Shinjuku Mitsui Building 37F • 2-1-1 Nishi-Shinjuku • Shinjuku-ku • Tokyo 163-0437, Japan • Tel: (03) 3344-1701 • Fax: (03) 3342-6911

Globalization of the Social Environment and Foundation Activities

Thoughts on My Appointment as Chairman



Tatsuro Toyoda Chairman

Last July I assumed the position of Chairman of the Toyota Foundation. It has been almost half a year since then, and the Foundation has been busy with a range of activities: meetings of the Board of Directors, a Foundation-sponsored exhibition of ancient Chinese lacquerware, and ceremonies to award grant money, to name a few. Through my direct involvement in these activities, I have been able to broaden my understanding of the philanthropic role played by the Toyota Foundation. I have also been contemplating the direction in which that role should develop in the future, approaching the question from a perspective somewhat different from the business management with which I am most familiar.

I am very pleased that Shosaburo Kimura has filled the position of President. The Foundation will surely benefit from the guidance of Professor Kimura, a scholar of deep knowledge and insight.

Since its inception 24 years ago, the Toyota Foundation has provided steady support for researchers, as well as for efforts to develop a wide range of proposals and activities aimed at dealing with contemporary social problems. I believe it is fair to say that the Foundation has endeavored to run its operations fairly, openly, and professionally, thus fulfilling its responsibilities as a public institution. We began operating in this manner at a time when this management style was not widespread in Japan; I believe the Toyota Foundation has been significant in this respect.

There are numerous large grant-making foundations in the United States, where they enjoy significant recognition within society. Our foundation still has a way to go before we can reach that level of recognition in Japan. Even so, it seems to me that what the Toyota Foundation has accomplished in Japan's social environment should prove to be a great asset for our society in the years to come.

Japan's financial and other systems have recently been the object of increasing criticism, and debate is now centering on the need to bring them in line with global standards. The operations of foundations and corporate philanthropic activities have a relatively short history in Japan. Unless they too are advanced on a firm, sustainable footing, it will not always be easy to earn understanding and praise from the world for them. I believe that in the future, we will be called on more and more to adhere to global standards in our approach to our work.

During the time I spent in the United States, I felt very strongly the pride the American people have in their philanthropic activities, which they see as part of their culture. Indeed, in a society where different peoples and cultures live together, foundation-sponsored activities—as a representation of individual drive, or as a form of people's development—have tremendous significance. In Japan, too, recent years have seen society come to face more complex, more serious problems that cannot be handled only by government and business, as in the past. In response to these problems, I believe it will be most important to push forward with this framework of activities carried out by volunteers, citizen groups, nongovernmental organizations, and foundations, with the aim not of producing profits but of contributing to

I would also like to look more closely at the relationship between corporate foundations and the philanthropic activities carried out by companies themselves. The European Foundation Centre classifies the Toyota Foundation as an "independent corporate foundation." This classification, which I find quite interesting, signifies that while our Board of Directors has a free hand in management, our funding comes from a corporate source.

Generally speaking, I think the relationship between a corporate foundation and its sponsor is one that must be approached rather delicately. The primary concern is that the foundation secure its independence in terms of governance. Recent trends, however, have seen companies themselves become more involved in activities contributing to society or the arts, and they are adopting environmentally aware approaches to their corporate activities, leading to some degree of duplication between corporate and foundation spheres. Although I do think there is a significant difference in how the two types of organization approach the same problems, I also see great potential in certain fields where the two can form networks and share experience. This sort of beneficial interchange between companies and foundations will take on more importance in the

In closing, I would like to express my deepest thanks to the many people who have made the Toyota Foundation what it is today: the directors, trustees, selection-committee members, and also the many grant recipients who achieved so much with Foundation funding. I intend to do my best to carry out my duties in a manner worthy of the Toyota Foundation, and I ask for everyone's continued support for my efforts. Thank you.

Toward a Century of Love and the Senses

Thoughts on My Appointment as President



Shosaburo Kimura President

I was recently named President of the Toyota Foundation. Let me take this opportunity to expound on some of the aspects of the Foundation's activities.

Getting Along with People, Nature, and the Past The twentieth century has been an era of scientific and technological development, where emphasis has been placed on functionality, economy, and efficiency. In a broader sense, though, the entire globe has now seen this technological civilization reach maturity; I believe this marks a turning point between an endless push toward materialistic development and the birth of a new age and new systems of values

In simple terms, this will mean placing weight on mutual appreciation through which every member of society is happy. I see this as the approach to a century of love. First, of course, this means humans having love for one another. We will have to make friends everywhere, particularly across national borders.

Second, we must rekindle our friendship with nature. This will involve becoming closer to the natural environment in all its forms, working with it to nurture our common wisdom for living in harmony.

Last, we have to develop friendship with the people of the past. We must achieve an understanding of the various senses of beauty held by those who came before us, as well as their courage and their wisdom concerning life and living. As we uncover these facets of our past we must work to carry them into our future. These three relationships of love—these symbiotic friendships—are what will help us create new wisdom and joy for the twenty-first century.

An Age of Arts and Culture

Young people in Japan nowadays do not show a tremendous interest in economic or political matters. Instead, they have come to pour great enthusiasm into sports, volunteerism, and artistic and cultural activities. They are deeply moved by things of beauty, and they carry out activities in their own way, interacting and communicating with one another and, in doing so, creating new wisdom. They are also touched by the suffering of humanity, and they seek ways to serve, to help alleviate it—and gain their own happiness in the process. I feel that this love is coming to play a major role in the lives of young people around the globe. And in each and every country, culture and the arts are coming to hold much more meaning.

This is, in a way, a throwback to premodern times. In pre-World War II Japan, for example, members of landowning families would gather the children of the local farmworkers and teach them to sing to the accompaniment of an organ. Landowners would also import the latest agricultural technologies from

America and instruct the farmers in their use; and if disease threatened the farms, they would go to work scattering disinfectant powder. Landowners took on all these tasks on a volunteer basis, a fact that explains why the farmers were grateful enough to serve under them and perform the agricultural labors on their land.

In the Edo period (1600–1868), people delighted in "flowers" of all kinds: gatherings to enjoy the cherry blossoms in bloom and festivals of fireworks—"blossoms of fire" in Japanese. Indeed, two major features of life in the great city that is now called Tokyo—fires and fights—were called "the flowers of Edo." This was a beautiful way of life, infused with flowers. And people in those days went on pilgrimages, paying visits to such distant sites as the shrines of Ise, exercising their bodies—in a word, engaging in sports.

Restoring the Senses

In rethinking the course humanity has taken during the modern era, a "restoration of the senses" will be most important. Humans require food, clothing, and shelter: To look at just clothing, today's fashion shows concentrate solely on design and color—in short, on the visual aspects of the clothing. In the premodern era, though, more attention was paid to the sense of touch, or how the clothes felt draped on the body; to the sense of smell, when robes were perfumed with burned incense; and to the sense of hearing, whether the clothes made a pleasant sound when the wearer moved. Things were appreciated from all the sensual perspectives. It is only recently that we have used our eyes alone as our windows on the world. I believe that we must move toward fashion shows aimed at all the five senses.

I believe that even that sense of sight will eventually depend on eyes tied not so much to the mind as to the soul. The churches of Europe often have ceilings decorated with religious art, such as Michelangelo's Last Judgment in the Sistine Chapel. In modern times we have seen these frescos on educational television programs, through the lens of a camera and with the aid of scaffolding and lighting. But these works of art were originally intended to be viewed from below.

The doors to these churches all face the west, and as the sun sets in the evening, the section of the frescos framed by sunlight shifts from left to right. A mural may, for instance, first depict a soul rising from the coffin of a dead person on the left; the illumination then moves across the tableau, showing

Christ judging the soul in the center, and then the torments of hell to the right. It is as though we are watching a drama that develops over time. For this, it is essential that the viewers direct their gaze upward—it is then that the fresco gains its value not as a work of art but as a representation of the divine. It is only recently that we have again begun appreciating these works in this way.

Even the stone pillars supporting the cathedral roof take on a new appearance and significance when viewed from below. They seem to converge at their tops, and look like the towering trees of a forest. They are not meant to be looked at as straight posts. It is unnatural to see them, through some trick of the camera's lens, as being of uniform girth from base to top. The eyes of our modern age, in other words, have been deceiving us.

Once we succeed in developing this sense of sight connected more to the soul, our appreciation of art becomes less rational and more emotional. We are able to sit in the church and say: Ah, here is a forest made of stone—what a calming place for the spirit.

This restoration of the five senses is a trend operating on a global scale. In the West in recent years, the sense of smell seems to have become particularly well-developed. Women in France, for instance, no longer apply strong, musky perfumes to the chest or behind the ear; they are more likely to dab a slightly fragrant floral perfume at the back of the knee, hoping it will be appreciated when the crossing of their legs releases the delicate aroma. They are moving away from strong, self-assertive fragrances and toward more elegant, subdued ones. I believe we are witnessing the resurgence of something like the classical Japanese art of incense appreciation.

In these ways, a new age of artistic culture rooted in the five senses is now beginning to form. We must now consider what is to be the role of the Toyota Foundation in that cultural development. I believe that what will be required of us is a sense of aesthetics that can contribute to human happiness. Of course, we cannot remove reason completely from our considerations, but the people we will rely on must have achieved a balance between reason and emotion. In his *What I Believe* [1930], Albert Einstein wrote, "The most beautiful thing we can experience is the mysterious." I think that the human soul capable of perceiving the beauty of things will be the pioneering force opening up the coming century to us all.

I hope the Toyota Foundation will continue ad-

vancing activities that are ahead of their time. I ask everyone involved with the Foundation for their hard work and support in all our endeavors.

A Universal Dictionary of Philippine Languages

The Toyota Foundation supported the research phase of the project titled "A Universal Dictionary of Philippine Languages," conducted by Dr. Ernest A. Constantino, from 1986 to 1994 consecutively, and is supporting the publication phase of the project in 1997 and 1998. To commemorate the publication of this historic work, we requested Dr. Constantino to contribute the following essay.



Ernesto A. Constantino Professor University of the Philippines

The idea of compiling a composite dictionary of the Philippine languages came to my mind not long after I started conducting field work on these languages. There are more than 100 Philippine languages, and the idea of putting them together in one dictionary looked very challenging and highly desirable. Such a dictionary would show readily the similarities and differences of the Philippine languages; it would be a handy source of data for the phonological, lexical, and morphological comparison of the languages; and it would be a convenient source of data for the genetic comparison of the languages.

The compilation of such a dictionary become more relevant and urgent for nation-building after the 1973 Constitution of the Philippines mandated the development and adoption of a national language based not on one existing native language but on the various Philippine languages. Such a dictionary would be a ready source for the expansion and enrichment of the vocabulary of the national language.

Therefore, in 1986 I submitted a grant application to the Toyota Foundation—a project proposal en-

titled "A Universal Dictionary of Philippine Languages," whose primary aim was to compile a composite dictionary of more than 100 Philippine languages. Luckily, the Foundation approved my proposal.

The first task in the project was the selection of more than 20,000 English words and phrases to serve as the main entries of the dictionary. For practical as well as technical reasons, I had decided that English would provide the main entries. It took me more than six months to select the English entries from various English dictionaries and to translate these entries into Filipino, our national language, which is used and understood throughout the country as a lingua franca. The English entries were later translated by native speakers into the four regional lingua francas of the country. These five dictionaries served as "eliciting dictionaries" in compiling the dictionaries of more than 100 Philippine languages.

After the compilation of the five eliciting dictionaries came the most difficult and time-consuming part of the project. This was the long and tedious effort of producing a complete first draft lexicon for each of the 100 Philippine languages. In order to accomplish this task within a prescribed time limit, we had to use as translators native speakers or language informants who could read and write. We taught these informants how to transcribe or spell the words of their languages in broad phonemic transcription. For each language we used from 3 to 10 informants as translators, but the final draft of each dictionary was checked by only 1 informant. For more than one half of the more than 100 languages, we were able to find informants in Metro Manila. To get native speakers of the other languages, we had to go to places where they livedmany of which were in very remote areas. We brought to Metro Manila quite a number of speakers of languages found in very remote areas. Thus, all the data used in compiling the dictionaries came directly from native speakers.

The following is a short description of the entries of the English-Filipino Dictionary, which served as the model for the compilation of the other dictionaries. The English main entries are words, phrases, and a few abbreviations. Not included as entries are the letters of the alphabet; parts of words, such as prefixes, suffixes, and combining forms; contractions; irregular plural forms of nouns; irregular past tense and past participle forms of verbs; and names of human beings and geographic formations.

Each entry word is followed by the abbreviation of

the part of speech to which it belongs. A word belonging to more than one part of speech appears as a separate main entry in each of its functions. Examples (FIL denotes a Filipino equivalent):

fish, n. FIL isdâ.

fish, v. FIL mangisdâ.

There are, however, a few entries which are followed by two part-of-speech abbreviations. Examples:

female, adj.; n. FIL babae.

extra, adj.; n. FIL ekstra; sobra; labis.

A phrase which is used as a main entry appears after the most important word in the phrase, which is placed before the phrase and followed by a colon. Examples:

adultery: commit adultery, FIL makiapíd; mangálunya; mangaliwa.

bath: take a bath, FIL maligò.

A word or a phrase which has more than one sense appears as a separate main entry in each of its senses, and these senses are numbered consecutively. Examples:

bitch, n. 1. (a female dog) FIL babaeng aso.

bitch, n. 2. (a spiteful woman) FIL bruha.

There are also some entries which refer the user to synonyms where the equivalents appear. Examples:

accede, v. See agree v. 2.

alligator pear, See avocado.

agree, v. 2. (be in accord) FIL sumang-ayon/sang-ayunan.

avocado, n. FIL avokado.

The Filipino equivalents of the English entries are words and phrases. The Filipino equivalent or equivalents of an English entry may be one or more of these forms. Many English entries have no single word equivalents in Filipino. Each Filipino equivalent or group of equivalents is preceded by the abbreviation FIL. They follow the part of speech form of their corresponding English entries. If the Filipino equivalent of an English entry is a new or unfamiliar term or a proposed loanword, a phrase explaining the meaning of the loanword is usually added. Examples:

computer, n. FIL kompyuter; isáng elektronik na mákiná na gumágawâ ng mga kalkulasyón, nagtítipon at nag-áanaláys ng mga impormasyón, at otomátikóng kumúkontról ng mga mákiná.

physics, *n*. FIL fisiks; sayans na tungkól sa mga katángian, pagbabago, interaksyón, etc. ng matter o bagay at énerjí.

molecule, n. FIL mólkyúl; pinakamaliít na pártikél o sangkáp ng isáng elemento o kompawnd na pwedeng mag-isá ng libre at tagláy pa ang mga kátangian ng elemento o kompawnd.

The Filipino verb equivalent appears in its "infinitive" form, which is the form that occurs after the Filipino verb *gusto* (*ng*), which is equivalent to English want (to), or before the Filipino word *sana*, which has the meaning of "hoping" or "wishing." If the Filipino equivalent of an English verb entry is a transitive verb, both the active and goal-passive (infinitive) forms of the verb are given with a virgule between them. The reason for this is that verbs in Filipino and other Philippine languages are formed by a verbal affix attached to a stem, and there are several active and goal-passive affixes which cannot be used interchangeably with the same stem. Examples:

crawl, v. FIL gumapag.

drink, v. FIL uminóm/inumín.

wait, v. FIL maghintáy/hintayín.

The Filipino locative-passive verb, which may also be used to translate the English entry in place of the active verb or the goal-passive verb, is given after the intransitive active verb or the goal-passive verb, and preceded by a virgule. The different Filipino verb types which are separated from each other by a virgule may be used separately to translate a single English entry. This grammatical phenomenon is described in the introduction to the dictionary. Examples:

approach, v. FIL lumapit/lapitan.

borrow, v. FIL humirám/hiramín/hiramán.

Variant forms of some active or goal-passive verbs are separated by a comma. Examples:

cook, v. FIL maglutò, lutuin.

fetch water, FIL mag-igib, umigib.

go, v. l. (move along) FIL pumuntá, magpuntá.

In the final draft of the dictionary, each entry consists of an English main entry followed by the abbreviation of the part of speech to which it belongs. The Filipino equivalent or equivalents of the English entry, which is preceded by the abbreviation FIL to indicate Filipino, immediately follows the part-of-speech abbreviation and the sense or gloss if this is provided. The equivalents from the other languages, preceded by their language abbreviations, follow the Filipino equivalents; they are arranged in accordance with the alphabetical order of their language-name abbreviation. Examples:

rice, n. 1. (plant) FIL palay. ABK paray. ARL padáy. ADS ommóy. AGT paray. AKL payay. ALN paray. AMB pali. ATA paloy. BGK page.

BHD fayay. BKL paroy. BLO pagoy. BOL pari. . . .

The compilation of lexicons for 135 Philippine languages and dialects was completed about the end of 1996. In 1997 we edited the dictionaries that needed editing. Afterwards, all the 135 dictionaries were merged and a draft of the merged dictionary was printed in the early part of 1998. We expect to finish editing the draft of the merged dictionary by the end of 1998, or at the latest by the end of February 1999. Printing of the dictionary, to be entitled *A Universal Dictionary of Philippine Languages*, is expected to be completed by the end of 1999.

The universal dictionary will be provided with an Introduction and Explanatory Notes. The Introduction will contain at least the following sections: (1) identification of the languages, their names, the places where they are spoken, and an estimate of the number of their native speakers; (2) a map showing the locations of the languages; and (3) a grammatical description of the languages. The Explanatory Notes will describe the form of the main entries, and the form and transcription or spelling of the equivalents.

Toyota Foundation Website Launched

Over 4,000 bilingual grant records listed

The Toyota Foundation was established on October 15, 1974. In commemoration of its inception, the Foundation launched its long-awaited Website to the public exactly 24 years later, on October 15, 1998.

In its 24-year history, The Toyota Foundation has awarded 4,856 grants. Records of these grants are



URL: www.toyotafound.or.jp

now available on the Website in both English and Japanese, and can be viewed by title of project, project leader, organization, award amount, and project description. In addition, information on approximately 1,500 reports and other publications pertaining to research supported by the grants—such as the authors' names, titles of the works, and publishers—can also be accessed.

Toyota Foundation Database

Thanks to a recently completed information management system that has been under development over the last three years, the handling of everything from receipt of applications and award selections to grant procedures and the compilation of annual reports has been centralized into a single database. The Foundation staff has full access to this database from more than 20 computer terminals. Because of the numerous output options it provides, the time and cost required for a multitude of tasks like gathering data and proofreading documents should be drastically reduced. The database also has a number of safeguard features that help reduce input error.

With the new Foundation Website, this same information (excepting non-relevant office-related material) is now available to the public. In order to ensure the security of the database, the Website is hosted on an outside server and thus physically separated from the Foundation's LAN.

The Website's Functions

In designing the Website, the main objectives were to provide guidance for grant seekers as well as easy-to-access information on previous grant results. The Website details the guidelines and offers a wealth of information on previous years' grant recipients and themes for publicly solicited programs like the Research Grant Program and the Grant Program for Civil Society. Application forms for this year's Citizen Activities grant program can even be downloaded in PDF format. (The solicitation period for the Grant Program for Citizen Activities runs from October 1 to November 30; PDF forms will be available online beginning April 1.)

All information contained in both the English and Japanese versions of previous annual reports is available on the Website. Post-grant research summaries are also available for research grants awarded since 1990, though at present these are limited to the Japanese versions. The contents of these records are the same as those listed at the National Center for Science Information Systems. There is also information

available on some 400 products of the "Know Our Neighbors" Translation-Publication Programs, including images of the publications' covers.

Since the grant results accumulated up to now can now be accessed on a wide scale, the Website offers innumerable potential uses for the information contained in the database. For instance, entering the keyword "palm" enables the viewer to survey 34 international grant records pertaining to research on palm-leaf documents carried out over the last 20 years in Indonesia, Laos, and Thailand.

The new Foundation Website promises to be a powerful and exciting tool in the presentation and distribution of grant-related information. The Foundation will continue actively to explore new ways to expand the use of its database information on the Website.

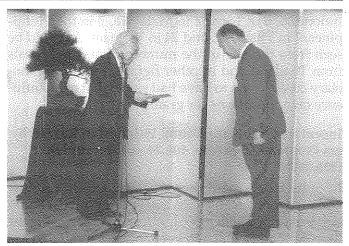
Grants Awarded for Fiscal 1998

At the eighty-sixth meeting of its Board of Directors, held on September 22, 1998, the Toyota Foundation approved a total of ¥351.48 million to be awarded in fiscal 1998 for Research Grants and other programs, as detailed below. This brings the total amount awarded in fiscal 1998 to ¥431.07 million, including those grants approved at the June 1998 Board of Directors meeting.

Following these meetings, a grant award ceremony was held on October 23 at the Keio Plaza Hotel, located in Shinjuku, Tokyo. Newly appointed Foundation President Shosaburo Kimura presented awards to grant recipients.

Research Grant Program: 73 grants, ¥200 million

Grant applications were solicited from January 1 to May 29, 1998. As in earlier years, the Foundation looked for proposals relating to the program's key theme, "Creating a Society with Pluralistic Values," and focusing on one of four subthemes: (1) mutual understanding and coexistence of diverse cultures, (2) proposals for a new social system—building a civil society, (3) the global environment and the potential for human survival, and (4) science and technology in the age of civil society. Research grants were divided into two categories, individual research projects (Category A grants) and joint research projects (Category B grants). This year saw ¥50 mil-



Shosaburo Kimura (left) kicks off his term as Foundation president by presenting awards to grant recipients.

lion awarded for a total of 34 Category A grants and ¥150 million for 39 Category B grants.

The total number of applications reached 966 this year, an all-time high and a marked increase from last year's 837; and the 73 grants awarded in both categories represented an increase of 6 from 1997. Competition remained fierce, however, as only 7.6% of applications were approved for grants.

Grants for Projects on Civil Society: 2 grants, ¥5.5 million

Applications are not publicly solicited for this program, which was inaugurated in fiscal 1996. Projects are chosen and supported by the Foundation on an experimental basis.

Two projects were selected this year to receive a total of ¥5.5 million: Eiji Kanda's project, "Research and Proposals on Changes in Living Conditions for Wild Animals and New Relationships Between Humans and Animals," and Norio Ogura's work, "Creation of a Framework for Citizen-Participatory Activities to Conserve the Environment of Lake Xi, China."

International Grant Program: 63 grants, \$549,400

This program aims to support research in Southeast Asia that falls under the theme "Cultural Issues in Contemporary Society." The Foundation receives queries relating to grants from Southeast Asian researchers throughout the year. This year the selection committee worked through the summer to pare down a list of 446 prospective grant recipients; at the following Board of Directors meeting grants totaling \$549,400 were approved for 63 projects. By country, grants were awarded to 6 projects in Cambodia, 11 in

Indonesia, 6 in Laos, 2 in Malaysia, 7 in the Philippines, 7 in Thailand, and 24 in Vietnam. As could be seen from the rise in the number of new proposals from Thailand and in other figures, the Asian monetary crisis seems to have had somewhat of an influence on applications for grants.

Incentive Grants for Young Indonesian Researchers Program: 46 grants, 408.24 million rupiah (\$35,260)

In order to overhaul this program, which has now operated for over 10 years, this year the Toyota Foundation stopped soliciting applications addressing the four subthemes that had been in place through fiscal 1997, instead making grants solely for research for M.A. theses and Ph.D. dissertations. Applications were accepted via the liaison desk in Indonesia during March and April. The selection committee met in August in Jakarta to examine the 341 applications received; of these, 46 were approved at the Board of Directors meeting for a total of 408,237,000 rupiah in grants.

Indonesia is now wrestling with an economic situation so severe that many graduate students are being forced to withdraw from school. With an eye to increasing the number of recipients by as much as possible from last year's 23, twice as many grants were awarded this year.

"Know Our Neighbors" Translation and Publication Programs: Japan, 5 grants, ¥14.35 million; other Asian countries, 19 grants, \$125,300

This program seeks to promote mutual understanding among South and Southeast Asian countries through the translation and publication of a wide range of books in fields including history, culture, politics, economics, and literature. The original fiveyear plan that was to see 80 selected texts translated into Japanese beginning in fiscal 1991 has been all but completed, and following last year's inclusion of books not on the original list, 5 new books were chosen for program grants this year. The Foundation received 35 applications for grants under the program in other Asian countries; 19 were approved by the Board of Directors for translation and publication. By country, 6 projects are based in Indonesia, 1 in Laos, 1 in Mongolia, 2 in Pakistan, 5 in Thailand, and 4 in Vietnam.

Foundation Initiative and Communications-Supplement Grant Programs

Applications are not publicly solicited for the Foun-

dation Initiative Grant Program. This year the Board of Directors approved 8 grants totaling ¥30.77 million. Two of the grants are for continuing projects: one for the third phase of Takeru Akazawa's "Field Surveys Concerning a Natural History Museum in Damascus" and one for Zentaro Kitagawa's "Comparative Research and Construction of a Database on Legal Systems in Japan and China."

Communications-Supplement Grants are intended to bring the benefits of completed research to a wider range of society through follow-up activities including publication of research results and sponsorship of symposiums. This year 4 grants worth ¥5.01 million were announced at the Board meeting.

About the Foundation

The Toyota Foundation, a private nonprofit, grant-making organization dedicated to the goals of realizing greater human fulfillment and contributing to the development of a human-oriented society, was endowed in October 1974 by the Toyota Motor Corporation.

The Foundation's total endowment is approximately ¥26.4 billion (roughly \$220 million). Chartered by the Prime Minister's Office, the Foundation relies on its endowment income. The decision making of the Foundation, governed by its Board of Directors, is independent of the corporate policies of the subscribing corporation or of any other institution.

The Toyota Foundation welcomes responses from readers of the *Occasional Report*. Comments and questions should be addressed to the International Division, The Toyota Foundation, Shinjuku Mitsui Building 37F, 2-1-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-0437, Japan. The articles in the *Occasional Report* reflect the authors' opinions and do not necessarily represent the opinions of the Foundation.

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