixed Assets	1,582,252,515
Land	67,518,798
Buildings	1,428,524,921
Other Tangible Assets	18,816,449
Specified Assets	805,448,599
Reserve for Facilities	17,000,000
Reserves for Financial Assistance	788,448,599
Other Fixed Assets	54,095,610
Current Assets	554,217,999
Cash	536,972,591
Other Current Assets	2,473,765
Total Assets	2,996,014,723
Liabilities	
Fixed Liabilities	1,031,581,039
Long-term Debt	300,000,000
School Bonds	520,000,000
Others	211,581,039
Current Liabilities	193,050,450
Liabilities Total	1,224,631,489
Net Asset	
Endowment	1,445,137,153
No 1 Endowment	1,363,137,153
No 4 Endowment	82,000,000
Carry over to Endowment	326,246,081
Net Asset Total	1,771,383,234
Liabilities and Net Asset Total	2,996,014,723