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Overview: Hosting the National Model United Nations Japan 2016

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Abstract

This chapter explains Kobe City University of Foreign Studies (KCUFS) partnership with the National Collegiate Conference Association (NCCA) to host the National Model United Nations (NMUN) internationally in 2016. From KCUFS participation in NMUN conferences in New York and internationally to the application process, planning and hosting the event is outlined with the many different stakeholders. For KCUFS Model United Nations leaders Donna Tatsuki and Lori Zenuk-Nishide, it was a 4-year process to build institutional capacity.

Key words: Model United Nations simulations, National Model United Nations Japan, Kobe City University of Foreign Studies, International Model United Nations, Event planning and hosting.

1. Introduction

This chapter gives an overview of the National Model United Nations Conference Japan 2016 hosted by Kobe City University of Foreign Studies (KCUFS) and the NCCA (National Collegiate Conference Association). It begins with the journey that led up to the conference for KCUFS. Getting institutional buy-in, the application process, components, committees, and overlapping roles are outlined.

2. NMUN at KCUFS

In 2013, KCUFS university began planning for its 70th anniversary in 2016 and Professor Donna Tatsuki and I thought that our university should put in a proposal to host the National Model United Nations in Japan during this auspicious year for our university. We believed that, because since 2008 we had been attending NMUN New York and building capacity within our own university by offering MUN not only as a club activity but also with in the curriculum. At KCUFS, MUN became part of the curriculum first in 2007 as elective classes in International Relational or part of compulsory English classes and in 2009 it became a class in the International Communication Course (ICC).

From 2012, the faculty made it compulsory for students who were taking classes in their 3rd year in the International Communication Course (ICC). In the ICC, it was hoped that the class would attend an MUN abroad but there was no funding so we started the Japan University English Model United Nations (JUEMUN) in collaboration with other universities as the class simulation. JUEMUN 2017 celebrated its 8th year and Kobe Gaidai hosted for the third time (juemun.org). From the ICC class, came most of the leadership for NMUN Japan along with the university JMUN student-run club. In March 2008, KCUFS sent its first student internationally as a delegate to National Model United Nations in New York with the Japan Model United Nations (JMUN) an interuniversity club that Sadako Ogata, the former United Nations High Commissioner of Refugees, started in the 1980's when she was a professor at a Japanese University. Most of the JMUN activities are done in Japanese so it is difficult for delegates to build relations with people from other countries as their conferences have no common language. As our university specializing in foreign languages was started by the municipal government after WWII serving to globalize Japan, we believed that our students needed to be able to use English as a lingua franca to communicate with others in the world about global issues and not just among themselves. Therefore, KCUFS began sending their own delegation to New York from 2009 though some KCUFS students continued to attend with JMUN.

From 2009-2015, the KCUFS delegation to the NMUN New York always partnered with German universities of Trier, Erfurt, Bonn with Professor Thomas Weiler, and also with Professor Andreas Muglich's delegation from the Westfälische Hochschule. The reason that we partnered was to allow us to form a larger delegation to allow us to have a country in more committees at the New York conference. It also allowed our students to collaborate with other non-native speakers of English like themselves to gain confidence and have an opportunity to develop deeper intercultural relationships. Since 2013, KCUFS also attended the International NMUNs in Italy and Czech Republic in preparation for our own event, where we received position paper and delegation awards without a partner university.

In NMUN 2016, we sent our largest delegation of 12 to New York to build capacity for NMUN Japan and we did not partner in New York to show our own students that they could be successful on their own. When we partner, students sometimes believe that that faculty does not have confidence in them and that we are partnering with delegations that are better than us. Indeed, the German universities have an advantage as MUN is more institutionalized and they have a longer legacy of doing MUN. Furthermore, they have graduate school students that support the program that we do not have. They also have more mentors and expert faculty in the social sciences as opposed to faculty specialists in applied linguistics. As advisors, both Professor Donna Tatsuki and I have also learned from our German partners about preparing students and the expectations we should have for them that we cannot find in a Japanese context. With our partners in New York, we went on mission visits, visited the Delegation of the European Union to the UN, the Council of Europe, and German House. KCUFS students had shown that they have the communicative competence and international understanding to be able to host NMUN in 2016.

3. Why NMUN?

There are many MUN events to attend and partner with in the world but we chose NMUN because it has a long history. According to the NMUN website (nmun.org) this event has its beginnings in 1927 as the League of Nations and its organizational structure and principles. NMUN is part of the National Collegiate Conference Association (NCCA), a non-governmental organization (NGO) associated with the UN Department of Public Information (DPI). They have built institutional sustainability by having a board of directors, and an advisory council consisting of different stakeholders who work with the United Nations, universities, governments as ambassadors and ministers, and the private sector as lawyers, and the media.

Also, there is an advisory group consisting of professors who are chosen by their peers that attend NMUN and Secretary Generals who automatically serve. Since 2016, I have served as a member of the New York advisory group. As an NPO, NCCA has an office that is operated by and Executive Director, Director of Programs, Program Associate and Financial Manager. They also offer internships and volunteer opportunities to students who have participated many times as NMUN delegates.

We were careful to choose an MUN that was not operated entirely by students as there is not enough face validity for institutions giving students credit for the activity and students lack the experience and expertise so that it is faculty and other stakeholders can add to the learning. We wanted MUN to be credit bearing rather than as a club activity so that it is valued for the academic learning of students in international issues and English language competency. Furthermore, it was important that the medium of instruction and interaction to be in English, unlike JMUN for example that has most of the interaction in the conference and training sessions in Japanese. We believe that students competence in English will only increase if the medium of communication inside and outside of the classes is English.

The NMUN rules have also been approved by different UN agencies and ambassadors to the UN. The NCCA holds two conferences now in the United States and has held one conference abroad every year since 2008. Now over half the participation is from countries outside of the United States and the NCCA encourages universities to have diversity in their own delegations. As the NCCA (2017) explains on their website the mission is to prepare students to be better global citizens through “quality educational experiences that emphasize collaboration and the cooperative resolution of conflict” (NMUN/NCCA, 2017).

4. Application Process to Host NMUN Japan

Professor Donna Tatsuki and I came up with the idea of hosting NMUN in 2012 and made sure that the staff of the Research Institute and the International Office attended the Japan University English Model United Nations 2013 conference for three days to better their understanding of MUN. Also, KCUFS would host JUEMUN in 2014, which could be a chance for more of our university staff and administrators to get directly involved with MUN. This would be a welcome change since the 2011 conference was hosted with support from only one administrator.

Before the NMUN Korea 2013 conference, I inquired about hosting NMUN Japan proposal criteria from the NCCA, and planned a meeting with them at the NMUN Korea conference. Since it was critical to have administrative support, we were able to convince the administration to send Director of Research, Mr. Kyoji Ueda to attend NMUN Korea. In addition to the meeting with the NCCA, our university also wanted the perspective of the host, Yonsei University, and we scheduled an interview with stakeholders during the conference. We hired a Korean-Japanese translator to support us. The interviews were audio taped for the report to the university board of trustees, and the 70th anniversary committee that would make the decision if we could apply to host NMUN Japan.

When we returned to Japan after the NMUN Korea conference, a working committee was immediately created and under the leadership of Mr. Ueda, the availability of hotels and conference venues were checked and the Kobe International Conference Center and the Kobe Portopia Hotel were chosen and reserved during the US Thanksgiving. Also, I chose a Secretary General (SG), Sachiho Tani and an Assistant Secretary General (ASG), Hidekazu Tanaka two first-year students who committed to leading the conference in 2016. This was done and even before we received approval to host the event from our university in December 2013, before we submitted an application to host NMUN Japan. The reason for this was to have the SG and ASG start to take the leadership for the university in the upcoming conference in New York 2014.

The criteria for the SG and ASG were students who:

- Would be good role models.
- Could commit to a long-term project that would happen in 3 years.
- Could represent the university.
- Had excellent verbal and written communication skills in both Japanese and English.
- Had good organizational and time management skills.
- Could motivate others.
- Were resilient and could problem solve.
- Were willing to lead by example and teach others.
- Were willing to work with the NCCA, faculty, administrators and community stakeholders.
- Were willing to learn.

- Were willing to go to NMUN conferences.
- Had a passion for the UN and global issues.
- Would not study abroad for one year.
- Could work with each other, one as the head and the other as the assistant.
- Were planning to go to graduate school as they would be in 4th year during NMUN Japan and job hunting would be difficult.

We thought our strong points in the NMUN international application for 2016 were that that we had taken part in many NMUNs and MUNs and had experience hosting MUN events as well. In addition, Japan is a safe country with many world heritage sites and had never hosted NMUN nor any other global MUN event of this scale.

The most critical aspects for the proposal were the budget from the university for the conference venue and accommodation and subsidy for the cultural visits and accommodation which were able to secure before we took our proposal to the KCUFS Board of Trustees and the 70th Anniversary Committee.

Though the budget had been approved, the university trustees biggest concern was if the proposal was accepted, NMUN Japan had to be an event that could involve many students. At the meeting, I stated that the event could be as big or as small as the trustees wanted. The Board of Trustees were concerned that it would just be an event that would only involve and benefit students in ICC, who are seen as a small but highly proficient English community of learners. In response, I assured them that students in every department could take part in the event in a variety of roles including that of volunteer or journalist.

A second concern was that we would not be able to get sufficient faculty support, but the president stepped in and stated that he would ensure that there would indeed be faculty support. With these two mandates in mind two highly motivated faculty members were added to joined the steering committee (of which Prof. Tatsuki and I were already members) and they all agreed to remain at the university, to see the event through if we were chosen to host NMUN 2016. Others who joined the steering committee included Mr. Kyoji Ueda (Director, Research Office) and Mr. Naoki Iwasa, (Manager, International Office).

Our goal was to submit the proposal for NMUN 2016 before the March NMUN New York 2014, so that it could be an item on the agenda for their board meeting. After the

submission, in New York 2014, Professor Donna Tatsuki and I met with NMUN board members and advisors who had read our proposal. In July 2014, the NCCA Executive Director, Michael Eaton and Director of Programs, Paul Vancura did a site visit. This occurred the week following JUEMUN 2014 which we hosted. We were hoping to use our JUEMUN hosting experience as a template for NMUN Japan in terms of accommodation and transportation as well as a model of how our various university divisions could collaborate together in weekly meetings with faculty and students.

Mr. Eaton and Mr. Vancura met with university officials and had an on-campus tour. They met the Mayor of Kobe and Tourism Office before visiting the accommodation and conference facilities. They also met with the students who would be our Secretary-General and Assistant Secretary-General if KCUFS were to be chosen to host. Cultural sites in Kobe, Kyoto and Hiroshima were also visited. In August 2014, we received an official letter that we had been chosen to host NMUN Japan. This was a moving moment for our university and for Japan as in the Asia region, China had hosted in 2008 and Korea in 2013.

4.1 Conference preparation

Conference preparation occurred simultaneously at the NCCA headquarters in the US and at KCUFS in Japan. As soon as KCUFS was selected in 2014, the NCCA posted the name of our university and its logo on the NMUN website to indicate that it would be a hosting country, along with the conference dates. Although we compiled much information during the early spring, it was not until May 2015 that a conference link was opened to make public information about our university, important dates and costs. Also, the website offered information on the proposed cultural visits, how to book hotels and get transportation from airports to the hotel, and crucial visa information.

4.2 NCCA leadership

The NCCA and the Secretariat from KCUFS the hosting institutions perspective despite having to communicate in another country, were all found to be professional to work with and very sensitive to the needs of the hosting culture and institution. There were two aspects to working with them: one was conference administration and the second the leadership of the committee meetings with staff, and preparation materials. This includes the main areas of Dais Organization:

- Administrative Duties
- Working Papers / Draft Resolutions / Draft Report Segments
- Physical Organization of the Dais
- Technology
- Conflict Resolution and Stress Management
- Communication with Delegates and Faculty Advisors
- Chairing Committee Session
- Voting Procedure
- Committee Documentation

(NCCA Blueprint for Dais Management, Handout, 2016)

The NCCA recruits a Deputy Secretary-General and four Directors who are very trained and experienced and have excellent cross cultural communication skills. This is so important as most international hosting universities do not have leaders that have been leaders in NMUN conferences. Our student leaders had all only been NMUN delegates 1-4 times and had not much opportunity to be leaders in other local MUN conferences.

We did not have any issues between our institution and the NCCA and this could have been due to the following reasons:

- The Executive Director and Director of Programs are very experienced with overseas conferences since 2008 in different countries. and NMUN Japan was their third conference in Asia.
- The NCCA visited us twice before the conference. The first time was in July 2014 before we were chosen and the second time in September 2016 and they met with all of the stakeholders and visited the sites.
- Both Michael Eaton and Paul Vancura have excellent communication skills, responded in a timely manner to emails and were open to our ideas. They also offered advice. They gave us a timeline with clear objectives and deadlines.

An example of how the NCCA supported us was when they agreed to our request to allow the opening of some parts of the event to the general public to let ordinary people know more about the conference. More than 500 observers watched the opened programs. There was space for the general public at the opening and closing ceremonies as well as at the UN Forum. There were guided tours of high school and university students, faculty and citizens

almost every day of the meetings. The observers were given a presentation in Japanese before they were taken on a guided tour. They were mindful of the event and did not distract the delegates from their work. They fully understood the process approach to creating the background guides and the program.

In addition to Michael Eaton and Paul Vancura, other NCCA board members and advisory faculty came to NMUN Japan and brought delegations. Those board member also added leadership to the conference and made themselves available for consultation during the conference.

On the KCUFS side, we had Japanese and non-Japanese staff who had both MUN and management background with the Kobe City government. Some staff members had worked abroad in the US with the Kobe government. Other faculty on the steering committee had attended university and one also continues to work with groups in the US. Steering committee members including the SG and ASG all had strong organizational skills. Most of the members were fluent in English and the non-Japanese had lived and worked in Japan for 30 years or more. Almost all had been at the university for a number of years. The members respected one another and could work under pressure together. They adopted a problem-solving approach to challenges and there was no conflict.

It was an honor that we, as the hosting university were allowed to decide the identity of one of the committees by the NCCA. The committees always designated are General Assembly Plenary (GA), The Economic and Social Council (ECOSOC) and the Security Council (SC). The criteria for our choice would need to ensure that it would be large enough to have a minimum of 50 countries. The SG, ASG decided on UNHCR, the UN Refugee Agency. We (faculty) were hoping to have a committee that could include disaster preparedness and recovery as Kobe had experienced the 1995 Great East Japan Earthquake. The topics for all the committees proposed by the SG and the Deputy Secretary General (DSG) were sent to our various university stakeholders to ask for their agreement. We stakeholders at KCUFS felt like we had agency.

4.3 KCUFS leadership style

The NCCA/NMUN embodies youth empowerment and that was one of our goals for students who would participate in NMUN Japan 2016. We believed in giving greater autonomy to empower students in order to prepare themselves for a future in which learning

will be lifelong. They need to have a voice at the decision-making table. The faculty and administrators with NMUN Japan 2016 were called on to create a learning climate in which professional growth, knowledge, productivity, quality and innovative potential come to flourish. Their roles became mentoring, coaching and tutoring along with teaching.

The changing demands put faculty and administrators in positions of learners too. The NMUN requires student leaders to be highly skilled learners, and they need to learn how to learn. They have to develop the competence to acquire and apply new knowledge and to reflect on its utility and value. They have to be able to research and to reflect, eventually having to report and show their achievements.

Preparing for a NMUN conference offered students with real events and experiences. NMUN Japan 2016's leadership was built around the empowerment of all the stakeholders, students, faculty and administrators, where everyone has ownership and responsibility. It was important to create a safe and secure environment as it reduces the threat of being exposed to and damaged by criticism. The goal was to work together to have a high-quality conference in every respect, where the NCCA, participants and faculty, our university, Kobe City and the prefecture along with Japan could celebrate with us.

In NMUN Japan 2016, students were empowered in the decision-making processes and had positions of authority and power. They found themselves as teachers and learners with each other and faculty and administrators. They presented their ideas, research and findings. In January 2016, the SG made a presentation in a faculty meeting for the first time (no doubt) in the university's history explaining about the NMUN conference in her position.

Student committee leaders were the ones that gave the final briefings on exactly what was going to happen when and made sure everyone (Faculty and Administrators) understood their responsibilities. Professor Keisuke Nakashima, an economist on the steering committee in conversation with me remarked that he stopped looking at his students as students and interacted with them as partners; decision makers and agents of change.

5. Logistics and Schedule for NMUN Japan

5.1 Schedule

The dates from NMUN Japan were the same as most other international conferences, and

they are usually scheduled around the Thanksgiving holiday in the United States. See Table 1 for the seven day NMUN Japan schedule. Before conference registration, we wanted to offer tours of Kobe covered by KCUFS. Originally, we had hoped to use public transportation but since the Kobe Marathon was happening the same day with the start and finish at the hotel and conference site, we used buses.

Table 1. NMUN Japan Schedule Sunday, Nov. 20 – Saturday, Nov. 26, 2016

Day	Content	Venue
Sun., Nov. 20, 2016	Registration Kobe City Tour	Kobe Portopia Hotel Earthquake Museum & Others
Mon., Nov. 21	Cultural Visits to Kyoto & Hiroshima ※ divided into two groups	Kyoto: Kiyomizu Temple, Golden Temple (World Cultural Heritage) & Fushimi-Inari Shrine Hiroshima: Peace Memorial Museum, A-bomb Dome Miyajima
Tue., Nov. 22		
Wed., Nov. 23	UN Forum Faculty Reception Opening Ceremony Committee Session 1	KCUFS
Thurs., Nov. 24	Committee Session 2, 3, 4 Faculty Lecture	Kobe International Conference Center
Fri., Nov. 25	Committee Session 5, 6	Kobe International Conference Center
Sat., Nov. 26	Committee Session 7 Closing Ceremony Delegates Dance	Kobe Int'l Center (3 Committees) Kobe City Council Chambers (ECOSOC) Kobe International Conference Center

By popular demand, there were three tours (see Chapter 4), with the first being the longest. We wanted to highlight Kobe, so even the Mayor of Kobe's suggestions were added to the tour. Like the NMUN in Incheon Korea, we wanted a UN Forum with Japanese or Asian speakers. We had the UN forum on the first day of the conference, focussing on "Disaster Prevention and Reduction." We did not have guest speakers for each committee as we did not know which agenda would be chosen. In Japan, there were regular classes on weekdays except for November 23 which was a national holiday. On this day, NMUN Japan activities were held on campus and they included, a UN Forum, Lunch and faculty reception, rules explanation, opening ceremony, and the first session.

5.2 Conference budget

Delegates covered their own registration, cultural visits, airfare, accommodation and meal fees. The hosting university KCUFS, through 70th anniversary donations and private grants covered the the cost of the UN forum, ceremonies, conference rooms, faculty receptions, and the delegates dance as well as subsidizing some aspects of the delegate costs. However, there was no funding available to support delegations to attend the conference. The NCCA and Secretariat in Japan jointly dealt with accommodation and transportation and the finanacial logistics of the cultural visits.

5.3 Facilities and logistics

The main conference site was less than 5 minutes away from the main hotel. The NMUN event was held on the KCUFS campus only on the first day, so that required the students to be bused for 30 minutes to the KCUFS campus for the day.

In the committee rooms, we were able to have chairs and tables for all of the delegates and meeting spaces outside of the rooms for informal meetings. We planned two committee rooms on two floors with raised platforms for the Dias in all of the rooms except the Security Council. There were to microphones in each room, one for the Dias and the other for speeches. Rooms were equipped with Wi-Fi, screens and projector as the goal was to have delegates share documents on line and be paper free. In addition to delegates rooms, there was a room for the journalists, conference committees, and the for the NCCA and Secretariat.

There was also a space in a hallway for observers to be briefed. There was sufficient Wi-Fi at the conference site but for session 1 at our university it was limited. As the first session was short (2 hours), in the end could not justify the expenditure to have a better system. For NMUN Japan, we had student volunteers as pages (Do tasks to support the conference sessions) so that more students would be able to see the conference and learn about MUN. Like NMUN Rome and the Czech Republic, we had a faculty room with beverages and snacks that had been donated. It was a space that was used by faculty during the conference. There were no rooms that delegations could use freely for debriefing and the conference center wanted everyone to leave after the meetings were suspended for the evening. Delegations could ask to rent rooms on-site.

5.4 Meals

Breakfast was provided at the hotels but all lunches with the exception of the first day were

free. On the first day, students had an obento (box lunch) that was either, halal, vegetarian or non-vegetarian in the university cafeteria. Other than the hotel restaurants, there were very few places to eat around the conference center. Everyone was given tickets to go into the city center by Portliner which took 10 minutes for lunch and dinner.

5.5 Accommodation

Originally, we had hoped to only have one international conference hotel but the one we choose because of its size and proximity to the conference center did not have many single rooms. Also, as we did not know how many rooms delegations would need in the end, we arranged to have rooms at other hotels nearby. All of the hotels came with breakfast in rooms reserved for NMUN. During the conference, all of the delegates were required to stay at the conference hotel for safety reasons and because we had reserved blocks of rooms since 2013. The largest rooms could hold four people and everyone had their own bed. There were staff at the hotel who could speak English.

After taking bids from a number of companies Kinki Nippon Tourist was chosen take reservations for the hotel, airport transportation service, Jazz Night and Kobe Tour. They did not have their own site that was designed in English, so the ASG and the administrative staff (with assistance from Donna Tatsuki and myself) helped them to design one. The ASG, Hidekazu Tanaka supported the hotel in their communication with delegations. Kinki Nippon Tourist staff were at the hotel for NMUN Japan registration to hand out key and help the delegations with their needs. They also came at other designated times during the conference to offer their support.

5.6 Faculty events

Like other NMUN events (and even smaller MUN events we have attended) a range of events were planned with the faculty advisors in mind.

5.6.1 Faculty reception

For the accompanying faculty advisors, we had a lunch reception after the UN Forum on the first day that sessions were held. A catered buffet was offered in the room where faculty and UN Forum speakers moved to network and eat. It was a time for KCUFS to welcome the faculty advisors and to help them start networking. The NCCA, KCUFS President and other members spoke. It was a good time to acknowledge NCCA advisory board members who represented present and past international hosting countries.

5.6.2 Faculty lecture

On the second day, there was a faculty lecture in the early afternoon by KCUFS Prof. Keisuke Nakashima, which was followed by a tea reception (for more details see Chapter 6).

5.6.3 Jazz night

On the third evening, there was an evening out at a Jazz Club for faculty as Kobe is the best-known city for Jazz in the country. Faculty met in the hotel lobby and were accompanied to and from the event by student volunteers. In the club, there were also volunteers to help with etiquette, ordering, and paying for the bill. The cover charge was covered by KCUFS and faculty were asked to register on-line so that seats could be reserved for two hours.

5.7 Delegates dance

A delegate dance was held after the conference on Saturday, 26 at Garage Paradise & nagomi bar. Though a delegate's dance is not required to be held, it is a tradition and the students believe that it is a valuable opportunity to meet with people outside of the meeting after the sessions and just be themselves rather than being a country representative.

6. Support for NMUN Japan

Thanks to the efforts of many stakeholders, NMUN Japan was hosted by KCUFS and the NCCA. We are both proud and grateful that the event was endorsed by the Chief Cabinet Office, MOFA (Ministry of Foreign Affairs), the Education Ministry (MEXT), Kobe City, and Hyogo Prefecture.

There was local, regional and national media coverage from newspaper companies including Asahi, Kobe, Sankei, Nikkei, Mainichi, Yomiuri and the following TV and Radio Stations: NHK, Sun TV, Radio Kansai, and Kiss FM KOBE.

For the UN Forum, there was much appreciated cooperation from The United Nations Information Centre (UNIC), and UNISDR to provide speakers and other support.

In addition, we were supported by the Kobe Convention & Visitors Association, Tsutomu Nakauchi Foundation, UNESCO Foundation Hyogo Women's Center, and Kirin Beverage Incorporated.



Figure 1. Media Interview with SG Sachiho Tani

7. Student Leadership Capacity Building

It was important to start building leadership for the conference gradually, by choosing and allowing student leaders to become delegates first. Beginning with NMUN NY in 2014 (before we were chosen to host NMUN Japan), we met with the university to subsidize the expenses of students who would assume leadership. The agreement was that they would pay airfare for a number of students to attend conferences. The administration wanted different students to receive the subsidy each time. However, we were able to convince them that there were certain leaders like the SG and ASG who needed to go to all the conferences to build their capacity with the conference, the NCCA and group leadership with the different students. To not send the SG and ASG each time would be like only letting the star quarterback play in one game per season or only letting a baseball pitcher one game a year.

We wanted to have the best and most deserving student leaders so we also insisted on equity. This meant that everyone we chose needed to be able to attend regardless of their socio-economic status. Also, if NMUN was to be considered a university program, then we felt that the university should be subsidizing conference fees. Students also feel more responsible when they are valued in ways like this by the university.

Assistant Directors and Committee leaders were chosen from among those who participated in NMUN and they were assigned their leadership roles in 2015. The leadership for NMUN Japan became lateral with the addition of different committees that had student leaders and faculty supporting them in their designated roles.

7.1 The Assistant Directors

The SG, ASG and I chose our four Assistant Directors (ADs) in early May 2015 from a pool of students who wanted to have the position and had participated in NMUN. This action would enable them to build their capacity in NMUN and domestic MUNs like JUEMUN and JMUN not only as delegates but also Directors. In the end, one of the Directors stepped down in early 2016 because of job hunting and thesis writing.

We learned that it is important to have others in mind for positions. As we were building capacity by having our student attend NMUN conferences in larger groups, attend NMUN conferences, there were many students who wanted to do the AD's role. It was difficult to talk to those who did not get the Director position and help them to take another NMUN committee leadership role of importance.

Each AD had to be someone who:

- Had excellent written and oral communication skills in English and Japanese.
- Was good at intercultural communication.
- Had a good understanding of global issues.
- Could collaborate.
- Could learn and teach.
- Was resilient.
- Could meet deadlines.
- Had good time management skills.
- Who was willing to support MUN classes and chair at conferences before NMUN Japan.
- Could be a good role model.
- Could be seen as a deserving leader for the university.
- Could commit themselves to the position.

On the other hand, the NCCA chose Directors with three years of staff experience and the application process closed April 30, 2016. The DSG mentored the SG and The Directors.

Through SKYPE and email the Directors and ADs communicated together following the NMUN guidelines for preparing the Background Guides from May until the end of July through a drafting process. The preparation guides give explicit examples on how to write and research. This was the first time for our ADs to collaborate internationally on a written project that they could use as a publication. Please find the four background guides that were co-written by the committees at http://www.nmun.org/nmun_japan16.html.

The Directors provided feedback in a very constructive way nurturing our students who were doing this for the first time. I was proud to hear from Michael Eaton that our students had done outstanding scholarly papers as the standards of this conference are the highest in the world. Our academic writing classes at KCUFS contributed to our student's ability to write academically. Once the Background Guides were uploaded online the training to Direct or chair the meeting began. I met with the ADs weekly to go over the NMUN chair scripts.

In the Hyogo Consortium and Gaidai Rengo Class of 36 delegates at KCUFS, the ADs were co-teachers and peer tutors or mentors to students in their committee for position papers and working paper policy plans. They chaired each session and helped their groups to understand the agenda and their committees mandate. Commenting on the position papers and working papers was as close as the ADs came to commenting on working papers. I regret that time was not given to having the students and ADs simulate doing multiple drafts and merging working papers in the class.

All of the ADs were led by supportive Directors who let them share the leadership in their committees giving them feedback and encouragement. The process was very experiential where the ADs in turn learned how to give constructive feedback to the delegates on their working papers. In the meetings, there were delegates with experience and others who were doing MUN and NMUN for the first time and there was a range of language proficiency. See the timeline in Table 2 for the ADs.

Table 2. Student Leadership in NMUN Japan

Month	NMUN	JUEMUN	SG/ASG
January	Preparation for NY		Agenda Research for 4 th committee
February			Set the 4 th committee
March			*DSG Selected Choose topics for each committee
April	Decide committee in charge Start researching on both topics	Decide committee in charge Procedure Training	Decide chairs in charge
May	*Director hired Writing BG	Procedure Training 5/15 Sun- Kyoto Gaidai Support participants (Junior, ICC) to JUEMUN	SG and DSG set deadlines
June			
July	Finalize BG		
August	BG opens to the public (1st) Procedure Training		*Mr. Eaton and Mr. VanCura come to Japan
September	Procedure Training		
October			
November	NMUN Japan		

*Schedule - tentative.

The NCCA, DSG and D's arrived on Saturday November 19th and met with the SG, myself and university administrators. Then on Sunday morning there was a meeting with the Secretariat (SG, DSG, D's and ADs). Then they all had lunch together and went on the Kobe Tour followed by a dinner together with Professor Donna Tatsuki, university administrators and myself. They got to know each other over the next two days on the cultural visits. This bonding process was really critical and we made sure that our ADs, SG and ASG did not have any other duties at this time as the NCCA requested. All of the ADs learned so much during the conference and appreciated their D's support.

UNHCR AD, Emily Johnson stated,

...three days later, after I first met with Deputy Secretary General Yvonne, Tessa and other Directors. Everyone was really kind. We visited Kobe, Hiroshima and Kyoto together and I was able to get along well and I could not believe that since we had not spent much time together. I think that the atmosphere between everyone since first meeting was quite different without the bonds we had now. It was a great opportunity to know everyone before the meeting and to be able to make memories.

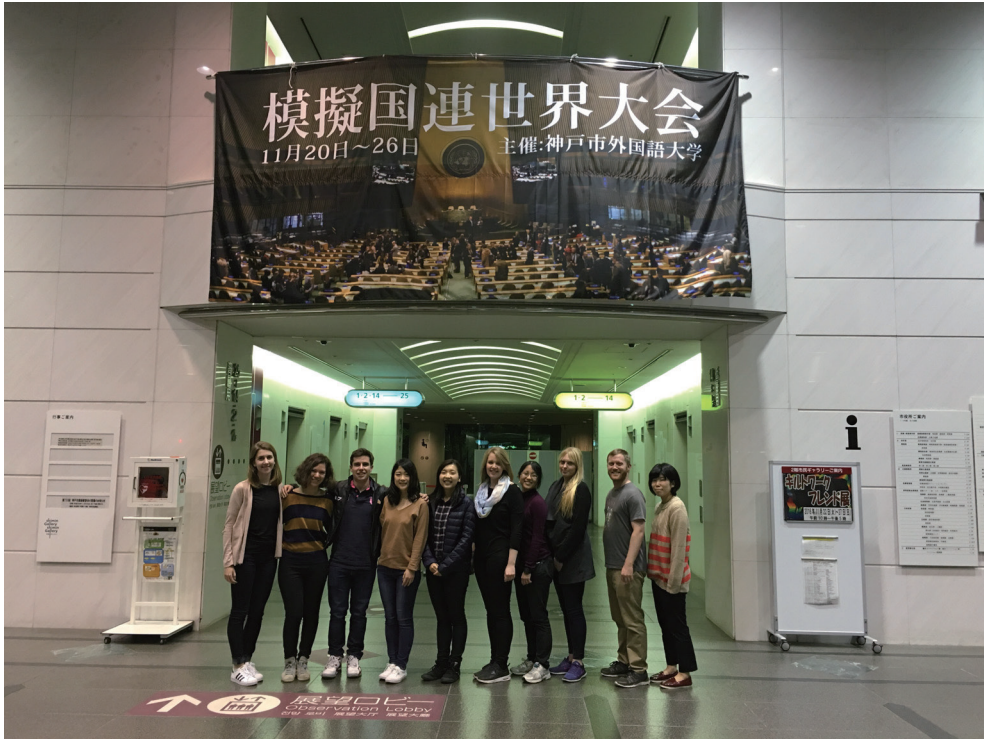


Figure 2. Directors and ADs at Kobe City Hall

In the hotel, the Directors and ADs stayed with one another having nightly meetings and to go over the day and then to prepare for the next day. Days were long but they still worked very late at night critiquing working papers. All of the ADs were very thankful to have their partners.

ECOSOC AD (Nanako Ueda) for example learned leadership skill from her Director,

I thought Theo, who was giving learning opportunities to everyone including me, as a true leader. Besides that, he has the ability to make decisions and greatly influence others. He led the group smoothly by clearly indicating the reason (purpose) and the contents of instructions when giving instructions.

UNHCR AD (Emily Johnson) stated that her partner reassured her and supported her,

Tsesa was right next to me, so it was truly encouraging to hear feedback soon if there was something I do not know. In the beginning, my hand holding the microphone trembled, I think that my face was probably stiff, but I was able to proceed smoother than I thought.

The DSG had total control over substantive flow of the meeting with its rules and procedures and time constraints. The DSG and SG supported each other. The SG was the umbrella of the whole conference.

7.2 Committee leadership

For KCUFS NMUN Japan's committee leadership included cultural visits, conference services, information services, ceremonies and social events. There were cultural visits on three-days to Kobe, Kyoto and Hiroshima and Miyajima see Chapter 4 and for ceremonies and UN Forum, refer to Chapters 5 and 6.

Conference Services duties included:

- Making copies
- Cloak for delegates
- Room Management (key)
- Assistance for the Dias
- Equipment Management
- Observer Management*
- VIP management (Reception)*
*(with Information Services)

Information Services duties included:

- Meeting delegations at 2 airports and arranging buses
- Handing out information at the reception including transportation tickets
- Helping people with meals or places to go
- Lost and Found
- Wi-Fi Service in Kobe
- Shopping in Kobe
- Transportation
- Making and collecting paper cranes for Hiroshima
- Making and giving Japanese Survival phrases

Social Events included:

- Finding a venue for the delegates dance and faculty jazz night and negotiating the cost, capacity, and frame factors including ID
- Guiding delegates and faculty for all of the events
- Supporting the two faculty receptions
- Setting up the Kobe Tours
- Organizing and training the volunteers

In the end, 300 students were recruited on-line and through orientations and interviewed. After they were assigned, they were trained to volunteer on their designated committees by the committee leaders. Training materials were made by the students and rooms were booked by them with the university to hold their sessions. The student committee members met weekly when classes were in session in 2016 leading up to the conference. I met with the SG and AD weekly when classes were in session from 2014 and with Mr. Ueda and Mr. Iwasa (International Office Manager) when I was at the university. The steering committee met less after 2014 as they shared leadership roles with the students on committees. I got weekly updates from the SG and AD on the committees and we emailed when necessary.

From April 2016, the students were given an office in the faculty building and this set a precedent at the university. Students were given rules that they had to follow. It is important that the students have a room to meet and work in as well as keep the conference supplies. The room had a table, chairs, sofa shelves, printer, whiteboard and a kitchen. On the downside, there was some resentment expressed by non-NMUN related faculty members that students were given a space in the building as they were not faculty members. Furthermore, it was seen as unfair to other students in the university who are also leaders of events but do not have rooms.

8. Outcome of the Conference

Our experience hosting NMUN Japan was better than we ever could have hoped for. The following sections will provide details in terms of the incredible media coverage our University was given and the participation statistics for our small but powerful institution.

8.1 Media

In total the conference was covered by the media 88 times. There was Worldwide

promotion through the NCCA web site after the Japan Conference was uploaded in 2014. The conference is part of the NMUN archives (Kobe, Japan Archive). In total there were 27 articles in national and local newspapers including 4 advertisements. There were also TV and Radio broadcasts including six times on NHK (nationwide and local), twice with Sun TV, and once on Radio Kansai. There was also Free Media & Sub-media: 11 times. There were 12 advertising displays in Kobe at Shin-Kobe station, City Hall, Subway, Port Liner, Ward Office, and the Santica-Underground Mall.

8.2 Participation in NMUN Japan 2016

In total, there were 377 people who attended the conference as delegates, journalists and faculty (see Table 3). Applications opened on the NMUN website on May 1, 2016 and registration was closed in one day. The NCCA made the matrix and looked after the registration which included the delegation and delegates participation fees. There were many universities that were on a waiting list in Japan and abroad. The NCCA accepts countries in the order of their on-line application. Some of the delegations requested to bring between 30-50 students (many were consortiums of 15 universities like Consules) so we set the maximum per delegation at around 24.

Table 3. Attendees by region/nation

		Home/A broad	Region/Nation		
Students	11 Countries 330	Overseas 270	Europe	79	Italy 42, Germany 25, Czech 6, Russia 5, Slovenia 1
			N America	143	USA 123, Canada 20
		Japan 60	S America	14	Chile 14
			Asia	94	Japan 60, Philippines 31, China 3
Faculty	8 Countries 47	Overseas 37	Europe	10	Italy 6, Germany 3, Russia 1
			N America	24	USA 21, Canada 3
		Japan 10	S America	1	Chile 1
			Asia	12	Japan 10, Philippines 2
Total	11 Countries 377	Overseas 307	Europe	89	5 countries
			N America	167	2 countries
		Japan 70	S America	15	1 country
			Asia	108	3 countries

The maximum number of students from Japan we allowed was 60, as we wanted the conference to be more international. We were hoping that neighboring countries to Japan would

participate and were pleased that there were delegations from China, the Philippines and Russia. We also helped universities with their visa applications on request. The total number of students that participated as delegates was 330 from universities in 11 countries. This though does not reflect their nationalities. There were 47 faculty advisors from eight countries.

8.3 Student Outcomes of the Conference

One AD finds working with others inspire her to be like them her ideal and imagined self,

Every time I joined NMUNs, I encountered an excellent students and felt my confidence. However, as I was able to meet excellent students who would become models for me. I often observed them with the feeling that I could learn from them a, and I quickly did what they did. By doing so, I think that I was able to act while always looking at the goal. When I look back over my years with NMUN, I found that I gradually became more confident about myself facing challenges and overcoming various difficulties. I grew to overcome difficulties . I was inspired by people I met through the simulation, and not only my own values and behavior but even personality changed.

From another AD,

It was really busy, tough six months, and a week, but I took over the role of AD, this week's experience and memories became the most important memory that I felt most in my life in college life, It was culmination. At the same time I thought that I was still, I also felt the pride of being accomplished. And above all, I thought that I was really lucky. I would like to take care of everything gained from this experience, what I felt, my own tasks I was noticed, bonds with people I gained through this.

8.4 Benefits of hosting NMUN

One of the benefits of hosting NMUN Japan was community building. Many students, faculty and administrators could be stakeholders. We had 300 volunteers, 24 delegates and 4 ADs directors that could participate. Approximately 20% of our on-campus university population participated in NMUN Japan. The bulk of those participants were from the first three years as fourth year students were out job hunting. This is an incredible achievement and the NMUN organizers have every right to be proud of it.

Second, NMUN Japan was truly collaborative bringing all the different stake holders

together in the university that included, the trustees, 70th Anniversary Committee, the faculty, the administrators in finance, curriculum, international exchange, research, media, library, promotions, and facilities to work together. This helped build better collaboration between sections in the same university. It also allowed our students, faculty and administrators to work with stakeholders outside of our university including the NCCA, hotels, travel companies, the convention center, UN offices, Kobe government, other universities and high schools in Japan and abroad, the Japanese embassies in many countries, and the media locally and nationally.

A third benefit was brand building not only for KCUFS but also for Japan and also for MUN. Many people had never heard of Model United Nations before and we gave them an opportunity to be observers. Fourth it was a chance for our university to take the international floor at NMUNs since 2014. NMUN Japan was highlighted at the New York Conference and in Czech Republic in 2015 and New York in 2016 our SG and University President were both able to address the participants and invite them to Japan. Also, at the New York conference for two years, KCUFS faculty were able to make presentations to other NMUN affiliated faculty.

8.5 Advice to Universities that would Like to Apply to Host NMUN

Before applying to host NMUN, the university needs to make a commitment to support the staff that will lead the event. The faculty leaders need to commit for an extended period of time to follow through with the project. If the faculty or Secretary General change, it could really destabilize the event. Professor Tatsuki and I remember being asked by the NCCA if I would commit to seeing it through, meaning that we had institutional support and that we would not quit. Trust has to be built between the NCCA and the hosting university.

Also, universities that wish to host first need to secure financial resources to host an event. We attempted to keep costs comparable to what they were at other international MUNs and that determined the amount that we would have to subsidize over the cost of facilities. Planning needs to take into consideration that exchange rates could change and that there are disasters or situations that could be out of your control. As the hosting institution, we also covered the in-country accommodation, cultural visits for the NCCA staff and directors. Also, you need to have a conference site with a minimum of four meeting rooms with Internet access. We also planned and generously subsidized two days of cultural visits that included world heritage sites.

9. Conclusion

We believe that because Kobe City University of Foreign Studies (KCUFS) was celebrating its 70th Anniversary in 2016, we were the right choice to host the National Model United Nations (NMUN) an international conference for university students that focused on global citizenship and youth empowerment. Sachiho Tani the Secretary-General from KCUFS in her opening speech stated eloquently and passionately why NMUN is valuable,

Honorable Ambassador Yoshikawa, fellow delegates and distinguished guests. I still cannot believe this day is really happening. On behalf of the NMUN Japan organizing committee, I would like to extend my warmest welcome to all of you gathered here today. Welcome to Japan, and welcome to Kobe! I hope you have been enjoying the city of Kobe as well as the Cultural Site visits to Kyoto and Hiroshima over the past three days. A lot of energy and effort went into the planning and actualization of these programs, so I would like to acknowledge and thank all the many people involved in these teams. It is my sincere hope that you each found some meaning and value from these events.

In addition to the Cultural Site visits, the conference team worked very hard to prepare the very best possible NMUN event. With nearly 300 student volunteers and the generous support from many directions, we have come to this day, and that alone makes me feel pretty emotional.

Why have we devoted so much of our time and energy to make NMUN Kobe a reality? Because we need it. Because the young generation of Japan are living in a global society and must engage with it. Because, as Mayor Hisamoto said, the world is now facing conflict of opinions, disruption and division. NMUN is not just an opportunity for college students to acquire skills, knowledge and critical thinking. It is a way for our generation to interact with people from all backgrounds. It is an opportunity for us to overcome differences and achieve mutual understanding. But most importantly, it is an opportunity to foster leadership in our generation, the generation from which will come future world leaders. These are the crucial elements in the formation of a globalized and successful society. We cannot, we dare not miss opportunities like this to prepare for the future yet to come. In closing, let me repeat how fortunate we feel to have been selected to host NMUN Japan in Kobe during this auspicious year 2016 which marks both the 70th anniversary our school and the 60th anniversary of Japan's membership in the United Nations.

Reference

National Model United Nations/National Collegiate Conference Association (2017).
NMUN home page. Last accessed on April 29, 2017 at <http://www.nmun.org/>