

5-2018

A Hybrid Holistic Thinking Approach for Resetting the Seabrook Chapter of the Japanese American Citizens League (JAACL)

Michael K. Asada

Thomas Jefferson University, michael.k.asada@gmail.com

Follow this and additional works at: https://jdc.jefferson.edu/diss_masters



Part of the [Leadership Studies Commons](#), and the [United States History Commons](#)

Recommended Citation

Asada, Michael K., "A Hybrid Holistic Thinking Approach for Resetting the Seabrook Chapter of the Japanese American Citizens League (JAACL)" (2018). *Full-Text Theses & Dissertations*. 7.
https://jdc.jefferson.edu/diss_masters/7

This Article is brought to you for free and open access by the Jefferson Digital Commons. The Jefferson Digital Commons is a service of Thomas Jefferson University's [Center for Teaching and Learning \(CTL\)](#). The Commons is a showcase for Jefferson books and journals, peer-reviewed scholarly publications, unique historical collections from the University archives, and teaching tools. The Jefferson Digital Commons allows researchers and interested readers anywhere in the world to learn about and keep up to date with Jefferson scholarship. This article has been accepted for inclusion in Full-Text Theses & Dissertations by an authorized administrator of the Jefferson Digital Commons. For more information, please contact: JeffersonDigitalCommons@jefferson.edu.

A Hybrid Holistic Thinking Approach for Resetting
the Seabrook Chapter of the Japanese American Citizens League (JACL)

by

Michael K. Asada

A capstone submitted in partial fulfillment
of the requirements for the degree of
Doctor of Management
in
Strategic Leadership

at

THOMAS JEFFERSON UNIVERSITY

2018

Doctoral Committee Approval:

Joel Adler, Ph.D. Professor, Adviser, Strategic Leadership Faculty

John Pourdehnad, Ph.D., Committee Member, Strategic Leadership Faculty

Dominick Volini, Ph.D., Committee Member, Strategic Leadership Faculty

Copyright 2018 Michael K. Asada

All rights reserved

Dedication

I dedicate this capstone dissertation to those original Japanese immigrants and Japanese American citizens of the United States who have sacrificed and suffered due to the events of Executive Order 9066 during World War II. The writers of prose, poetry, and non-academic nonfiction who toil to make sense of these times in which we live. And to my parents, Mark and Itsuko Asada, whose incarceration in one of the ten American concentration camps during this era has been a familial and unexpected source of inspiration for this project.

Acknowledgements

I offer my heartfelt thanks to everyone who coalesced to make this work possible: family, friends, and colleagues. Projects like these are a collective effort. To start, I must offer my sincere thanks to the Japanese American pioneers who participated in this study. Your willingness to share your ideas and emotions on these topics made this study a true labor of love. Thank you for your personal investment of energy and time.

I am indebted to my doctoral committee. Joel Adler, you are a special mentor and a wonderful chair. Your ways of being, along with your sincere compassion have fueled my efforts. Thank you for your close and graceful role in the whole journey. John Pourdehnad provided me with several years of great guidance and truly indefatigable good cheer. You are a thought provoker of the highest order and an invaluable scholar on Systems Thinking. Dominick Volini deserves deep thanks for his insightful and deft guidance on the methodological portion of the study and for his wise ways of analysis. Thank you for reminding me to confine my research efforts into a manageable project. Thank all three of you for your unique and various gifts. I would like to thank all my university colleagues and friends for their interest in this work.

Thank you to my wife, Kim, without whom this work would have never been initiated, nor concluded. Your encouragement and love sustain me. Finally, I thank my children, Matthew and Michelle (Mikki), for whom I ardently wish a more peaceful and respectful world. You two are my inspiration and my passion for life.

Abstract

The purpose of this capstone is to describe how a Hybrid Holistic Thinking Approach has helped the author analyze the Seabrook Chapter of the Japanese American Citizens League (JACL) review its perceived relevance as a national civil rights organization, address its systemic challenges, and reset the organization.

A quantitative, quasi-experimental research design was implemented to address organization improvement. The study targeted the Seabrook JACL, a non-profit, civil rights organization to review its current state and its challenges and synthesize a compelling argument for organizational change. The capstone implemented a participative style of problem management utilizing a Hybrid Holistic Thinking Approach to reset the Seabrook Chapter of the JACL.

Specifically, this capstone describes how the author assessed the Seabrook JACL members and Asian American Pacific Islander non-member attitudes toward the organization transformation. A survey was presented to over 100 Seabrook JACL members and 900 Asian American Pacific Islanders and the results were analyzed by a participative style of problem management. The instrument used a 5-point Likert scale to assess significant perceptions and analyzed the systemic environment of the Seabrook JACL through three themes. This Capstone Research study conveys the need for additional analysis and serves as a reference to assist other JACL chapters for their future.

TABLE OF CONTENTS

Dedication	i
Acknowledgement	ii
Abstract	iii
Table of Contents	iv
List of Tables	vi
List of Figures	vii
Chapter 1 Introduction	
1.1 Reflexive Perspective	1
1.2 Japanese American Experience in the United States	3
1.3 JACL Background	8
1.4 Statement of the Research Question	12
1.5 Why this Capstone is Important and Timely	18
1.6 Could Executive Order 9066 be used as a Precedent for Another Ethnic Group	19
Chapter 2 Foundational Concepts to Support this Research	
2.1 Purpose of Capstone	23
2.2 Introduction	23
2.3 Limitations of the Study	24
2.4 Delimitations of the Study	24
2.5 System	25
2.6 Social Systems	26
2.7 Leadership	27
2.8 Participative Leadership	29
2.9 Holism	31
2.10 Practicing Holistic Thinking in Analyzing the Seabrook JACL	33
2.11 Change in Perspective/Mindset that is Important in this Research	35
2.12 Summary	36
Chapter 3 Literature Review	
3.1 Introduction	39
3.2 Organization and Content of the Literature Review	39
3.3 Holism and Systems Thinking	40
3.4 The Japanese American Experience: Prelude to the Japanese American Citizens League	45
3.5 Echoes of Executive Order 9066: How U.S. Immigration Policy Can Shape Mass Public Belief About a Return to Mass Incarceration Déjà	53
3.6 Summary of Literature Review	55
Chapter 4 Methodology	
4.1 Summary of Earlier Chapters	57
4.2 Purpose of Capstone	57

4.3 Research Questions and Sub-Questions	58
4.4 Statement of the Problem	58
4.5 Hybrid Holistic Thinking Approach to Analyze the Problem Statement	59
4.6 Situation Awareness	61
4.7 Research Design and Instrumentation	63
4.8 Groups of Variables	64
4.9 Validity	67
4.10. Population and Sample	67
4.11. Procedure	68
4.12 Survey Return	69
4.13 Project Participants	70
4.14 Current State Analysis and Future State Planning	71
4.15 Data Analysis	74
4.16 Ethical Considerations	74
4.17 Summary	75
Chapter 5 Presenting and Analyzing the Results	
5.1 Introduction	78
5.2 Presentation of Findings and Results	78
5.3 Survey Question #4	79
5.4 Survey Question #5	82
5.5 Survey Question #9	84
5.6 Survey Question #2	86
5.7 Survey Question #1	87
5.8 Survey Question #3	90
5.9 Theme 1: Membership-Millennials	92
5.10 Survey Question #8	93
5.11 Theme 2: Chapter Branding	94
5.12 Survey Question #6	94
5.13 Theme 3: Creating Partnerships	96
5.14 Survey Question #7	96
5.15 Presenting and Analyzing the Data Conclusions	97
Chapter 6 Summary, Conclusions, and Recommendations	
6.1 The Planning Challenge	100
6.2 The Response to the Challenge in this Capstone	101
6.3 Conclusions and Action Themes	102
6.4 Recommendations for Action	110
6.5 The Moral Imperative	111
6.6 Uncertainties and Contextual Challenges	112
6.7 The Path to the Future	113
6.8 Final Word	116
List of References	117
Appendix. Appendix A-G	122

List of Tables

TABLE 1.1: America's Concentration Camps Which Held Japanese Americans Captive During World War II	5
TABLE 1.2: The Japanese American Citizens League is composed of over 100 chapters across the Nation, divided into seven district councils	11
TABLE 1.3: TOTAL JAACL MEMBERSHIP	16
TABLE 4.1: TOTAL JAACL MEMBERSHIP	59
TABLE 4.2: The Japanese American Citizens League is composed of over 100 chapters across the Nation, divided into seven district councils	67
TABLE 5.1: Total JAACL Membership (membership data effective January 2018)	85

List of Figures

Figure 1.1: Executive Order 9066 Instructions	1
Figure 1.2: System Relationship Diagram	13
Figure 1.3: System Relationship Diagram	14
Figure 1.4: System Relationship Diagram	14
Figure 1.5: System Relationship Diagram	15
Figure 2.1: Society at Large	38
Figure 4.1: Hybrid Holistic Thinking Analysis Approach	60
Figure 4.2: Hybrid Holistic Thinking Analysis Approach	61
Figure 5.1: Incarceration Possibility Déjà vu	80
Figure 5.2: Immigration Advocacy	82
Figure 5.3: JACL Relevancy as A National Civil Rights Organization	84
Figure 5.4: JACL Member	86
Figure 5.5: JACL Familiarity	87
Figure 5.6: Agree with Mission	91
Figure 5.7: Word Cloud	92
Figure 5.8: Age	93
Figure 5.9: More Focus on Branding	95
Figure 5.10: Partnerships with Other Civil Rights Organizations	97

“If you don’t like change, you’re going to like irrelevance even less.”

GEN Eric Shinseki (34th Chief of Staff, U.S. Army)

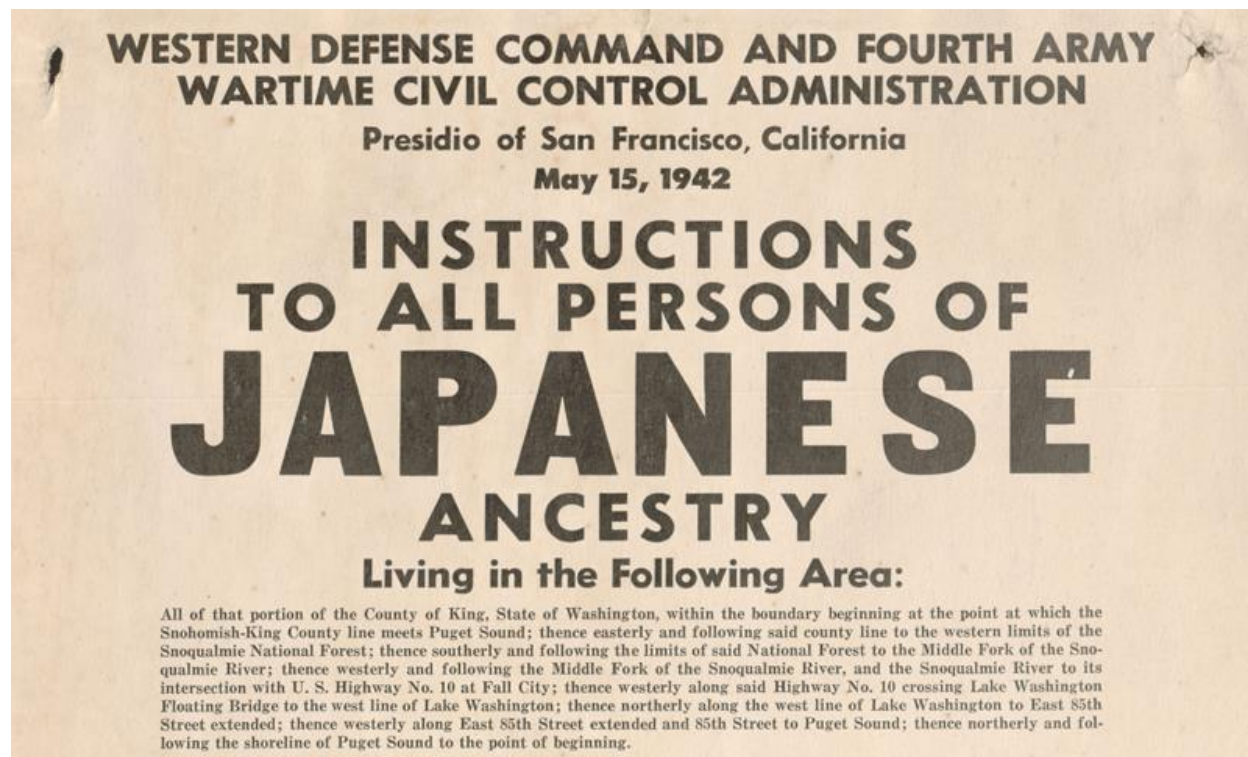
CHAPTER 1

INTRODUCTION

1.1 Reflexive Perspective

This research addresses a lingering violation of civil liberties that is very personal to me. Growing up as a Sansei (third-generation Japanese American), I developed an acute sense of duty, honor, and country during my career in the U.S. military. I became passionate in the issues of race and equality as I struggled to comprehend what, why, and how the decision was made to implement President Roosevelt’s Executive Order 9066 (see Figure 1.1) after the bombing of Pearl Harbor to an entire group of people based only on ethnic identity.

Figure 1.1: Executive Order 9066 Instructions



While I was directly not a victim of the mass incarceration of 120,000 Japanese Americans in this country during World War II, my parents who were citizens of this country and their immigrant parents experienced the worst violation of civil liberties in U. S. history. This negative experience and the possible impact to other Americans of ethnic background or immigrants to this land of freedom today is reason why an organization like the Seabrook Chapter of the Japanese American Citizens League (JACL) remains vital for the protection of civil rights for all Americans.

Today, I reflect upon my ability as the President of the Seabrook Chapter of the Japanese American Citizens League (JACL) to make a difference to this organization by applying my strategic leadership skills and personal conviction to a greater cause. My passion in the organization and its background made me wonder about others' experiences with the Seabrook JACL. I developed this research based on my desire to know if my reasons for creating a more robust and effective chapter were also the reasons for others to be members of this legendary organization.

Because of my own experiences, I started this capstone project with a strong expectation of what I was attempting to accomplish. However, as I began to conduct a broader view and applying a Hybrid Holistic Thinking Approach utilizing a participative style of problem management, I quickly realized that I was dealing with something much more complicated in scale than I had originally thought.

My expectation was that the stakeholders would reveal a neat and simple list of clear-cut reasons for belonging to this organization and how to make it more robust for the future. The reality was there were a myriad of nuances, many overlapping and interrelated, that developed

over time into reasons why this legendary chapter of the JACL still remains relevant, but maybe at risk for its future if conditions remain the same.

1.2 Japanese American Experience in the United States

While many of the 19th century Japanese visitors to the United States were sojourners seeking adventure, education, and even economic opportunities, little did they anticipate that if they decided to stay permanently in this country, any move towards naturalization would be barred by an Act of Congress passed in 1790. This Act allowed only ‘free white men’ to be naturalized (Chuman,1976) and in 1882, the Chinese Exclusion Act temporarily aided Japanese immigration to America, but it was short lived. In early 1913, California passed its Alien Land Law which used the indefinite alien status of Japanese and other Asians to prevent them from acquiring real estate and settling down permanent roots. Subsequently, the California law was soon replicated by other western states (Chuman,1976).

In 1924, Japanese and other Asian immigration was finally turned off by the passage of the U.S. Immigration Exclusion Act. The 1952 passage of the McCarran-Walter Act allowed Issei (Japanese immigrants) to become naturalized for the first time and allowed immigration to resume (at 185 Japanese persons per year), now without constraints to a person’s country of origin (Maki, Kitano, & Berthold, 1999). These constraints on naturalization and immigration reflected anti-Asian prejudice and exclusion by the larger Euro-centric society as expressed via local news media, public policies, and anti-social behavior.

After the bombing of Pearl Harbor, President Franklin Roosevelt authorized the War Department to designate parts of the United States as special military areas and on February 19, 1942 he perpetrated what the American Civil Liberties Union has called “the worst single

wholesale violation of civil rights in our history” when Executive Order 9066 was signed (Woodward, 2008).

The order sanctioned the military to circumvent the constitutional protections of American citizens, effectively transferring control of civilians from the Justice Department to the Department of War and the Army without a declaration of martial law. Because of that order, nearly 120,000 persons of Japanese descent, half of them children, two-thirds of them American citizens were forced, without criminal charges or due process hearings, to leave their West Coast homes and businesses to spend the duration of the war in what FDR called “concentration camps” (Woodward, 2008).

Pursuant to Executive Order 9066, notices of military zones were publicly posted, which defined where Nikkei (people of Japanese ancestry) could be or not be present, along with special curfew hours prohibiting freedom of movement from dusk to dawn. Within weeks there followed public instruction notices telling people of Japanese ancestry that they had less than one week to dispose of their property and belongings (except for a concise list of portable personal items) and prepare for an indefinite leave (see Figure 1.1: Executive Order 9066 Instructions).

These evacuation notices directing non-alien to assembly centers by a target date, seemed innocuous for what they really were, namely, federal orders to American citizens for their forced removal from private homes to government detention facilities and on very short notice. After being detained several weeks to months in temporary facilities, which included converted animal stalls at racetracks, the inmates were shipped under armed guard by trains to American concentration camps, which were called ‘relocation centers’ run by the War Relocation Authority (WRA) (Burton, Farrell, Lord, & Lord, 1999).

The WRA was a civilian agency that had been set up to manage these prison camps (some ten in all) which were intentionally located in desolate places largely removed from normal high population areas. These concentration camps were rows of bleak, black tar-papered barracks, barbed-wired perimeter fencing, guard towers with weapons pointed inward, and armed, uniformed soldiers patrolling inside the compound, all vividly documenting the prison nature of these camps (see Table 1).

TABLE 1.1

America's Concentration Camps Which Held Japanese Americans Captive During World War II

Amache/Granada, Colorado

Opened: August 24, 1942

Closed: October 15, 1945

Peak population: 7,318

Heart Mountain, Wyoming

Opened: August 12, 1942

Closed: November 10, 1945

Peak population: 10,767

Manzanar, California

Opened: March 21, 1942

Closed: November 21, 1945

Peak population: 10,046

Poston, Arizona

Opened: May 8, 1942

Closed: November 28, 1945

Peak population: 17,814

Topaz, Utah

Opened: September 11, 1942

Closed: October 31, 1945

Peak population: 8,130

Gila River, Arizona

Opened: July 20, 1942

Closed: November 10, 1945

Peak population: 13,348

Jerome, Arkansas

Opened: October 6, 1942

Closed: June 30, 1944

Peak population: 8,497

Minidoka, Idaho

Opened: August 10, 1942

Closed: October 28, 1945

Peak population: 9,397

Rohwer, Arkansas

Opened: September 18, 1942

Closed: November 30, 1945

Peak population: 8,475

Tule Lake, California

Opened: May 27, 1942

Closed: March 20, 1946

Peak population: 18,789

During the forced removal of the Nikkei and after their incarceration in the camps, the U.S. government had some 'second thoughts' on the justification of these actions. This drove their hunt for disloyal people of Japanese ancestry. If disloyal individuals were found, it could justify the rationale for these actions on behalf of assuring national security.

But by the end of the war, not one Japanese American or immigrant parent was convicted of espionage or sabotage against the United States. The pivotal case in point was that of *Ex Parte Endo*, a December 1944 Supreme Court decision, which decided that Mitsuye Endo, a Nisei (second-generation Japanese American) who had been incarcerated in the WRA camp in Topaz, Utah and not shown to be disloyal to the United States, could not be held in these camps. Finally, on January 2, 1945 all the WRA camps were ordered to be closed.

People tend to believe that government leaders will ultimately do what's right and what they do must be the right thing. But it isn't, at least not always, as history shows. President Franklin D. Roosevelt did the wrong thing when it came to national security during World War II. With Executive Order 9066, Roosevelt authorized the imprisonment of more than 120,000 innocent Japanese American citizens without due process.

In 2014, Supreme Court Justice Antonin Scalia said of the internment, "It was wrong, but I would not be surprised to see it happen again...In times of war, the laws fall silent." Scalia's sobering message resonates today because fear may eclipse moral virtue and cause leaders to make unconstitutional decisions to make them feel safer (Witt, 2015).

Executive Order 9066 was signed which allowed the forced evacuation and unwarranted incarceration solely against Japanese Americans. It is hard to believe that such a thing could happen in the United States of America to its own citizens and legal resident alien immigrants

due to racial prejudice and war hysteria. Moreover, Executive Order 9066 was used only against those who were of Japanese ancestry living in the west coast states, but the order could have been enacted against people of German and Italian heritage as well.

Most of those directly affected by Executive Order 9066 were incarcerated for the duration of the war, with the majority being American citizens born in the United States. The basic freedoms which should be guaranteed by the U.S. Constitution to all citizens were stripped away. They were imprisoned in chain link and barbed wire enclosed camps in bleak and isolated regions of the country through no fault of their own (see Table 1: Concentration Camps) and only because of their ethnic heritage.

How do these things happen? What I didn't expect to find was how closely the misconduct and ineptitude within the government after the bombing of Pearl Harbor parallel our world today. Can history repeat itself after another tragic catalytic event? Episodes like Pearl Harbor and 9/11 started with a shocking attack. After the attacks, Americans felt fear, and in trying to find people who were dangerous, instead targeted people who looked, spoke or worshipped differently.

The government tried to make us feel safer by hitting back. After Pearl Harbor, the government hit back in part at U.S. citizens, imprisoning them solely because of their heritage. After 9/11, internal government documents suggested one reason to invade Iraq: "Even if there was no connection between Saddam Hussein and Osama bin Laden, we needed to topple an Arab government in response" (Smith, 2007).

Sometimes such actions are just a mistake, but sometimes they are something worse. Too often, national security can serve as a justification for political opportunism or even criminal

acts. As I conducted this research, I was simultaneously learning about the post 9/11 world. In each case, I found error, conspiracy, and self-interested cover-ups. Some people fear, some people err, and other people use that fear and error for their own purposes.

Some thirty years after WWII, in a symbolic ceremony, President Gerald Ford formally rescinded Executive Order 9066 on February 19, 1976. Then in 1980, President Jimmy Carter signed an Act to establish the Commission on Wartime Relocation and Internment of Civilians (CWRIC). The CWRIC completed its fact-finding task in 1982 and published its report: “Personal Justice Denied”, which concluded that the causes for incarceration were “race prejudice, war hysteria, and a failure of political leadership” (Personal Justice Denied, 1982).

This became the factual underpinning for the passage of the Civil Liberties Act of 1988 signed by President Ronald Reagan. The Civil Liberties Act provided for a letter of apology from the President of the United States along with a redress check to each of the eligible surviving inmates from the WWII WRA camps.

1.3 JACL Background

The current period is an auspicious time to assess the efficacy of the Seabrook Chapter of the Japanese American Citizens League (JACL) and how a holistic and Hybrid Holistic Thinking Approach is vital in resetting the future of this organization. In 2017, these efforts have come into historic perspective in the context of honoring the 75th anniversary of the signing of Executive Order 9066.

Critics sense that despite questionable advances in civil rights for this nation, we may have reached a possible threshold marked by a confusing mixture of successes and failures from a few civil rights organizations like the Seabrook JACL. Issues confronting those historically

subjected to discrimination and prejudice have a renewed perspective that calls for a fresh, careful, and disciplined analysis of how to prevent future civil rights violations.

The Seabrook JACL was founded in 1947 by young Japanese American leaders who felt the need for a civil rights organization to benefit their fellow Americans of Japanese descent who faced discrimination and prejudice on a regular basis. There were many anti-Japanese and anti-Asian laws on the books at that time which the Seabrook JACL leaders wanted to have removed. To this day, the Seabrook JACL continues to monitor issues related to civil rights of all Americans, but not necessarily taking proactive measures in their response to protect against these abuses.

Because the JACL is the oldest and largest Asian American civil and human rights organization in the United States, it is compelled to tell the Japanese American story, which includes the forced removal from the West Coast states of people of Japanese ancestry during World War II. It is important for all Americans to remember what happened to the Japanese Americans and what could happen to another ethnic minority. More importantly, it is to reveal that it was later determined that the evacuation and incarceration denied Japanese Americans their constitutional rights and were the result of racial prejudice, war hysteria, and a failure of political leadership at that time (Personal Justice Denied, 1982).

Leaders within the Japanese American community started the Seabrook JACL to advocate for civil rights. Several local Japanese American community organizations were already in existence, but the Seabrook JACL became the main voice for Japanese Americans in Seabrook, New Jersey. The Seabrook JACL was initially founded with the mission to secure and uphold the civil rights of Americans of Japanese ancestry, to preserve the cultural heritage and

values of Japanese Americans, and to combat social injustice against all people regardless of race or circumstances.

It is insufficient and often counterproductive for leaders merely to act as good cogs in the machine. Leaders perform a valuable service when they discern that a venerated system or process has outlived its usefulness, or that it is operating as originally designed but against the organization's overall purpose. Sometimes we forget that systems are created by people, based on an idea about what should happen at a given point in time.

When members of an organization feel as though they must constantly fight the system by circumventing established rules and procedures, the result can be cynicism or a poor ethical climate. Because of their experience and position, leaders are invested with the authority to intervene and correct or abandon malfunctioning systems. At the very least, they can advocate for change in a way that those with less positional authority cannot. Leaders at all levels should be alert to systems that drive human behavior inimical to organizational effectiveness. We need leaders who can see both the individual parts and the big picture; to this end, a holistic view of the organization and its environment become invaluable.

Leaders operate in the realm of bewildering uncertainty and staggering complication. Today's problems are rarely simple and clear-cut. If they were, they would already have been solved by someone else. If not well considered, and sometimes even when they are, today's solutions become tomorrow's problems. Success in the contemporary operating environment requires diverse ways of thinking about problems and organizations. This research introduces a novel perspective of the relevancy of the Seabrook JACL by the stakeholders and will utilize a Hybrid Holistic Thinking Approach to conduct an analysis.

Today, leaders within the Seabrook JACL want to ensure that the unfortunate experience of the incarceration of Japanese Americans and immigrants from Japan during World War II will not be repeated against any other people. But the organization faces a tipping point as membership has fallen over the years and its influence to protect civil liberties appear to have diminished.

The JACL has been a membership-driven organization and today has more than one hundred chapters located throughout the United States (see Table 2). Although the Seabrook JACL strives to be inclusive and is open to interested persons regardless of ethnicity, the organization appears to be relatively unknown to the average person and its relevance questionable.

TABLE 1.2

The Japanese American Citizens League is composed of over 100 chapters across the Nation, divided into seven district councils.

Central California District Council

Clovis, Fowler, Fresno, Livingston-Merced, Parlier, Reedley, Sanger, Selma, Tulare County

Eastern District Council

New England, New York, Philadelphia, Seabrook, Southeast, Washington DC

Intermountain District Council

Boise Valley, Fort Lupton, Idaho Falls, Mile High, Mount Olympus, Pocatello-Blackfoot, Salt Lake City, Snake River Valley, Wasatch Front North

Midwest District Council

API Gulf Coast, Chicago, Cincinnati, Cleveland, Dayton, Detroit, Hoosier, Houston, Omaha, Saint Louis, Twin Cities, Wisconsin

Northern California-Western Nevada-Pacific District Council

Alameda, Berkeley, Contra Costa, Cortez, Diablo Valley, Eden Township, Florin-Sacramento Valley, Fremont, French Camp, Gilroy, Golden Gate, Honolulu, Japan, Lodi, Marin County, Marysville, Monterey Peninsula, Placer County, Reno, Sacramento, Salinas Valley, San Benito County, San Francisco, San Jose, San Mateo, Sequoia, Silicon Valley, Sonoma County, Stockton, Watsonville-Santa Cruz, West Valley

Pacific Northwest District Council

Alaska, Gresham-Troutdale, Olympia, Portland, Puyallup Valley, Seattle, Spokane

Pacific Southwest District Council

APAN, API Lambda, Arizona, Downtown Los Angeles, East Los Angeles, Greater Los Angeles, Greater Pasadena, High Desert, Hollywood, Imperial Valley, Las Vegas, New Mexico, Orange County, Pasadena, Progressive Westside, Riverside, SELANOCO, San Diego, San Fernando Valley, San Gabriel Valley, San Luis Obispo, Santa Barbara, Santa Maria, South Bay, Torrance, Venice-West Los Angeles, Ventura County

For decades, the Seabrook JACL was the first responder against injustices like segregation, discrimination, and violence directed at Asian Americans Pacific Islanders because the United States government refused to act on their behalf. But as progress was made and barriers fell, critics began to argue that the Seabrook JACL was merely a reactionary civil rights organization, stuck in the past and unsuited to the new era.

The Seabrook JACL is a complicated and unique social system with many interrelated parts. As with any system of this type, when changes are made to one part, many others are affected in a cascading and often unpredictable manner. Thus, organizational decisions are fraught with second and third order effects that result in unintended consequences.

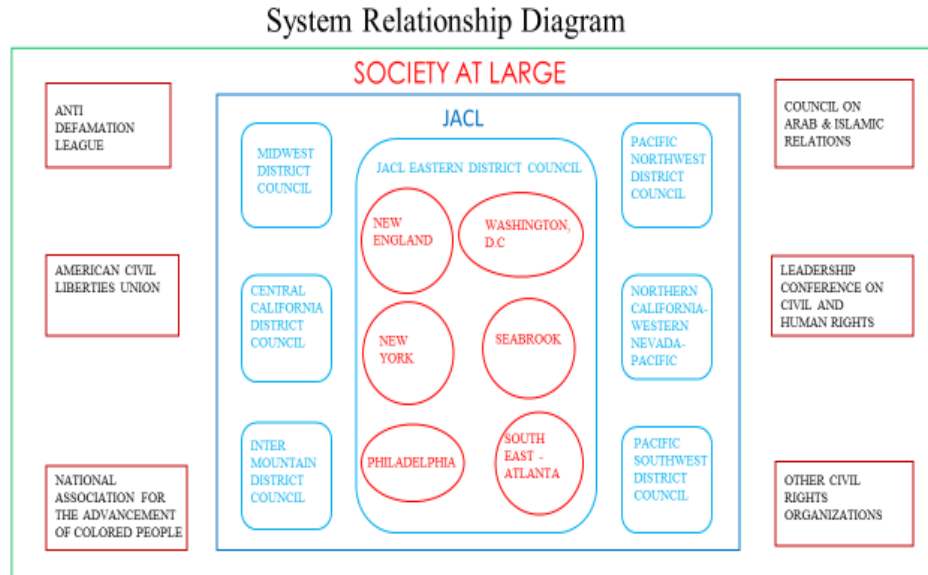
Impulsive approaches are rarely sufficient and are sometimes downright harmful. Extensive planning, combined with even the best of intentions, does not guarantee success. Better prediction is not the answer, nor is it possible. There are so many interactions in multi-level relational systems that no individual can be expected to forecast the impact of even minor changes that are amplified over time.

1.4 Statement of the Research Question

“Has the Seabrook chapter of the Japanese American Citizens League (JACL) reached its tipping point to remain effective and is it time to reset the legendary civil rights organization”?

After more than 71 years as the nation's premier Asian American advocacy group, the Seabrook Chapter of the Japanese American Citizens League (JACL) is beset by complacency and on the verge of becoming irrelevant. To date, there is no interaction to other national civil rights organizations and limited, if any, relationships among the other JACL districts/chapters (see Figures 1.2-1.5). Some chapter members complain that the organization fails to passionately address critical issues of today from Black Lives Matter to Muslim xenophobia unlike their sister chapters within the JACL. Therefore, if the Seabrook JACL does not remain relevant to the needs of its members and purpose, it takes on the risk of becoming obsolete and extinct.

FIGURE 1.2



NATIONAL JACL HAS 7 DISTRICTS (105 CHAPTERS) & EASTERN DISTRICT COUNCIL HAS 6 CHAPTERS

FIGURE 1.3

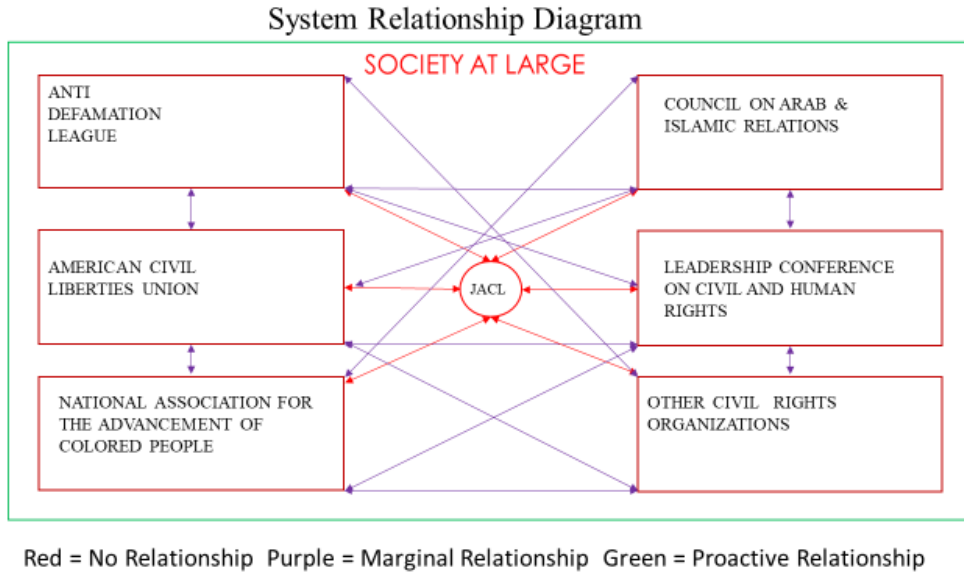


FIGURE 1.4

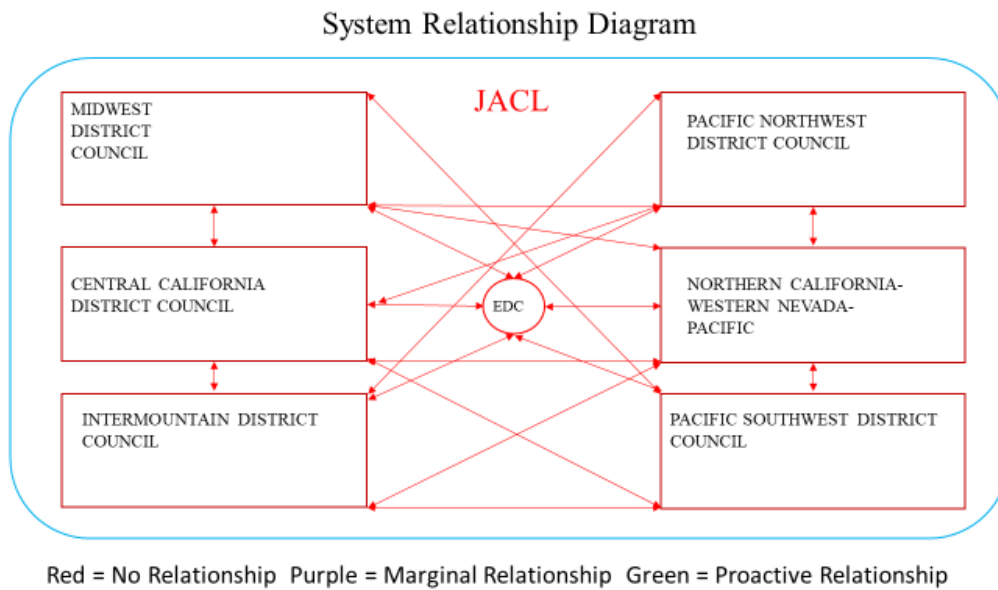
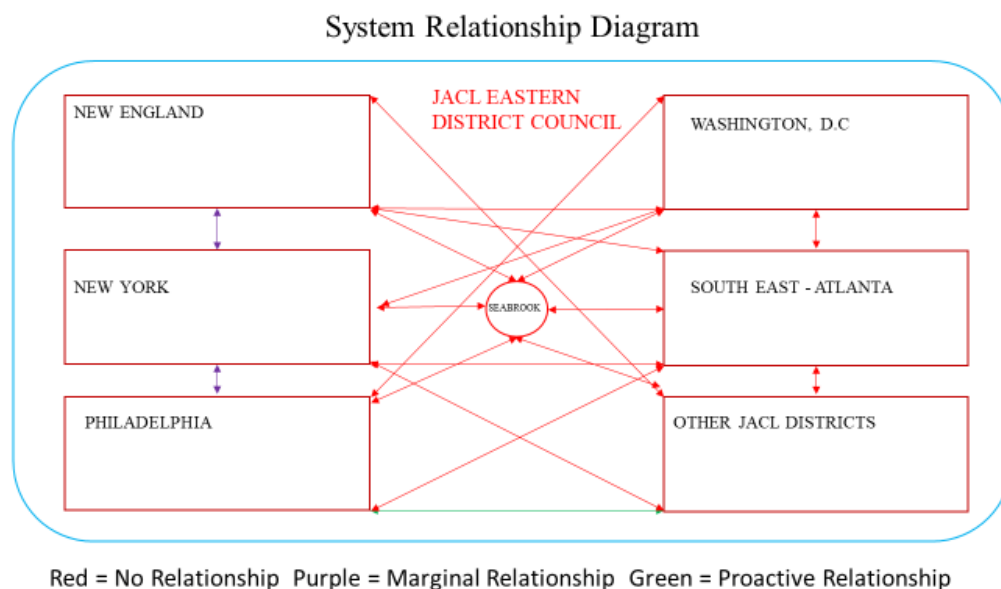


FIGURE 1.5



The Seabrook Chapter of the JACL is legendary and historic. The most notable accomplishment the organization provided in its history was their proactive support in working with the National JACL on the Walter-McCarran Immigration and Naturalization Act of 1952. The passing of this act allowed Japanese immigrants the right to finally become American citizens and void the clause that had denied their eligibility for citizenship for over 30 years. In 1953, the first group of aging Japanese immigrants became citizens of the United States by accepting the oath of allegiance in Seabrook, New Jersey (Palmer, 1985 p.41).

From the time of its inception in 1947 until the early part of the 20th century, the Seabrook Chapter of the Japanese American Citizens League was extremely active and maintained a robust membership. There appears to be a correlation between those times the Seabrook JACL reached the highest membership and when JACL National membership was also thriving. The early history of the Seabrook JACL showed that the organization was growing, and

its members were socially enriched. Subsequently, the membership at Seabrook JACL & JACL National has significantly declined (see Table 1.3 Membership).

TABLE 1.3: TOTAL JACL MEMBERSHIP

	2017	2016	2015	2014	2013	2012	2011	2010
JACL NATIONAL	10000	10010	10025	10042	10693	11587	12441	12732
SEABROOK JACL	104	99	87	94	92	100	119	126

Originally, the Seabrook JACL had one objective, namely, to advocate for civil rights for Japanese Americans. As the Seabrook JACL grew, the objectives of the local chapter were gradually varied and unfocused. The current Mission states that the Seabrook JACL has three specific objectives: to secure and uphold the civil rights of Americans of Japanese ancestry, to preserve the cultural heritage and values of Japanese Americans, and to combat social injustice against all people regardless of race or circumstances.

Yet, over time, the “assumed” role that the Seabrook JACL embraced was to promote values of ethnic cultural, social and civic service to the local Asian American Pacific Islander community. The organization transformed, and members believed the focus of the advocacy work in the civil rights area remained the priority function of the National JACL. Preserving the Japanese American history in the local community became paramount to the Seabrook JACL.

One of the primary goals of the organization was to promote understanding and friendship through programs designed to acquaint their fellow American neighbors with the fact that the joys, the sorrows, the needs, the ambitions, and the strengths and weaknesses of a Japanese American were no different than their own. The Seabrook JACL was called upon by

local civic organizations to provide talks on Japanese culture, religion, and experiences, and participate in international themed festivals.

To date, there is no focused study that has been done to determine and examine the potential factors related to declining membership at the Seabrook JACL and the implicit value of this organization. However, there is ample evidence in the historical records and statistical reports that membership at JACL National is declining, and that the national organization is losing its influence in its stated purposes to a degree (see Figure 1.1). An analysis of the perceptions held by Seabrook JACL members regarding satisfaction with the organization is a necessary step to identify the challenges for the future of the chapter or national organization.

The Seabrook JACL has been an integral American organization of civil rights for more than 71 years. During that time, there was a peak membership of 30,000 in the national organization of JACL. However, for the last 15 years (see Table 1.3), membership (not to mention revenue) has fallen significantly by more than 66 percent with no sign of an end soon. Unfortunately, with declining membership there has not been an immediate effort from the National JACL Executive Board to address the drastic dilemma.

Meanwhile, the Seabrook JACL is losing membership from all age groups, but fails to attract the Millennials that will sustain the organization and its vision for the future. The National JACL leadership is failing to address the problem at the local chapter level. While chapter membership continues to decline, National JACL would rather heel to political correctness and societal pressures then concentrate on the demise of local chapters.

The Seabrook JACL was a highly successful organization that had created a historic vocal record to defend the rights of all Americans under the constitution. But the organization

faces a major challenge today and the question remains, “Has the Seabrook chapter of the Japanese American Citizens League (JACL) reached its tipping point to remain effective and is it time to reset the legendary civil rights organization”? (see Figure 1.3).

1.5 Why this Capstone is Important and Timely

For the author, a third generation Japanese American, the recent Executive Order signed by President Trump immediately after assuming office, seemed like 1924 all over again. That was the year the United States set immigrant quotas and banned immigration altogether for citizens of Asian countries, including Japan. In January 2017, President Trump signed an executive order that halted a U.S. refugee program for 120 days, barred Syrian refugees indefinitely, and imposed entry restrictions on people from seven Muslim majority nations for 90 days.

Drawing parallels to Muslims today, the author states that back in the 1920s, Japanese were painted as being morally suspect or potentially dangerous, unable to assimilate into American culture. The author sees a similar repeat today in terms of the sensationalized claims against Muslims and sees the connection to current events. Others in the Asian American Pacific Islander community, have voiced fears of internment camps being created for Muslim Americans.

The history of the Seabrook JACL reveals the significant role played by the civil rights organization for the Japanese Americans especially after World War II. But the decline of chapter membership, directly and indirectly, has affected the dynamics of the Seabrook JACL. Although some of the historical objectives of the JACL have been gradually taken over by various other fraternal organizations of Asian American Pacific Islander (AAPI) background, the

Seabrook JACL continues to promote its unique objectives which cannot be fulfilled by any other civil rights organization.

Despite numerous attempts to revitalize the Seabrook JACL by past chapter leaders, the legendary chapter continues to lose its vitality and membership. This study used a holistic analysis and a Hybrid Holistic Thinking Approach to identify and evaluate potential factors related to declining membership and relevance in the Seabrook JACL. It will provide an analysis that may be useful in developing new strategies for revitalization for the organization and other JACL chapters.

The findings of this study will provide the statistical information to be considered by Seabrook JACL and perhaps other JACL chapters in redesigning and implementing a path forward to enhance the effectiveness of the organization for the future. This capstone study is not merely intended to solve or address the Seabrook JACL membership problem and determine its relevancy, but rather it will provide the foundation necessary for further studies and action plans.

1.6 Could Executive Order 9066 be used as a Precedent for Another Ethnic Group?

The internment of Japanese Americans during World War II is the obvious precedent for the treatment of Arab Americans and Muslim Americans in the aftermath of the September 11, 2001 terrorist attacks. Whether the example should be followed or avoided and what it means generally, however, remains a subject of controversy. The ambivalence is not surprising, because judgments about the internment have vacillated between staunch support to total distain (Wu, 2002).

Government-sponsored ethnic and racial profiling in the form of computerized and behavioral screening initiatives implemented as a response to 9/11 has led to the subjection of

minorities to increased scrutiny and suspicion in American airports. In the name of national security, safety protocols have been enacted in non-uniform ways that disproportionately infringe on minority passengers' civil liberties and reinforce harmful racial stereotypes. Focusing on the dissonance between basic freedoms guaranteed by the United States Constitution and the security policies implemented by the federal government, this research argues that the disparate scrutiny received by minority travelers is counterproductive because it reinforces racism and ethnocentrism as social norms and fails to ensure a consistent level of protection for all passengers.

This research also opens dialogue for civil rights organizations like the Seabrook JACL, to use their executive and legislative positions to set the tone for appropriate political discourse and create policies and programs that address hate violence targeting all American communities. Insight for community members, chapter leaders, and allies are also included so we can all respond to the impact of a hostile climate on minority communities and begin to move the narrative towards a better tomorrow.

9/11 served as the catalyst for another possible infraction of civil liberties for a specific ethnic minority. Some federal agencies took steps to mitigate the effects of discrimination on targeted groups. The Department of Transportation issued a policy memo entitled "Carrying Out Transportation Inspection and Safety Responsibilities in A Nondiscriminatory Manner," which provided reminders against singling people out because of their national origin or religion and cautioning, for example, that asking a Sikh man to remove his turban could violate his religious tenets (Ahmad, M., 2002).

Notwithstanding these types of actions by the federal government, many of the policies that were enacted following 9/11 targeted immigrants who comprise a significant portion of the

Asian American community. In November 2002, the Department of Justice implemented a “Special Registration” program designed to register foreign visitors from designated countries. The program singled out 25 countries including North Korea, Pakistan and Indonesia requiring registration by a certain date. The program caused trauma within these communities creating fear that families would be split by members being detained or deported.

In addition, the USA Patriot Act allowed for a person to be held for up to seven days in secret detention without any charge. Following that, if the person was charged with suspected terrorism, immigration violations or deemed a material witness, they could be held indefinitely. This meant that an immigrant could be indefinitely detained for overstaying a visa if their country refused to accept them.

All these situations can cause communities to feel isolated and vulnerable, which is counter to the American value of embracing diversity. The fear engendered by mistrust must be replaced with a greater willingness to understand the historical journey of all our racial, ethnic and religious groups, including Asian Americans. A vibrant and healthy Seabrook JACL can help to alleviate this discriminatory mindset.

The remainder of the study is organized into five chapters, a reference, and appendices in the following manner. Chapter Two provides the background of a Hybrid Holistic Thinking Approach to conduct this research. Chapter Three presents a review of the related literature dealing with systems thinking, the Japanese American Experience, and the current ramifications of revisiting Executive Order 9066. Chapter Four delineates the research design and methodology of the study. The instrument used to gather the data, the procedures followed, and determination of the sample selected for study are described. An analysis of the data and a discussion of the findings are presented in Chapter Five. Chapter Six contains the summary,

conclusions, and recommendations of the study. The study concludes with references and appendices.

CHAPTER 2 Foundational Concepts to Conduct This Research

2.1 Purpose of Capstone

The purpose of this capstone is to describe how a Hybrid Holistic Thinking Approach has helped the author analyze the Seabrook Chapter of the Japanese American Citizens League (JACL) evaluate its state of relevancy as a national civil rights organization and address its systemic challenges. The author currently serves as the president of the organization under study to address the organization's issues through the lens of a holistic approach and a participative style of problem management. Organizations, like the Seabrook Chapter of the JACL, are social systems that should be viewed and analyzed as integrated wholes.

2.2 Introduction

This quantitative research study employed a Hybrid Holistic Thinking Approach coupled with a participative style of problem management methodology to address the issues of the Seabrook JACL. This hybrid approach can encourage and orientate a holistic view on a problem situation and eases the implementation of a proposed course of action for the future. In this study, a Hybrid Holistic Thinking Approach was selected because it systematically, factually, and accurately analyzed the current environment of the organization with the intent of creating a more robust future.

Participative planning is often used to promote organizational change. It is a collaborative process that takes an organization through a contemplative research cycle and a process to engage stakeholders in moving forward. The research is conducted through collecting data with stakeholders which results in a suggested direction for the organization to plan action to address

their challenge. The challenge for the Seabrook JACL will be how to generate the support required from all stakeholders to effectively reset the organization.

2.3 Limitations of the Study

In a survey-based study, the accuracy of the results depends on the accuracy of the self-reported responses of the participants. To have confidence in the results, the researcher must be confident that respondents reported information, both correctly and truthfully. It was assumed that all chapter members were familiar with the Seabrook JACL purpose and understood all the related terms. Those Asian American Pacific Islanders that were not familiar to the organization were candid and open with their responses. To achieve an acceptable level of confidence, instructions were carefully worded in the survey to facilitate a common process and encourage honest responses.

2.4 Delimitations of the Study

Delimitation 1: Geographical area. Although the Seabrook JACL is a subset of and integral to the National JACL, this research was limited to the Seabrook JACL and Eastern District Chapters of the JACL (New England, New York, Philadelphia, Seabrook, Washington, D.C., and South East) (see Organization Relationship figure). The results of this study may not be applicable outside of the Seabrook JACL since the demographics are different. However, the common issues that are present in all chapters may serve as a baseline for a similar analysis to be shared with all national chapters.

Delimitation 2: Themes. Although there may be other themes related to the Seabrook JACL, for this study I chose the following research question and three themes to address chapter relevance. These themes analyzed the research question in the following section.

Research Question and Sub Questions

Has the Seabrook chapter of the Japanese American Citizens League (JACL) reached its tipping point to remain effective and is it time to reset the legendary civil rights organization?

1. What has occurred in the nation that warrants a strong Seabrook JACL?
2. What risks exist that may create an irrelevant Seabrook JACL?
3. What must occur in the Seabrook JACL to remain relevant?

Framing the Analysis Approach

2.5 System

A system is a general set of parts, steps, or components that are connected to form a more complete whole and it is more than the sum of its parts. It is an interconnected set of elements coherently organized in a way that achieves something. Systems can be both mechanical and biological. In the mechanical metaphor, systems are construed as machines made up of parts or subsystems that interact in complex ways to produce certain characteristic behaviors. In the biological metaphor, systems are living and evolving entities, often composed of subsystems that are themselves evolving and adapting to the environment (Trochim et al., 2006).

When we focus on a single dimension in a system, we often fail to see how a system might adjust that will undermine our effort or produce negative outcomes, sometimes to devastating effect. A systems evaluation is much more interested in relationships and the effects intended or not intended, in how the dynamics of this system produced this unwanted outcome and how the change affected system structures.

All systems have (a) inputs, outputs and feedback mechanisms, (b) maintain an internal steady-state (called homeostasis) despite a changing external environment, (c) display properties that are different than the whole (called emergent properties) but are not possessed by any of the individual elements, and (d) have boundaries that are usually defined by the system designer.

Although different types of systems (from a cell to the human body, soap bubbles to galaxies, ant colonies to nations) look very different on the surface, they have remarkable similarities. At the most basic level, systems are divided into two categories: (1) Closed systems: theoretical systems that do not interact with the environment and are not influenced by its surroundings. Only the components within the system are significant. Example: a sealed jar-- nothing enters or exits the jar, but whatever is inside can interact. (2) Open systems: real-world systems whose boundaries allow exchanges of energy, material and information with the larger external environment or system in which they exist.

2.6 Social Systems

An organization is a social system, where all stakeholders need to understand that their functions and tasks are connected to and how they influence one another. Social systems are a convoluted web of interrelated systems that cannot be characterized with linear tools and processes. There is a risk in an approach that takes components and analyzes them individually, removed from the relationships and connections that drive and bind components together. A holistic thinking approach to analysis provides organizational leaders greater fidelity in terms of understanding social systems issues.

A defining property of human systems is complexity: because of the sheer number of relationships and feedback loops among their many elements, they cannot be reduced to simple

chains of cause and effect. Think of a crowd on a city street, or a flock of starlings wheeling in the sky at dusk. Even with supercomputers, it is impossible to predict the movement of any given person or starling, but there is order; amazingly few collisions occur even on the most crowded streets.

In social systems, change results from the interplay of many diverse and apparently unrelated factors. Strategic leaders engaged in seeking change need to identify which elements are important and understand how they interact.

2.7 Leadership

A leader's system view encompasses everything that a leader needs to make the organization successful. There are major advantages to managing an organization as part of a system; better alignment and direction, clearer roles and responsibilities, and better overall efficiency. The traditional and fragmented approach assumes that each part can be managed individually, with the system taking care of itself.

This latter approach is a belief that by keeping people within an organization busy, the organization will be productive. But often, stakeholders are keeping busy at the wrong things and not focused upon the vital aspects that define the organization. Therefore, it becomes paramount for everyone to take a step back and consider the system that they operate in and ask the question, "is it managed as a system or as a collection of unrelated parts?"

Leaders today are expected to be successful in an environment with increasing complexity, change, and diversity. The strategic leader builds readiness for change and works with the key individuals of an organization to recognize that holistic/systems thinking helps the process of becoming more effective.

Holistic thinking eschews simple solutions to complicated problems. It embraces holism and creativity to handle complexity, change and diversity. Moreover, it is a cognitive pattern that combines synthesis and analysis to address problems in social systems.

Today, organizations must be viewed as social systems serving three sets of purposes: their own, those of their parts, and those of the wider systems of which they are part. Leaders should seek to serve purposes at all these three levels, developing their organization's various stakeholders and removing any apparent conflict between them. If this is achieved, internal and external stakeholders can continue to pursue shared interests through the organization and ensure that the system as a whole remains viable and effective.

Unfortunately, as so many leaders have discovered to the cost of themselves and their organizations, these problems are rarely simple and clear-cut. If they were, they would probably have already been solved by someone else. Simple solutions rarely work in the face of significant complexity, change and diversity.

Fundamentally, simple solutions fail because they are not holistic or creative enough. They are not holistic because they concentrate on the parts of the organization rather than on the whole. In doing so they miss the crucial interactions between the parts. They fail to recognize that optimizing the performance of one part may have consequences elsewhere that are damaging for the whole. This fault is known as 'sub optimization' (Jackson, 2003).

Holism puts the study of wholes before that of the parts. It does not try to break down organizations into parts to understand them and intervene in them. It concentrates its attention instead at the organizational level and on ensuring that the parts are functioning and are related

properly together so that they serve the purposes of the whole. Being holistic also means approaching problems ready to employ the systems language.

The continuous assessment process is one characteristic of systems thinking that is essential in a volatile, rapidly changing environment. It is especially timely considering the emergence of the racial divide facing our nation today. It takes time and good habits of critical reflection to engage in this kind of learning, both for individuals and organizations. A systemic approach to analyzing failure is more likely to result in effective long-term solutions. While inspired leadership can make a difference under the worst of conditions, we might ask just how heroic we expect our leaders to be on a regular basis.

But systems thinking is no panacea. There is no checklist to work through that will guarantee someone is thinking in a way that will capture the big picture or identify root causes of difficult problems. There are some concepts and approaches embedded in the systems thinking literature, however, that can be very helpful when considering why a situation seems to be immune to intervention, or why a problem thought to be solved has returned with a vengeance.

“Systems thinking is a methodology that can encourage and orientate a participative style of problem management. The involvement of many stakeholders brings a large spread of opinion to bear on causation of a problem situation and furthermore eases the implementation of proposed courses of action.” (Jackson 2003, p.154).

2.8 Participative leadership

Participative leadership is often used to promote organizational change. It is a collaborative process that takes an organization through a contemplative research cycle and a process to engage stakeholders in moving forward. The research is conducted through collecting

data with stakeholders which results in a suggested direction for the organization to plan action to address their challenge. The challenge for the Seabrook JACL will be how to generate the support required from all stakeholders to effectively reset the organization.

Participative leadership also known as Democratic Leadership Style is a method of leadership that involves all team members in terms of identifying important goals as well as developing strategies and procedures to achieve the goals. From this point of view, participative style of leadership can be perceived as a leadership style that relies primarily on functioning as a facilitator rather than one who simply issues commands to each member of the team. This kind of leadership style is appropriate for a volunteer setting, business setting and even at home.

Many leaders prefer a Democratic Leadership style that involves active participation of every organizational member, to demonstrate individual creativity, abilities and talents thereby developing leadership skills of succeeding generation of leaders. This allows an organization to discover hidden assets that can eventually help the organization grow and gives every member an opportunity to exhibit skills, so that they can also share their abilities in the organization.

Participative leadership also increases the range of possible alternative directions taken by an organization. When leadership styles leave the entire decision making and direction to one person, it is somewhat difficult to consider many alternatives. So, if the leadership encourages other stakeholders to be involved in the process of decision making, a given course of action can be viewed and approached from multiple perspectives. It can also point out the strength and weaknesses of alternative approaches that can be settled by the team working hand in hand to come out with the best direction for a given organization.

While participative leadership comes in several flavors, there is a common pattern that is present in most of these types: (a) the leader facilitates the conversation; (b) the leader openly shares information and knowledge necessary for decision-making; (c) the leader encourages people to share their ideas; and (d) the leader synthesizes all the available information and solutions suggested by the team.

In summary, successful participative leaders permit the skills and talents of every member of the team to be employed in arriving to the best decision, which is beneficial. Even though the team leader is typically responsible for making the best final decision, which shares the function within the team, sharing ideas, opinions, skills and talent is still effective for the whole team to be efficient and successful.

2.9 Holism

This study uses the term “Systems Thinking” in a generic sense as an approach, a process, or a method of analysis. It studies how components and parts connect, interact, and relate with other systems and the environment.

This study assesses the feasibility and suitability of the proposed method of analysis for the purposes of examining system connections, interactions, and driving factors motivating behavior. I contend that this process provides practitioners clarity and knowledge on the narratives that social systems use to interact with the environment and society at large.

In this study, the definition for systems thinking should include the study of interrelated parts (structures, institutions, relationships, interactions, etc.) that connect and affect the behavior of other parts within the system. By focusing on these components, the analysis removes distinctions that restrict “systems” to a specific categorical domain. While I considered that

practitioners could use any of the frameworks recommended in traditional systems thinking, my findings reveal that the separation and categorization of the systems obstructs understanding of how and why the whole (system) and its parts coevolve. Therefore, this study uses the proposed method of a hybrid holistic thinking approach as an example to demonstrate its versatility in comparison with other traditional system thinking approaches.

Practitioners must employ analytical approaches that shed light on system relationships, connections, evolution, and the cause of such interactions. The author was motivated to find solutions to aid fellow leaders and practitioners in a method of analysis to understand system action, behavior, causality and evolution.

A hybrid holistic thinking approach tends to be more useful in relation to being more flexible than other systems thinking methods, so the prospect of combining them has immediate appeal. Even where methodologies do perform similar functions, combining a range of approaches may well yield a better result. Through this approach, practitioners can provide alternatives for strategic leaders with better-informed plans that are not restricted to a single systems thinking approach.

Adopting a particular method is like viewing the world through a single instrument such as a telescope, an X-ray machine or an electron microscope. Each device reveals certain aspects but is completely blind to others. Although they may be pointing at the same place, each instrument produces a totally different, and seemingly incompatible, representation. Thus, in adopting only one paradigm, one is inevitably gaining only a limited view of the problem situation.

After analyzing the various perspectives in systems thinking as described in Chapter 3 Literature Review, this research recommends a hybrid holistic thinking approach that includes: (1) situational awareness as a phase to initiate analysis, (2) analysis of the current state of the organization in a snapshot in time and space as phase 2, and (3) a future state planning phase of the results from phase 2 into a “narrative” describing how to overcome the issues identified in the current state analysis. These concepts will be central to the analysis in Chapter 4.

Finally, to understand why the current state is as it is, a holistic thinking approach attempts to uncover what is influencing this situation and what impact a change on the situation or organization could have to move towards the desired outcome or the future state. Using a hybrid holistic thinking approach, the author considered the whole system and how different parts of that system interact with, or are affected by, other parts. Instead of looking at an isolated situation (or problem), and then trying to fix or change that singular challenge in isolation, a holistic approach looks for connections to other parts of the system.

2.10 Practicing Holistic Thinking in Analyzing the Seabrook JACL:

In recent years, the number of methods, techniques and methodologies within the broad field of systems thinking has burgeoned. There are now a variety of approaches all having different characteristics from various paradigms based on differing philosophical assumptions. While these respective approaches can enhance a defined perspective, it also poses problems for practitioners who often tend to restrict themselves to one paradigm or even one methodology.

It is the contention of this author that to make the most effective contribution in dealing with the richness of the real world, it is desirable to go beyond using a single or, on occasion, more than one methodology to generally combining several methodologies, in whole or in part,

and possibly from different paradigms. I argue for this use of hybrid holistic thinking approach both on theoretical/philosophical grounds, and on the practical grounds that practioners are doing this already.

The essence of a “Hybrid Holistic Thinking Approach” is to utilize more than one methodology, or part thereof, possibly from different paradigms, within a single intervention. There are several ways in which such combinations can occur, each having different problems and possibilities. An argument in favor of a Hybrid Holistic Thinking Approach is that real-world organizational issues are inevitably highly complicated and multi-dimensional. Different paradigms each focus attention on different aspects of the situation and so a Hybrid Holistic Thinking Approach is necessary to deal effectively with the full richness of the real world.

For Seabrook in particular, first look at the System Relationship Diagrams (Figure 2.1). Notice how there are different levels of relationships with “Seabrook” at the center, and increasingly broader levels of system interactions outside each concentric circle. At the core of engaging in holistic thinking, the strategic leader (in this case, the author) should review how their personal actions influence a particular situation, and how other levels of the system are affecting them in relation to the situation. Then, the analysis moves to each concentric circle outwards.

Questions for thought include:

How does the author influence the Seabrook JACL in this situation?

How does the Seabrook JACL influence the Eastern District Council (EDC) of JACL?

How does the EDC influence JACL National?

How does JACL National influence other civil rights organization and society?

After understanding these relationships of influence, the author, as the strategic leader of the Seabrook JACL, can begin to look for opportunities to take advantage of his influence to make change to improve the organization as well as the relationships of others. This is where a holistic perspective is so critical. The strategic leader may only have influence on parts of the whole system that he/she wishes to influence in this case primarily the Seabrook chapter. Talking about the situation, sharing ideas, and taking action towards your end goal can begin to progressively influence others to join in the change and transform the community. As momentum grows, pressure is eventually put on society at large to make changes.

2.11 Change in Perspective /Mindset that is Important in this Research

I was not a quick or easy convert to systems thinking since my background was shaped by my military training where I combined two general styles of leadership whenever it became necessary to make a command decision for a military unit or an organization. The first style is known as a transactional military leadership style where the leader provides clear directions and holds subordinates accountable for their actions. This leadership style removes the guesswork, which is highly effective in the chain of command work structure implemented by all military units.

The other leadership style is the transformational leadership style. Transformational leaders are charismatic. This leadership style is effective because leaders use inspiration and education to motivate subordinates. They empower subordinates to make decisions, creating value and need within soldiers. Most important, they instill a sense of pride and create a vision to gain subordinates' respect and trust. But once I began thinking about systems and the

environment, I started to see complicated issues that could result in emergent change in the Seabrook JACL.

This paper argues it is undeniably crucial to understand how leaders acquire and process information and how their holistic thinking perspectives guide their cognitive processes when turning pieces of information into organizational interventions. By analyzing how this motivation affects decision making, this paper would like to contribute research for practitioners that search for new avenues in thinking about a hybrid holistic thinking approach and how it was utilized to analyze the Seabrook JACL.

2.12 Summary

As systems thinking has developed, there are a variety of different ways of being holistic, based on different paradigms and metaphors in which to analyze a social system. A Hybrid Holistic Thinking Approach provides leaders with the benefit of combining elements of systems thinking and other approaches thereby also posing creative challenge in formulating and using such a hybrid approach.

A Hybrid Holistic Thinking Approach provided an alternative strategy of analysis for this author to take advantage over traditional, reductionist approaches in dealing with complicated issues, change and diversity via a single system thinking approach. Perhaps all the various systems approaches cannot be used at once, but they can be employed creatively, over time, to promote overall improvement in the problem situations leaders face within a social system.

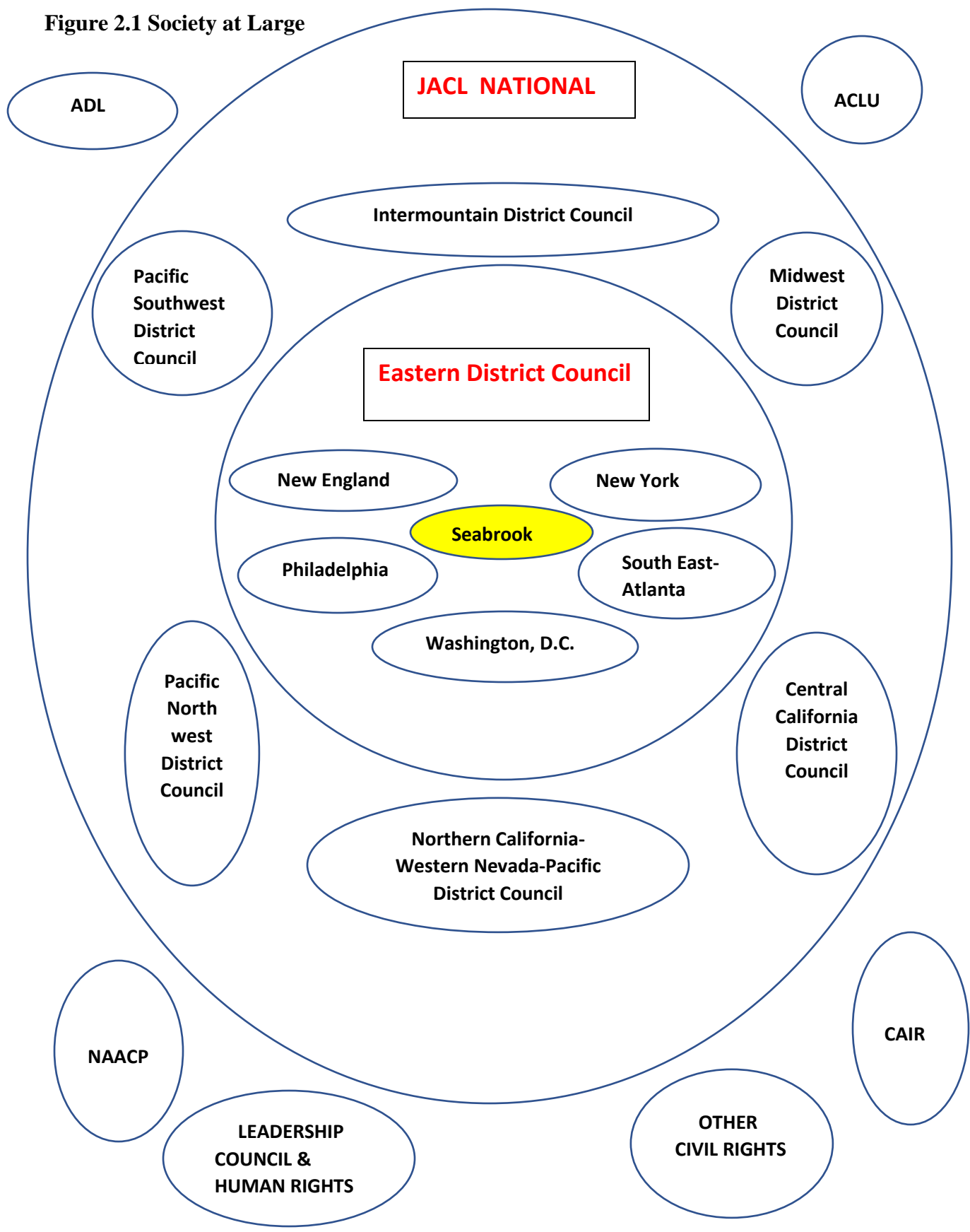
This is the essence of a Hybrid Holistic Thinking Approach. It becomes vital to pay attention to efficiency, effectiveness, mutual understanding, fairness and diversity to address issues within an organization. Therefore, the organizational leader must understand the

interactions between these factors and treat them holistically. Subsequently, the actions will have a resonance beyond the immediate environments and, in some way, contribute to lasting improvement for the future.

A Hybrid Holistic Thinking Approach has the potential to provide a more complete way of dealing with the richness of the real world, and because individual methodologies differ in the degree to which they assist throughout the various stages through which interventions typically proceed. Few of us will get the opportunity to practice a Hybrid Holistic Thinking Approach on real challenges but the author has a chance to apply this strategy to the Seabrook JACL to make things better rather than worse for future generations of this organization.

Finally, all stakeholders should participate in the various phases of the planning process. This is the only way of ensuring 'objectivity'. It also secures the main benefit of planning - the involvement of members of the organization in the process. This is more important than the actual plan produced. It is by being involved in the process that stakeholders come to understand the role they can play in the organization.

Figure 2.1 Society at Large



Chapter 3

Literature Review

3.1 Introduction

The purpose of this chapter was to review the literature about holism and systems thinking to frame a Hybrid Holistic Thinking Approach to assess the research question: “Has the Seabrook chapter of the Japanese American Citizens League (JACL) reached its tipping point to remain effective and is it time to reset the legendary civil rights organization?” However, researching the perceived relevance of the Seabrook JACL was not an easy task because there is a lack of literature regarding the National or local JACL Chapter level dealing specifically with this topic.

3.2 Organization and Content of the Literature Review

The following section of this literature review details the salient aspects synthesized from a diverse body of theory and constructs applicable to the research questions. It addresses the literature as it informs, frames, and analyzes the research questions. Because no single unifying theory or body of knowledge directly represents the study in the literature review, this chapter is organized along three main sections: Holism and Systems Thinking Philosophy, the Japanese American Experience: Prelude to the Japanese American Citizens League, and the current ramifications of revisiting Executive Order 9066.

The first section provides the theory of Holism and Systems Thinking Philosophy from a myriad of authors. The literature details how Holism and Systems Thinking Philosophy can shape the discussion on how to analyze the effectiveness of the JACL as a national civil rights organization utilizing a Hybrid Holistic Thinking Approach. This approach and valuation process is central to the research question to assess the relevancy of the Seabrook JACL.

The second section of this review shares the Japanese American Experience in the United States. The existing conditions identified in this section provide background and context information regarding stimuli for the Seabrook Chapter of the Japanese American Citizens League to seek transformation to remain relevant.

The final section of the literature review addresses the recent attacks of civil rights that are targeted against another ethnic minority based upon race alone. This view addresses the racial bias that refers to the experiences that Japanese American citizens faced after the bombing of Pearl Harbor in December 1941 and to ensure the injustice of mass incarceration due to race or religion alone will never occur again.

3.3 Holism and Systems Thinking Philosophy

Barry Richmond, who is credited with coining the phrase “Systems Thinking” in 1987, defines Systems Thinking as “the art and science of making reliable inferences about behavior by developing an increasingly deep understanding of underlying structure” (Richmond, 1994, p. 6). He further specifies that “people embracing Systems Thinking position themselves such that they can see both the forest and the trees (one eye on each)” (Richmond, 1994, p. 7).

Another definition of Systems Thinking comes from Russell Ackoff’s, Herbert Addison’s, and Andrew Carey’s “Systems Thinking for Curious Managers”. In their book, these authors articulate that “Systems Thinking looks at relationships (rather than unrelated objects), connectedness, process (rather than structure), the whole (rather than just its parts), the patterns (rather than the contents) of a system, and context” (Ackoff et al, 2008).

It is argued that obtaining a holistic view is possibly the most crucial part in Systems Thinking (Ackoff, 1999; Checkland, 2012; Senge, 2006:68). A holistic view is to see the

“whole” that emerges from the interactions and relationships between the parts, where focus is not on the parts but on the relationships, and communication between these parts (Jackson, 2006; Ackoff, 1999; Gharajedaghi, 1984).

Michael Jackson, “Systems Thinking: Creative Holism for Managers” provides a conventional definition of a system, the concepts of holism and reductionism, and a discussion of hard versus soft Systems Thinking. Jackson goes on to outline and critique 10 applied systems approaches: hard Systems Thinking, system dynamics, organizational cybernetics, complexity theory, strategic assumption surfacing and testing, interactive planning, soft systems methodology, critical systems heuristics, team syntegrity, and post-modern Systems Thinking.

The holistic view can also be described as an outside-in perspective with a focus on understanding customer demand, which will contribute to a broader picture of the system. To get this broader perspective, stakeholders need to get different perspectives and to work together to pursue towards the same goal (Chapman, 2002). One way to do this is to go out from our own person and look more broadly around us, expand the personal boundaries of awareness, which means to not only manage the own position (Senge, 2006:344).

Obtaining a holistic view could be difficult for individuals and according to Senge (2006), this is especially due to the structural barriers for individuals to acquire a holistic view on their work and life. An individual’s ability to grasp a bigger picture or a different perspective are usually restricted in the way they think and of the assumptions they make (Bazerman & Moore, 2009:46), and not by lack of information.

One factor that can hinder the possibilities to think holistically is the traditional military command and control structure as it prevents everyone from collectively working towards the

overall, holistic, purpose (Seddon, 2005). This also creates a culture and unfavorable functional mindset in the organization, which could be difficult to change according to Majchrzak & Wang (1996). This further argues that even for the leader, the narrow mindset could imply missing out possibilities of overall improvements for the organization.

Therefore, it is not only about changing the functional structure, but also about changing the culture from thinking functionally to get people to adopt a broader perspective (Majchrzak & Wang, 1996). Furthermore, for individuals, it is usually easier to recognize the parts in a system rather than the relationships between them.

Organizations generally fail to recognize the importance of relationships. But Haines, “The Systems Thinking Approach”, does a good job of applying Systems Thinking to business. He discusses it in terms of current versus future states and how to move from one to the other. He argues for a focus on outcomes instead of activities and on processes and structures (Haines, 2000).

Hence, the holistic view requires understanding of the process, structure, function and context at the same time (Ackoff, 1999; Gharajedaghi, 1984). Obtaining the whole picture of a system can seem to be an overwhelming task, which is also a valuable insight to possess, and that ought to be continually reflected upon. According to Churchman, one way of dealing with this is said to be drawing your own boundaries of the system and deciding your whole where you include some things and disregard others depending on the context, (1979, cited in Jackson, 2006:650-651; Mella, 2012:7).

Senge, “The Fifth Discipline”, provides a generic definition: “Systems Thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for

seeing patterns of change rather than “snapshots.” Senge’s philosophy is pivotal because it applies Systems Thinking to management in organizations. Systems Thinking is the 5th discipline of a learning organization, the other 4 being personal mastery, mental models, building shared vision, and team learning. Senge argues that Systems Thinking is the most important because it integrates the other 4 (Senge, 1990).

Daniel H. Kim, “Introduction to Systems Thinking” includes the definition of a system, the Systems Thinking “Iceberg Model,” and systemic behavior including feedback loops and delays. The Iceberg Model argues that in a system, repeated events represent patterns and that patterns are invariably caused by systemic structure. In human-designed systems, systemic structure develops because of mental models (Kim, 1999).

It can relate everyday real-world situations to a Systems Thinking perspective explaining how Systems Thinking enhances conventional root cause analysis. It argues that systemic root cause analysis should not identify a single root cause, but instead a root cause system: a paradigm, culture, environment, or set of attitudes that yield the specific identifiable causes.

Systems Thinking proposes that the various parts of a complex system cannot exist, survive, operate, behave, or even be considered in isolation. A system comes into existence when the complementary parts are brought together. Each then depends for its very existence on interchanges with the other parts. In turn, this implies that open systems must be active or dynamic.

In a similar fashion, holism proposes that everything within a system is connected with or related to, and affects everything else, so there is mutual interdependence. Viewing, or even considering, parts on their own is irrational. Systems and their problems must be viewed as a

whole. Holism observes the tendency of the natural world to create 'wholes,' and that a whole may be more than the sum of its parts.

Daniel Aronson, “An Overview of Systems Thinking”, provides a good summary of how Systems Thinking is fundamentally different from reductionist thinking. He has taken a reinforcing approach in its overview of Systems Thinking (1996). Although he focuses on Systems Thinking narrowly more from a perspective of problem solving, he has provided good evidence and examples of how Systems Thinking can be useful in problem solving rather than traditional analysis.

Aronson’s work begins with a quick review on the foundation and approach to Systems Thinking and highlights a few examples of the areas where Systems Thinking can be useful. He had a good explanation of how Systems Thinking is different from analysis in that Systems Thinking focuses on “how things being studied interact with the other constituents of the system” which implies that in contrast to analysis, in which parts are viewed and studied isolated from the system, system thinking views things in a bigger picture examining the linkages and interactivity of other parts and the environment (Aronson, 1996).

He observes that a typical management reaction to an issue is often a myopic, short-term solution instead of a long-term systemic analysis, and that therefore many “solved” problems recur. His basic points include: 1. Detect patterns, not just events. 2. The use of circular causality (feedback loops) 3. Focus on the relationships rather than the parts (Aronson, 1996).

The Holism and Systems Thinking Philosophy literature assumes that the concept of a system is useful in management and organizational research. Systems Thinking reforms differ from general change initiatives in they are regarded to be a way of how individuals, i.e. the

employees in the organizations, are thinking about their surroundings, both in professional and personal life, and by that it could encourage a shift in mind (Senge et al., 1999).

In general, these authors provide resources that deliver a good foundation of Holism and Systems Thinking Philosophy to deal with difficult problems and as an understanding of systems and things different from analysis. These thinkers state that the identification of the system of problems and opportunities (in a mess) and understanding of the pattern of interactions among these problems is critical to envision the entire perspective. In addition, they articulate opportunities and constraints on the organization's ability to view a way of thinking about life, work, and the world based on the importance of relationships (interconnections).

3.4 The Japanese American Experience: Prelude to the Japanese American Citizens League

While there is a substantial amount of resources that address Holism and Systems Practice, there is no single unifying theory or base of literature dealing specifically with the Seabrook Chapter of the JAACL, in affecting individual awareness, acceptance, and readiness attitudes toward the protection of civil rights. I write this research as a cultural insider, utilizing personal background, knowledge, and experiences as the president of the Seabrook Chapter of the Japanese American Citizens League.

Although many books have been written about the Japanese American experience after the bombing of Pearl Harbor when 120,000 persons of Japanese heritage were forcibly evacuated from their West Coast homes and incarcerated in America's concentration camps, it seems to be a story of which much of the population is not aware. This capstone is an attempt to share some of that story, so that the public may know of this period in history when the U.S. Constitution did

not protect innocent Americans and immigrants of Japanese ancestry because of racial prejudice, war hysteria, and a lack of competent government leadership. The main purpose in telling these experiences is to ensure that no one will ever have to endure such injustice as the Japanese Americans of that period, and why the Seabrook JACL is still vital as a civil rights organization.

"Infamy," Richard Reeves's book on Japanese American internment in World War II, brings out the tragic foolishness and vicious anti-Japanese sentiment underlying the forcible detention of 120,000 people in inhospitable and sometimes brutal camps. Reeves states that shortly after the bombing of Pearl Harbor, President Franklin Roosevelt authorized the War Department to designate parts of the United States as special military areas to remove Japanese Americans from these areas to protect against sabotage and spies (Reeves, 2015).

He references how Lt. Gen. John DeWitt of the Western Defense Command evacuated nearly every man, woman and child of Japanese ancestry (seventy percent of them were American citizens) in the western parts of California, Oregon and Washington to 10 relocation centers located mostly in the western intermountain area of the United States. According to Reeves, DeWitt claimed that Japanese American residents of the West Coast would side with the enemy in the event of an invasion. "A Jap is a Jap," he said, coining a phrase that became popular among California whites (Reeves).

Reeves goes on to say that DeWitt, along with Roosevelt and Secretary of War Henry Stimson, had reason to know better. Internal government reports had concluded that first-generation American-born men and women of Japanese ancestry, Nisei, were loyal to the United States. and posed little threat. Even the Japanese government believed that the Nisei would be of no use to them, a fact that the United States. knew thanks to intercepted diplomatic cables from Tokyo to the Japanese Embassy (Reeves,2015).

Could it happen here again? From a narrowly legal point of view, the Supreme Court's answer was yes. When the U.S. Supreme Court ruled on internment in *Korematsu v. United States* in December 1944, it concluded that the program was constitutionally permissible. Ever since, the court's majority decision did a grave disservice to the American constitutional system (Reeves, 2015).

In 1992, President Bill Clinton awarded the Presidential Medal of Freedom to Fred Korematsu, whose case had led the Supreme Court to approve the policy of evacuation. Even key figures like Earl Warren would later apologize for their roles in the affair. It's no coincidence that Presidents George W. Bush and Barack Obama -- both of whom have been willing to push aggressively at the boundaries of the executive's war powers -- avoided invoking the authority of civilian detention in the wake of 9/11.

As Justice Robert Jackson wrote angrily in his dissent, it was one thing for an administration to issue a morally repugnant and downright foolish order in wartime. It was quite another for the Supreme Court to bless that order, especially once it had been rendered moot by events. The principle, Jackson wrote, now "lies about like a loaded weapon," ready for future use by "any authority that can bring forward a plausible claim of an urgent need" (Reeves, 2015).

Jackson was right to worry. Even he and his dissenting colleagues objected only to the narrow proposition that the government could detain citizens based on their race. All nine justices in 1944 believed that the government could have carried out what Stimson called a "total evacuation" of the entire civilian population of the region. Nothing in the Constitution, said the court, forbids such an action should the requisite necessity present itself to some future government (Reeves).

Despite the absence of formal legal prohibitions, American political culture in the years since internment has constructed formidable obstacles to the indiscriminate use of civilian detention in wartime. Perhaps a powerful social movement will resurface the injustices of the internment experience into public consciousness and caution the nation to prevent another occurrence.

In 1980, Congress passed a law creating a Commission on Wartime Relocation and Internment of Civilians (CWRIC), which was signed into law by President Jimmy Carter. Organized in February 1981, the Commission, comprised of prominent Americans such as former Supreme Court Justice Arthur Goldberg, conducted hearings in nine cities across the country, heard testimony from more than 750 witnesses, and examined more than 10,000 documents. The CWRIC provided a comprehensive federal review into the facts and circumstances surrounding the incarceration of persons of Japanese and Aleutian ancestry during World War II.

In June 1983, the CWRIC issued its report, *Personal Justice Denied*. The CWRIC concluded that, “The promulgation of Executive Order 9066 was not justified by military necessity, and the decisions which followed from it—detention, ending detention, and ending exclusion—were not driven by analysis of military conditions. The broad historical causes which shaped these decisions were race prejudice, war hysteria, and a failure of political leadership” (*Personal Justice Denied*, 1982).

The CWRIC also confirmed that the excluded ethnic Japanese suffered enormous damages and losses, both material and intangible. In addition to disastrous loss of farms, homes, and businesses, there was a disruption of many years to careers and professional lives as well as the long-term loss of income, earnings, and opportunity. In areas where no compensation had

been made, the CWRIC estimated the total loss to ethnic Japanese in 1983 dollars was between \$810 million and \$2 billion. Further analysis made by an independent firm had established the economic losses from \$2.5 billion to \$6.2 billion. The recommendations that the CWRIC issued on June 16, 1983, were based upon their fact-finding report and economic impact study.

PERSONAL JUSTICE DENIED revealed that the removal and confinement of Japanese Americans were accompanied by great economic losses, community disintegration, and unnecessary hardships affecting an entire ethnic group whose only “crime” was their shared ancestry with the enemy. While analyzing the conditions that enabled the U.S. government to confine in relocation centers some 75,000 American citizens and 45,000 Japanese nationals without proffering any charges against them, contemporary scholars generally accept the CWRIC's findings, along with its conclusion that there was no military justification for the evacuation and incarceration of West Coast Japanese Americans (Personal Justice Denied, 1982).

Early studies (Hosokawa, 1969 and Weglyn, 1976) of Japanese American evacuation and incarceration presented these policies as misguided, but honest efforts to prevent espionage and sabotage on the West Coast during the war. However, their emphasis on the economic losses and the disintegration of the Japanese American community obscured the extent of governmental misconduct in the affair. In the 1960s and 70s, revisionist historians challenged the findings of these early studies to highlight the hardships suffered by Japanese Americans. (4) These more recent accounts have also uncovered Japanese American opposition to the relocation program, but they tend to discuss it in terms of deficiency.

The literature discussing the forced removal and incarceration experiences of the Japanese American community emerged in the immediate years after the bombing of Pearl

Harbor and thereafter experienced large surges after certain events. The rise of ethnic studies, the civil rights era, the Vietnam War, the Civil Liberties Act of 1988, and the late 1990s, each sparked new surges of contribution to the field.

Prominent books, such as Roger Daniels' *Concentration Camps USA*, Michi Weglyn's *Years of Infamy*, Arthur Hansen's *Japanese American World War II Evacuation Oral History Project*, Roger Daniels' *Prisoners Without Trial*, and Greg Robinson's *By Order of the President*, catalyzed the proliferation of subsequent studies explaining, describing, and analyzing the illegal incarceration, and the incarceration experiences, of the Japanese Americans during the war. (Daniels, 1972, Weglyn, 1976, Hansen, 1991, Daniels, 2004, Robinson, 2009).

Scholars have abundantly studied the incarceration of the Japanese American experience during World War II, but the discussions of the postwar effects of wartime trauma are still scarce. While the scholarly research focused on the actual impact of the incarceration, the rationale for such action necessitates further research.

Bill Hosokawa's *JACL in Quest of Justice* has significantly contributed to the discussion. Hosokawa does not solely focus on Japanese Americans, as he includes the Asian community as well, but he does provide a study specifically focused on attitudes leading to the bombing of Pearl Harbor. Hosokawa examines the prewar and postwar anti-Asian sentiment and how this, in addition to the influx of the Japanese American previously incarcerated, contributed to the racial prejudice (Hosokawa, 1982).

The discussions of the trauma the Japanese American community experienced are often interwoven into the literature of the incarceration camps and the legal analyses of the legislation that allowed the population's incarceration. In many ways, Michi Weglyn started the

conversations of trauma and redress by telling the raw accounts of incarceration and the wrongs committed by the U.S. government. By providing the realities and the illegalities of the wartime circumstances suffered by the Japanese American, Weglyn effectively fueled the social unrest necessary to seek redress in the form of a government apology and monetary compensation (Weglyn, 1976).

Much of the literature that described the injustice of Executive Order 9066 focused exclusively on postwar trauma. Donna Nagata, in the field of psychology, has stood as one of the main proponents for the study of Japanese American trauma in recent years – especially regarding the result of trauma in the lack of incarceration discussion between those previously incarcerated and their descendants. Nagata contends that some of the Japanese American cultural ethics, such as haji (shame; disgrace), shikata ga nai (it cannot be helped), and gaman (endurance; perseverance) lend to some of the reasons for the lack of postwar discussion (Nagata, 1990).

The Japanese American Evacuation and Resettlement Study (JERS) served as the first study of wartime and postwar conditions of the Japanese American community. Dorothy Swaine Thomas of the University of California, Berkeley directed the study, and it employed dozens of fieldworkers within the camps and resettlement communities to document the conditions of the camps, their prisoners, and the processes and circumstances of resettlement (Suzuki, 1986).

The series of three books published on the study that spanned from 1946 to 1954, as well as subsequent publications about JERS, examined the sociological effects of the wartime disruption and the reorganization of communities. While the JERS certainly had its failures and its controversies, specifically in which the manner the employees collected the data, the project ultimately began the conversation of the conditions and context of resettlement (Suzuki, 1986).

Literature on wartime removal and incarceration of Japanese American describes the opposition and resistance to the governmental policies mostly in terms of deficiency (Konecny, (2014). *The Suppression of Resistance to Japanese American Wartime Evacuation and Incarceration.*). Konecny's bias is characterized by privileging the governmental account of the removal and incarceration over the Japanese American accounts while disregarding any incident short of civil disobedience as unimportant.

Moreover, Japanese Americans' cooperation is seen as contributing greatly to the success of the procedures that ultimately deprived them of their liberty. This view, though widely held, does not provide an accurate description of Japanese American attitudes and actions during the fateful months after the Pearl Harbor attack. I will argue that the number of strikes, the extent of community organization, and the scope of individual and group protest inside the relocation camps testify that Japanese Americans' reaction to their wartime removal and incarceration was anything but passive.

Japanese Americans protested the injustice of their evacuation and incarceration, but they were systematically silenced, intimidated, and punished by the government. Moreover, the relocation program officials and generations of relocation scholars contributed to the marginalization of Japanese American resistance by uncritically accepting the governmental account of mass removal and incarceration which refused to recognize evacuee resistance as legitimate protest.

3.5 Echoes of Executive Order 9066: How Current U.S. Immigration Policy Can Shape Mass Public Belief About a Return to Mass Incarceration

Another aspect of this research is to contribute to the gap in the research and literature of the immediate activities facing the next potential victims of mass incarceration and the lessons learned from the injustice faced by Japanese Americans after the bombing of Pearl Harbor. The incarceration of Japanese Americans during World War II is the obvious precedent for the treatment of Arab Americans and Muslim Americans in the aftermath of the September 11, 2001, terrorist attacks. Whether the example should be followed or avoided and what it means generally, however, remains a subject of controversy.

Government sponsored ethnic and racial profiling in the form of computerized and behavioral screening initiatives implemented as a response to 9/11 has led to the subjection of minorities to an increased scrutiny and suspicion in American airports. In the name of national security, safety protocols are being enacted in non-uniform ways that disproportionately infringe on minority passengers' civil liberties and reinforce harmful racial stereotypes.

The South Asian Americans Leading Together (SAALT) organization published a report, "From Macacas to Turban Toppers: The Rise in Xenophobia and Racist Rhetoric in American Political Discourse" in October 2010. The literature demonstrated the extent to which the Muslim American communities were cast as suspicious by multiple levels of government and law enforcement without cause or accountability.

South Asian, Muslim, Sikh, Hindu, Middle Eastern, and Arab communities were increasingly subject to xenophobic rhetoric from political figures and government officials, which are then highlighted by the media and filtered through society. According to the SAALT

report, the Muslim American communities continued to face hate violence at an unacceptable frequency, forcing them to live in a climate of increasing fear.

In the literature, SAALT collected data from January 2011 through April 2014 on two elements that characterized the hostile climate faced by the Muslim American communities and xenophobic rhetoric by political figures. The report showed that xenophobic political rhetoric had become more frequent, more insidious, and more likely to be featured on a national platform.

Simultaneously, hate violence against the Muslim American communities has expanded in volume as well as intensity. While the previous SAALT report did not track incidents of hate violence, current research and reports from Muslim American communities appear to indicate a surge in such incidents since 9/11. Yet as hostility increased toward the Muslim American communities, the population of South Asians and other communities of color in the United States was also growing. The impact of these attacks on the Muslim American communities is manifold and threatens the safety and freedom of all in the United States (SAALT, 2010).

Following 9/11, Arab Americans and Muslim Americans were singled out and associated with the terrorists and terrorism. However, because of ignorance and the proximity of certain Asian nations to the Middle East, Americans from India and Pakistan were also targeted for hate crimes and acts of profiling and discrimination. Just as many Muslim women wearing hijab (headscarves) were singled out and forced to wear stickers stating they had passed airport security, so too, were Sikh men wearing turbans subjected to the same treatment (Ahmad, M. 2002, pp 101-115).

The fear that gripped the Arab American community following 9/11 spilled into Asian immigrant communities who were also mistaken for the terrorist enemy. This story has repeated

itself through the decades beginning with the initial immigration of the Chinese who were demonized as foreigners and targeted as the cause for economic downturns and the loss of jobs during the 1800s. Japanese Americans suffered the same fate at the outbreak of World War II when they were deemed a security risk to our nation and confined unjustly in concentration camps during the 1940s. Our international disputes with Asian nations often result in repercussions of defamation and hate crimes directed at Asian Americans.

3.6 Summary of Literature Review

The literature reviewed in this chapter focused on the following three areas: (a) an overview of Systems Thinking, (b) The WWII experience of the Japanese Americans in the United States, and (c) The risk of repeating the ramifications of Executive Order 9066.

There is a good deal of literature about Holism and Systems Practice presenting a variety of concepts and viewpoints. Holism and Systems Thinking is a perspective that recognizes systems as collections of components that are all interrelated and necessary, and whose inter-relationships are at least as important as the components themselves. It can be used to solve complex problems that are not solvable using conventional reductionist thinking, because it focuses on the relationships among system components, as well as on the components themselves; those relationships often dominate system performance. It focuses on the properties of the whole that are neither attributable to nor predictable from the properties of the components. This study is about an organization that is a social system where the stakeholders were the victims of a tragic error in judgment.

Finally, the literature review did not reveal any significant resource that related directly to the issues and purpose impacting the Seabrook JACL explored in this study. This research

synthesized a diverse body of literature as it relates to the history of the injustice served to the Japanese Americans during WWII, the racial profiling of Muslim Americans post 9/11, the recent Executive Order from the current administration regarding the immigration ban, and finally, the perceived influence of the JACL to protect the civil rights of all Americans in times of duress. This literature review framed the research design and questions, measurement methods, data collection and the analysis for an objective discussion about the Seabrook JACL.

Chapter 4

Methodology

4.1 Summary of Earlier Chapters

Improving organizational performance, in its very broadest sense, requires an ability to look at organizations from various perspectives and utilize a strategy to take advantage of the strengths of respective analytical methods. It requires leaders to be able to address complicated issues they confront using holistic approaches based on the variety of possible views.

Overall organizational performance must depend on: improving goal seeking and viability; exploring purposes; ensuring fairness; and promoting diversity. Consideration must be given to efficiency, efficacy, effectiveness, and emotion. Improvement can involve all these things although, of course, it is necessary for leaders to prioritize and to have a different emphasis to their actions at different times.

A hybrid holistic thinking approach is concerned with the use of different systems approaches or combinations. The various systems approaches cannot be used all at once, but they can be employed creatively, in an informed and ethical way, to promote together the overall improvement of organizational performance. The author has embraced the concept of a Hybrid Holistic Thinking Approach to analyze the Seabrook JAACL and address the question on whether the civil rights organization has reached its tipping point to remain effective.

4.2 Purpose of Capstone

The purpose of this capstone is to describe how a Hybrid Holistic Thinking Approach has helped the author analyze the Seabrook Chapter of the Japanese American Citizens League (JAACL) regarding its state of relevance as perceived by its members and to address its

organizational challenges. The author currently serves as the president of the organization and is viewing the organization's issues through the lens of holism and participative style of problem management. Organizations, like the Seabrook Chapter of the JACL, are social systems that should be viewed and analyzed as an assemblage of stakeholders with common and disparate agendas.

4.3 Research Question and Sub-Questions

Has the Seabrook Chapter of the Japanese American Citizens League (JACL) reached its tipping point to remain effective and is it time to reset the legendary civil rights organization?

- a. What has occurred in the nation that warrants a strong JACL?
- b. What risks exist that may create an irrelevant Seabrook JACL?
- c. What must occur in the Seabrook JACL to remain relevant?

4.4 Statement of the Problem

To date, there is no focused study that has been done to determine and examine if the Seabrook chapter of the Japanese American Citizens League (JACL) has reached its tipping point to remain effective and if it is time to reset the legendary civil rights organization. There is ample evidence in the historical records and statistical reports that membership at JACL National is declining (see Table 4.1: Total JACL Membership), and that the national organization may be losing its influence in its stated purposes to a degree. An analysis of the perceptions held by Seabrook JACL members regarding satisfaction with the Seabrook JACL and achievement of its goals is a necessary initial step to identify the challenges facing the Seabrook JACL today.

TABLE 4.1: TOTAL JACL MEMBERSHIP

	2017	2016	2015	2014	2013	2012	2011	2010
JACL NATIONAL	10000	10010	10025	10042	10693	11587	12441	12732
SEABROOK JACL	104	99	87	94	92	100	119	126

4.5 Hybrid Holistic Thinking Approach to Analyze the Problem Statement

As discussed in earlier chapters, a Hybrid Holistic Thinking Approach is concerned with the use of different analytic approaches, reflecting alternative holistic perspectives or a combination of theories. To take a holistic approach to improving organizational performance, many of these holistic approaches employ systems ideas in a manner that enhances creativity. The maximum creative use of holism to assist leaders, however, comes from using the different approaches in combination.

In this Capstone research, I was motivated to collect different methodologies of analysis based upon ideologies that have been used in various degrees of success, but I chose not to adopt a particular frame of reference to analyze the Seabrook JACL. Instead, I decided to implement a hybrid holistic thinking approach that uses distinct advantages for a non-profit organization like the Seabrook JACL.

Initially, the author planned on utilizing an Authority-Compliance Leadership style for leading change in the Seabrook JACL, but stakeholders were quick to dismiss this strategy to embrace change. Therefore, a participative style of leadership was used where the stakeholders

shared in the decision making for the organization. The author was successful in engaging the key leaders by obtaining their ideas and integrating their suggestions on how the organization would transform.

The process of the Hybrid Holistic Thinking Approach was finally adopted to analyze the Seabrook JACL and can be described in Figures 4.1 and 4.2. The Hybrid Holistic Thinking Approach consisted of 3 phases: (1) Situation Awareness, (2) Current State Analysis, and (3) Future State Planning. Figure 4.1 describes the sub-questions that were identified in section 4.3 and frame the analysis approach by focusing on the conditions of the current environment and feedback from the survey. Figure 4.2 describes the steps in the hybrid holistic thinking analysis approach that identifies the specific actions taken.

Figure 4.1 Hybrid Holistic Thinking Analysis Approach

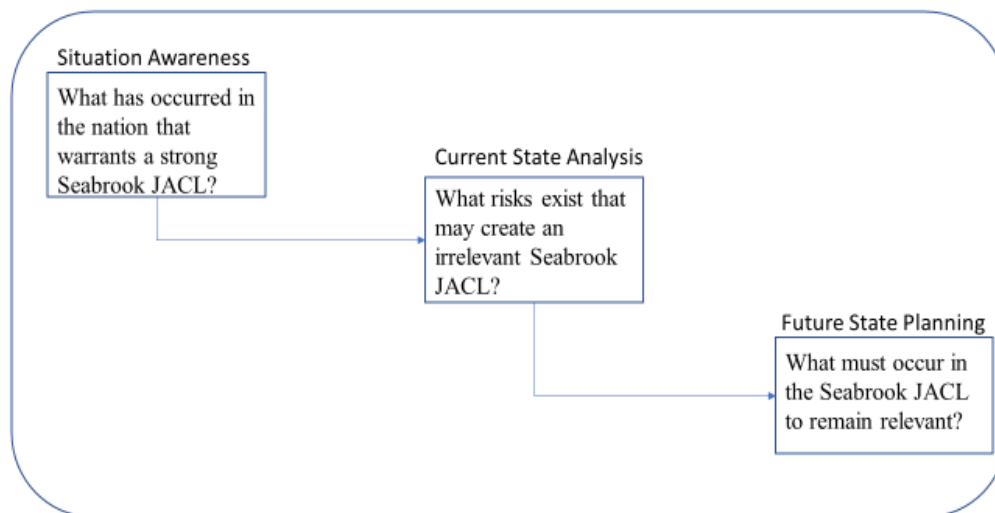
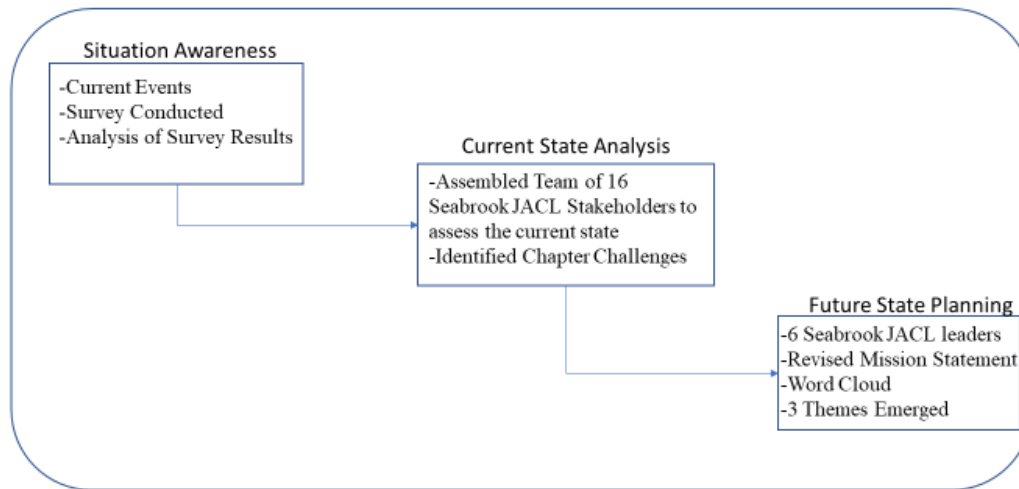


Figure 4.2 Hybrid Holistic Thinking Analysis Approach



4.6 Situation Awareness

Situation awareness is the perception of environmental elements and events with respect to time or space, the comprehension of their meaning, and the projection of their status after some variable has changed, such as time, or some other variable, such as a predetermined event. Although the term itself is recent, the concept has roots in the history of military theory. It is also a field of study concerned with understanding of the environment critical to decision-makers in complex, dynamic areas and circumstances.

Situation awareness involves being aware of what is happening in the vicinity to understand how information, events, and one's own actions will impact goals and objectives, both immediately and soon. Situation awareness has been recognized as a critical, yet often elusive, foundation for successful decision-making across a broad range of complex and social systems. Situation awareness can be described in terms of a holistic framework of social systems, states, and processes.

I start the capstone research developing a situational awareness. The intent with this phase is to become aware of what is happening around you in terms of where you are, where you are supposed to be, and whether anyone or anything around you is a threat to the organization. Knowledge, experience and education enables one to understand what is going on around you and helps to determine what issues exist. This means that everyone's situational awareness is individual and potentially different. Strategic leaders use situational awareness to make decisions and instruct others.

It is important for the leader to know how many problems he or she faces and how serious they are. The temporary loss or lack of situational awareness is a causal factor in many premature decisions that are made. Often there is so much activity in the environment, or you become so absorbed in your own thoughts, that you fail to spot those things that could pose a serious threat to your organization. This situation awareness phase allows practitioners to do four things: (1) to analyze the narratives people followed over time, (2) remove unrelated events that would otherwise overwhelm the analysis process, (3) identify root causes driving behavior, and (4) start building the system's narrative through identification of causal claims.

During the situation awareness phase, I began to collect and process data via a survey. The data included historical narratives and chapter member perceptions on events, actions, activities, relationships, and connections. Through this process, I was able to discern motivating factors, root problems, and develop the narrative systems professed leading to the identification of possible areas of concern. With this information, I could obtain a greater sense of the current state of the organization and begin to assess the issues inhibiting progress.

During the Situation Awareness Phase (see Figures 4.1 & 4.2), the author determined that despite all the examples of social injustice displayed throughout the nation, the Seabrook JACL

appeared passive to defend the civil liberties of all Americans. Therefore, to understand why the Seabrook JACL seemed ineffective, a survey was constructed and disseminated to obtain an assessment of the organization.

Based upon the results of the survey from the Situation Awareness Phase, the author assembled a team of 16 stakeholders during the Current State Analysis Phase (see Figures 4.1 & 4.2) to reflect upon the survey responses and conduct an analysis on the challenges facing the Seabrook JACL.

4.7 Research Design and Instrumentation

A quantitative mode of inquiry was selected for this study to complement the Hybrid Holistic Thinking Approach to analyze the Seabrook JACL. The survey was selected for maximizing the objectivity of the study by accessing a representative sample, which would have been difficult to accomplish through a qualitative approach. A non-experimental design was used in this study to describe the actual activity status of the Seabrook JACL and the perceived relevance of the organization from the participants. This design is intended to describe and assess the nature of existing conditions in the Seabrook JACL.

I sent the survey to collect the primary data out to Seabrook JACL members and Asian American Pacific Islanders in the local community. The survey participants came primarily from the Eastern District Council of the JACL. For this research project, the survey questions included a mix of open and closed questions, specifically asking for a response. I asked survey participants nine fixed multiple-choice questions and two open-ended survey questions that reflect on their perception of the Seabrook JACL. These results are the foundation of the Current

State Analysis and Future State Planning phases. The survey letter and questions are in Appendix A. A full description of the questionnaire is presented in the next section, Groups of Variables.

4.8 Groups of Variables

The survey consisted of 11 questions which are descriptive in nature:

1. Are you familiar with the Japanese American Citizens League (JACL)?

YES

NO

2. Are you a member of the Japanese American Citizens League (JACL)?

YES

NO

3. The Mission of the Japanese American Citizens League is a national organization whose ongoing mission is to secure and maintain the civil rights of Japanese Americans and all others who are victimized by injustice and bigotry. The leaders and members of the JACL also work to promote cultural, educational and social values and preserve the heritage and legacy of the Japanese American community.

How favorable is your opinion of the mission of the JACL described above?

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4

Very Unfavorable 5 Don't Know/Not Sure

4. The Japanese American community is changing and the JACL is positioning itself to be an organization that is inclusive and affirming of the diversity of identities that comprise the broader community.

How favorable is your opinion that the possibility of incarcerating a group of individuals based on the fact of race alone exists today (e.g., Japanese Americans were unjustly confined in American concentration camps after the bombing of Pearl Harbor when they were deemed a security risk to the nation)?

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

How favorable is your opinion that the JACL should be more vocal as an advocate to support the resettlement of all refugees and the rights of all immigrants and stands with those who believe the United States is a country of opportunity for anyone seeking a better life.

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

How favorable is your opinion that the JACL should increase its focus on branding to enhance the organization's identity and purpose?

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

How favorable is your opinion that the JACL should create greater partnerships with other national civil rights organization to enhance the organization's identity and purpose?

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4
Very Unfavorable 5 Don't Know/Not Sure

5. Please indicate your age.

- Less than or equal to 35 years
- 36-61 years
- More than or equal to 62 years

6. What is the first thought that comes to your mind when you hear or read about the JACL?

7. What changes or suggestions (if any) do you have to make the JACL a stronger and effective civil rights organization?

8. Do you think the JACL serves as a vital organization today that is capable to sustain its value as a national civil rights organization (or do you feel that its effectiveness is diminishing)?

- YES
- NO

This survey was designed to collect data from Seabrook JACL members, Eastern District Council (EDC) JACL members, and nonmembers from the local community. The survey was organized along a 5-point Likert scale from 1-Very Favorable, 2-Somewhat Favorable, 3-Somewhat Unfavorable, 4-Very Unfavorable, to 5-Don't Know/Not Sure. Each of the YES-NO options allowed only one option for selection. Data collected from the questionnaire was entered and saved on an EXCEL spreadsheet (see Appendix C).

4.9 Validity

The questionnaire was developed to conduct an assessment on the perceived state of relevance of the Seabrook JACL. I presented the “draft” survey instrument to the dissertation committee for feedback on the content, the format, and the data collection procedure. When all the suggested changes coming from the dissertation committee were reviewed, the survey instrument was pretested in a pilot submission to a select few Executive Board members of the Seabrook JACL as well as EDC Chapter Presidents. The pilot indicated no need for further adjustments. Therefore, the instrument was considered validated and distributed to the total survey population (1000).

4.10 Population and Sample

The population for this study was the entire membership of the Seabrook JACL, members of the Eastern District Council of JACL, and Asian American Pacific Islanders in the local community who have a history with the Seabrook JACL. According to the most recent statistical report at the end of the last quarter of 2017, the total membership of the Seabrook JACL is 104. The EDC is made up of six Chapters and JACL National membership is 10,000. Table 4.2 indicates the demographics of the JACL.

TABLE 4.2 (aka TABLE 1.2): The Japanese American Citizens League is composed of over 100 chapters across the Nation, divided into seven district councils.

Central California District Council (500 Members)

Clovis, Fowler, Fresno, Livingston-Merced, Parlier, Reedley, Sanger, Selma, Tulare County

Eastern District Council (700 Members)

New England, New York, Philadelphia, Seabrook, Southeast, Washington DC

Intermountain District Council (700 Members)

Boise Valley, Fort Lupton, Idaho Falls, Mile High, Mount Olympus, Pocatello-Blackfoot, Salt Lake City, Snake River Valley, Wasatch Front North

Midwest District Council (1000 Members)

API Gulf Coast, Chicago, Cincinnati, Cleveland, Dayton, Detroit, Hoosier, Houston, Omaha, Saint Louis, Twin Cities, Wisconsin

Northern California-Western Nevada-Pacific District Council (4200 Members)

Alameda, Berkeley, Contra Costa, Cortez, Diablo Valley, Eden Township, Florin-Sacramento Valley, Fremont, French Camp, Gilroy, Golden Gate, Honolulu, Japan, Lodi, Marin County, Marysville, Monterey Peninsula, Placer County, Reno, Sacramento, Salinas Valley, San Benito County, San Francisco, San Jose, San Mateo, Sequoia, Silicon Valley, Sonoma County, Stockton, Watsonville-Santa Cruz, West Valley

Pacific Northwest District Council (800 Members)

Alaska, Gresham-Troutdale, Olympia, Portland, Puyallup Valley, Seattle, Spokane

Pacific Southwest District Council (2100 Members)

APAN, API Lambda, Arizona, Downtown Los Angeles, East Los Angeles, Greater Los Angeles, Greater Pasadena, High Desert, Hollywood, Imperial Valley, Las Vegas, New Mexico, Orange County, Pasadena, Progressive Westside, Riverside, SELANOCO, San Diego, San Fernando Valley, San Gabriel Valley, San Luis Obispo, Santa Barbara, Santa Maria, South Bay, Torrance, Venice-West Los Angeles, Ventura County

4.11 Procedure

All research projects involving human subjects conducted at Jefferson University must be approved by the University-appointed Institutional Review Board (IRB). This board is commissioned to protect the rights and safety of all subjects involved in a study and to ensure that the confidentiality of data is maintained. As this study involves Seabrook JACL members and nonmembers, IRB approval was obtained. An entire research protocol, including the survey instrument, the email letter of introduction, and the survey instructions, was submitted to IRB for approval. A copy of the IRB approval is presented in Appendix B.

Following the IRB approval, an initial email message was sent out to all potential survey participants. The purpose of this initial contact was to provide a description of the nature of the

study and provide the opportunity of requesting more information about the project, if interested. A copy of the email letter is found in Appendix A.

This process of data collection was scheduled to start on September 1, 2017 and requested to conclude on October 31, 2017. Once the data from the questionnaire were collected, either through email, regular U.S. Postal Service or in person, a spreadsheet was created for tracking the data collection process. This spreadsheet indicates the direct response to questions (1-9) (Appendix C). For privacy, any personal information has been removed from this table.

4.12 Survey Return

The number of surveys that were sent out to the population was 1,000. Of the 180 responses to the survey, all the surveys were properly completed. According to Qualtrics Sample Size Calculator (2010), acceptable response rates for mail out/email is approximately 16%. In this research, the return rate was 18% (180/1000). The sample size based on an error range of 6%, with an alpha of .10 (90% confidence) for a population of 1000 should be not less than 159. The sample size used for this study (180) is large enough to allow generalization from the sample to the entire population at a 90% level of confidence with an error of less than 5%.

I retrieved and analyzed the data from the survey with the knowledge that any question of accuracy of the data could be verified with the Excel spreadsheet (see Appendix C). All data are securely stored and will be maintained for verification up to 1 year after the submission of this project, after which all data will be deleted or destroyed.

4.13 Project Participants

In this section, I describe participation in the post-survey stages of the project, the current state analysis, and the future state planning. The participants in the survey were comprised of the JACL Eastern District Council (EDC) membership, and local Asian American Pacific Islanders affiliated with the Seabrook JACL to obtain a wide feedback. As a result, the survey provided feedback from a cross section of generations and perspectives from both rural and urban communities.

During the Current State Analysis and Future State Planning phases, I served as the facilitator to provide order and structure to the process. This was a conscious effort on my part as the president of the Seabrook JACL because I believed that an outside facilitator would not have been able to generate the trust and confidence from the Seabrook JACL stakeholders in a short amount of time regarding this research effort. As a cultural insider, the learning curve to understand the organization dynamics was eliminated and the participants were completely comfortable with my role and presence. I was fortunate to be accepted because I was able to retrieve more fulsome responses because I was perceived as a trusted party from their community.

The responsibility of a skilled facilitator is to aid the process by encouraging and engaging the stakeholders to participate in the redesign effort with no reservations and an open mind. I began both the Current State Analysis and Future State Planning phases by introducing my role during this process. I assured the stakeholders in Current State Analysis and Future State Planning phases that I had no motives to move the organization in a specific direction. I wanted to be perceived as a genuine facilitator rather than someone driving my own ideas for change.

To respect all opinions, I used the following protocol. As a first-time facilitator of these participative stakeholder sessions, I was thoroughly knowledgeable with the Seabrook JACL and I was knowledgeable about the challenges for the organization. I introduced the Hybrid Holistic Thinking Approach and I appeared to gain the trust and confidence from the participants in a relatively comfortable manner. I would guide the teams in making sure that there was a balanced participation from all stakeholders.

As previously mentioned, the decision to serve as the facilitator rather than obtaining an outside consultant, was made because I was extremely familiar with the dynamics of the Seabrook Chapter. This is the difference between obtaining outside consultants who are merely well versed in the methodology verses someone like me who would provide guidance. More importantly, unlike a consultant, I was a trusted agent for this organization and the members felt comfortable in my facilitation of the process.

I used the same pool of resources from the Seabrook JACL Executive Board for the Current State Analysis and Future State Planning phases. A total of 16 Seabrook JACL Executive Board members participated in the Current State Analysis phase and a subset of 6 officers from the chapter participated in the Future State Planning phase.

4.14 Current State Analysis and Future State Planning Phases

Current State Analysis is a detailed description of how the organization or institution currently operates. It focuses on the impact an organization makes to its environment and the influences the environment has on the organization. Every organization or institution is faced with a set of interacting threats and opportunities.

The Current State Analysis Team met on October 1, 2017. The 16 members of the Current State Analysis Team were comprised from the core leadership of the Seabrook JACL Chapter. These individuals were selected because they would eventually be the next generation of leaders for the chapter and they each possessed the best operational knowledge of the organization and are clearly stakeholders in its future.

The objective of the Current State Analysis phase was to help the stakeholders realize that the organization was facing an aggregate of challenges as outlined from the survey results during the Situation Awareness phase. The stakeholders' objectives were to identify the traces of their organizational character that can reinforce stagnation. Then the stakeholders' knowledge about the organizational challenges would be able to identify and recommend a path forward to create a more robust and relevant organization for the future.

The session stakeholders identified the positive and negative issues of the current Seabrook JACL. The session helped the stakeholders to connect with each other on a common purpose. The next step involved specifying the properties for the future state of the Seabrook JACL. The Current State Analysis stakeholders identified the issues that they believed distinguished the current Seabrook JACL and categorized those issues for the Future State Planning session.

Finally, once the Current State Analysis Phase was completed, the author assembled a subset of 6 key leaders from the Seabrook JACL in the Future State Planning Phase (Figures 4.1 & 4.2) that accepted the task to create a revised mission statement for the organization and plan for how the organization would be postured for success in the future. During this phase, 3 themes emerged that would focus on what must occur for the Seabrook JACL to remain relevant.

The Future State Planning team met on November 8, 2017 and the session began with my

introductory remarks to describe the planning objectives and the proposed steps that would eventually lead the chapter to achieve a more relevant future organization. The intent of the introduction was to provide the ground rules on the process.

The Future State Planning Team was comprised of six key stakeholders of the organization (President, 1st Vice President, 2nd Vice President, Secretary, Treasurer, Historian). This stage of planning is at the heart of the Hybrid Holistic Thinking Approach. It involves determining what stakeholders and planners would like the organization or institution to be now if it could be whatever they wanted. An essential first step in this phase before resetting the organization is to create a mission statement for the organization.

An organization's mission statement should be a statement of its reasons for existence and its most general aspirations. It should (a) identify the way(s) by which the organization will seek to be effective and unique, (b) unify all its stakeholders in the pursuit of one or more common purposes, and once formulated, (c) make a significant difference in what the organization does, and (d) make progress toward the organization's objectives measurable. A mission statement should be exciting, challenging, and inspiring. If it fails to excite, challenge, and inspire, then, no matter what its other properties, it will fail to serve its purpose. If it doesn't do these things, it should be discarded.

A mission statement should be relevant to all the organization's stakeholders. It should state how the organization intends to serve each class of its stakeholders. Most mission statements address the interests of only the organization's leaders and stockholders. A very serious deficiency from which a mission statement can suffer is failure to appeal to the organization's non-leader members. If these members do not make a commitment to the mission, it has no chance of being achieved.

4.15 Data Analysis

I took notes from the Current State Analysis and Future State Planning phases and I conducted an analysis of the open-ended questions from the survey. I used the responses as input data for this project using a word cloud (Wordle), which is the term used for reviewing unstructured data and highlighting recurring terms, word repetitions, or looking for patterns in qualitative data. It is a mechanism for generating “word clouds” from text that are captured. The clouds give greater prominence to words that appear more frequently in the source text. The Wordle analyzed the written responses based on the rate certain words occurred or repeated.

I then grouped the gathered words from the Wordle data as well as the open-ended questions from the survey participants shared in their responses from Question, 8 and 9. I identified three themes (Millennials, Branding, and Partnering) generated from the Current State Analysis team to address these issues. Finally, I used the data results of the survey and the challenges identified during the Current State phase to frame the analysis for the Future State Planning Phase.

4.16 Ethical Considerations

Out of respect to the Seabrook JACL and all the participants in the research, I took all ethical issues into consideration when conducting this inquiry. As the researcher, I adhered to the ethical guidelines with regards to respect to persons, concern for welfare and justice considerations as outlined in the Jefferson University Institutional Review Board (IRB). The IRB approved my inquiry proposal on August 30, 2017.

All those who took part in the research voluntarily chose or declined to participate of their own free will. All participants were provided with information about the research including

risk, confidentiality, and anonymity information (see Appendix A). I chose to exclude the JACL Eastern District Council (EDC) Board from participating in either the Current State Analysis and Future State Planning Phases to ensure the Seabrook JACL participants were protected and to allow participants to freely express their opinions without fear of any adverse feedback.

As the facilitator, I needed to protect the welfare of participants and consider all the foreseeable risks associated with the research. I provided participants with enough information to adequately assess risks and potential benefits associated with their participation in the research. From the results of the research, I did not anticipate any negative consequences to the organization. I ensured any negative comments from the survey and the redesign sessions were used to create constructive feedback that offered insight for opportunities that would provide a positive future for the organization.

Within this research, I obtained the collection of opinions directly from individuals through a survey, and during the Current State Analysis and Future State Planning Phases. I did not collect any personal information that could identify participants in either the surveys or Current State Analysis and Future State Planning Phases. I have safely and securely stored all data results and only I have access to this data. The information regarding consent and privacy was contained in the information letter to participants (see Appendix A).

4.17 Summary

In this chapter I discussed how the research was conducted and how the data were analyzed. This chapter also provided information about how I addressed ethical issues and protected the identity of all participants in the survey and during the Hybrid Holistic Thinking

Approach sessions. The final section of the chapter addressed how I adhered to the ethical guidelines in accordance with the Jefferson University IRB protocol.

In this capstone research, a Hybrid Holistic Thinking Approach was employed by the author to support a comprehensive analysis of the Seabrook Chapter of the JACL within the National JACL organization. The results suggested that the Hybrid Holistic Thinking Approach was a powerful method to guide organizational development for strategic leaders applying practical applications through a holistic perspective.

The three phases of the Hybrid Holistic Thinking Approach used by the author were as follows: Situation Awareness, Current State Analysis, and Future State Planning. The task during the Situation Awareness phase refers to a person's perception and understanding of their dynamic environment, and it is critical in determining how to conduct an appropriate analysis. The task during Current State Analysis is to identify a set of significant issues and concerns that exist in the organization that is being addressed. The third phase of the Hybrid Holistic Thinking Approach is the Future State Planning. The Hybrid Holistic Thinking Approach identified what must occur in the organization to bring about positive change for the future Seabrook JACL.

Finally, here are three lessons that may serve other practitioners in transforming organizations.

1. Utilize a trusted facilitator to conduct the analysis process for the stakeholders.

Though systems thinking can serve a variety of ends—including supporting sense-making and analysis, building new strategies, or communicating with and aligning stakeholders—any given application of the process might prioritize these objectives differently. Hence, it is important to

customize the process, and adjust the pacing and sequencing accordingly by using a skilled facilitator.

2. Consider employing a Hybrid Holistic Thinking Approach. Each tool in the “hybrid holistic thinking toolbox” serves a different purpose; organizations must therefore deploy them with discernment and intentionality. In this research, a survey ended up being the initial way to conduct a situational awareness. But although the survey helped identify where to focus an intervention for greater impact, the survey results did not show how to engage with the social system nor help identify the value of the survey to the organization.

A hallmark of a process like this is that, although there is a sequence of logical phases, there is no expectation that previous phases will be “finished” before moving forward. In fact, downstream activities help revisit and clarify upstream ones. In this study, identifying what the possible issues to address for the Seabrook JACL surfaced during the Current State Analysis phase. Then the Future State Planning phase helped direct the transformation discussion that dealt with issues discovered in the Current State Analysis phase. Taking “two steps forward, and one step back” at times can feel frustrating. But acknowledging this dynamic on the front end can help alleviate the pressure to get each step in the process “perfect” and ultimately lead to stronger, more thoughtful articulations of a systemic strategy.

3. Leadership and Participative Style of Problem Management. The least acknowledged part of a holistic thinking journey is that it takes a toll on organizational culture. It can be challenging for stakeholders to think and act in a different way. To succeed, organizations need clear, strong leadership committed to facilitating the process and fostering the supportive environment that encourages best thinking. For the Seabrook JACL, this meant using a participative style of problem management to overcome differences among stakeholders.

CHAPTER 5: Presenting and Analyzing the Results

5.1 Introduction

The purpose of this chapter is to report on the data findings using a Hybrid Holistic Thinking Approach to analyze the Seabrook Chapter of the Japanese American Citizens League (JACL). The survey data for this study were collected from a set of questions administered to 1,000 members within the Eastern District Council of the Japanese American Citizens League (JACL) and Asian American Pacific Islanders from the local community.

This chapter presents the study response rate and the demographic description of the sample, the participant response rate by question, discussion of the findings, and a summary. In this research I sought to explore the following question: Has the Seabrook chapter of the Japanese American Citizens League (JACL) reached its tipping point to remain effective and is it time to reset the legendary civil rights organization? Three sub-questions were also used to guide the research:

1. What has occurred in the nation that warrants a strong Seabrook JACL?
2. What risks exist that may create an irrelevant Seabrook JACL?
3. What must occur in the Seabrook JACL to remain relevant?

5.2 Presentation of Findings and Results

After receiving the 180 surveys during the Situation Awareness phase, all surveys were carefully screened, numbered, entered into the system, and then stored securely. Data collected from the survey was combined and recorded in an Excel spreadsheet (Appendix, C). All the

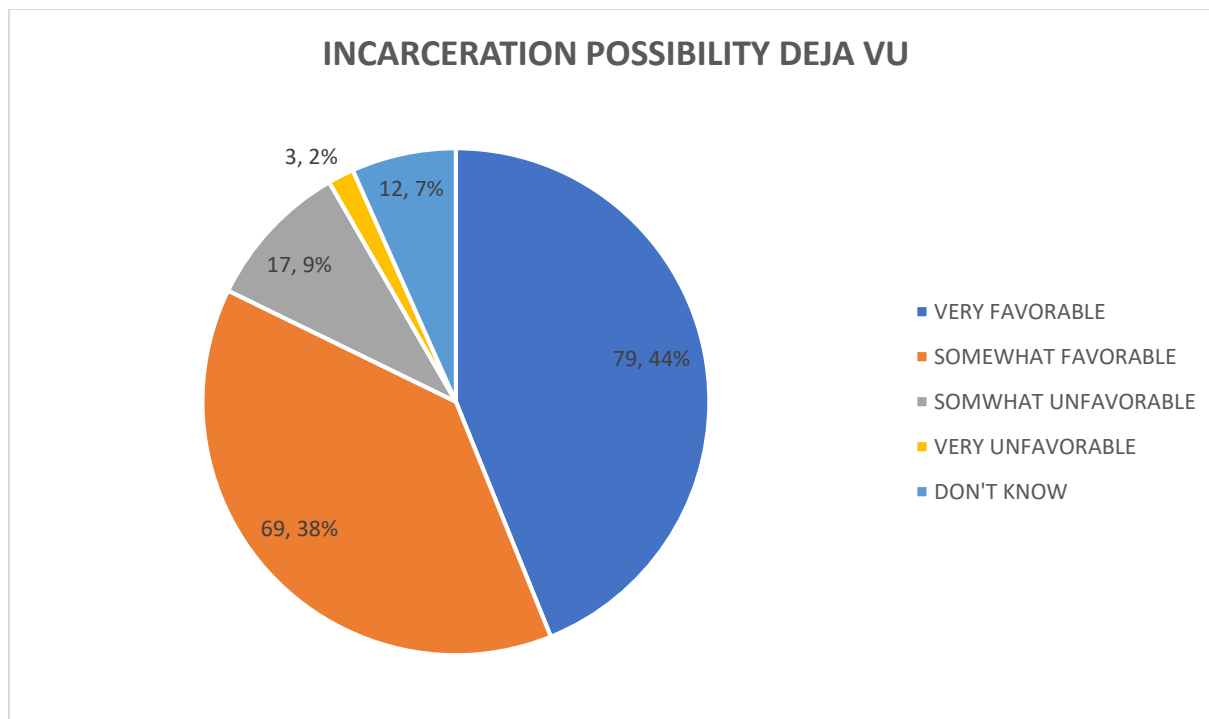
survey answers were manually entered into the system. After the data were entered, a check for incomplete data or impossible values was made.

An overall assessment from all the respondents revealed somewhat different levels of favorability across the questions. Favorability was defined as a positive response (Likert scale: (5) very favorable to (4) somewhat favorable) to those survey instrument questions that the research captured. Specific data regarding the respondents' responses are discussed in the following analysis with respect to the three sub-questions. The major information from the survey is presented in chart form and a narrative is provided to provide an analysis regarding the sub-questions.

For the first research sub-question, "What has occurred in the nation that warrants a strong Seabrook JACL?", the analysis was based upon the results of the survey in conjunction with the current political climate facing our nation. The results from Survey Question #4 indicate that over 44% (79/180) of the respondents believe there is a very favorable possibility that incarcerating a group of individuals based on the fact of race alone exists today and 38% (69/180) believe there is a somewhat possibility of this event occurring (see Figure 5.1).

5.3 Survey Question #4: The Japanese American community is changing and the JACL is positioning itself to be an organization that is inclusive and affirming of the diversity of identities that comprise the broader community.

How favorable is your opinion that the possibility of incarcerating a group of individuals based on the fact of race alone exists today (e.g., Japanese Americans were unjustly confined in American concentration camps after the bombing of Pearl Harbor when they were deemed a security risk to the nation)?

FIGURE 5.1

The combined results from survey question #4 indicate that an overwhelming majority of respondents (over 82%) believe that the possibility of another incarceration of an ethnic minority could happen again much like what occurred to the Japanese Americans after the bombing of Pearl Harbor. Considering our current political climate, there is a subtle feeling and dark possibility that decisions from national leaders could revisit such a despicable thought.

Carl Higbie, the author of “Enemies, Foreign and Domestic: A SEAL’s Story,” said that the United States has taken similar actions in the past when discussing a possible Muslim registry and cited Japanese internment camps as precedent for the action. According to Higbee, he stated that “the president needs to protect America first and that means having people that are not protected under our constitution have some sort of registry ... until we can identify the true threat and where it’s coming from.” (Trump supporter cites internment camps as precedent for

Muslim registry on Fox News <http://www.charlotteobserver.com/news/politics> November 16, 2016)

Even retired General Wesley Clark, a former presidential candidate for the Democratic party and the past Supreme Allied Commander of NATO, was a vocal critic of President George W. Bush's response to the 9/11 attacks on the World Trade Center and the Pentagon saying that "Bush overreacted in a way that violated the civil liberties of everyday Americans". GEN Clark called for the use of domestic internment camps, like the ones used for Japanese Americans during World War II, to be used to round-up Americans who are disloyal, and potentially disloyal, to the state.

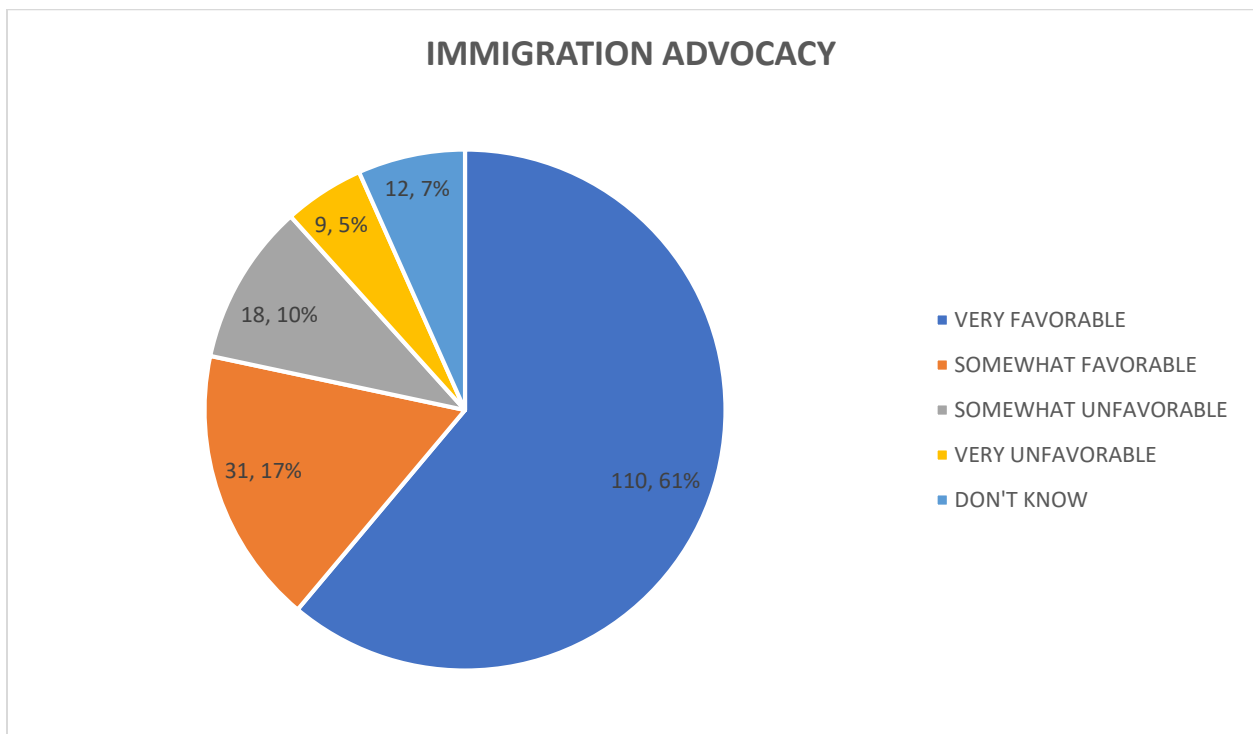
Both opinions on this matter are insensitive positions that can exacerbate an already fragile debate and evoke emotions that could endorse another round of internment based upon a false sense of national security for this country. Statements like these are dangerous to our citizens and those that aspire to become citizens if current and potential national leaders are so flippant in their remarks.

Another important aspect that shapes the conversation regarding whether a strong Seabrook JACL is warranted relies upon the current atmosphere of ethnic and cultural insensitivity. The tragic events of 9/11 which happened seventeen years ago and the recent Executive Order from the current White House administration on an immigration policy have resulted in various attacks, both physical and verbal, against American Muslims, Arabs, Sikhs, and others. This treatment continues and shows that racism and prejudice still exist toward people who look different from what most consider the mainstream.

Results from Survey Question #5 indicate that over 61% (110/180) of the respondents believe there is a very favorable opinion that the JACL should be more vocal as an advocate to support the resettlement of all refugees and the rights of all immigrants and 17% (31/180) believe there is a somewhat favorable opinion (see Figure 5.2).

5.4 Survey Question #5: How favorable is your opinion that the JACL should be more vocal as an advocate to support the resettlement of all refugees and the rights of all immigrants and stand with those who believe the United States is a country of opportunity for anyone seeking a better life.

FIGURE 5.2



The combined results from survey question #5 reflect that a strong opinion from the respondents (over 78%) believe the Seabrook JACL should be more vocal to ensure the civil liberties of all immigrants should be protected. The ongoing debate regarding immigration reform and the position from the current administration fuels the speculation that if an organization like the Seabrook JACL remains passive or silent, the injustice to these immigrants will be overlooked.

In 2018, who would have thought that our country could be on the edge of repeating a shameful episode from our nation's past? In 1942, 120,000 lives were severely impacted and prevented the promise of the American dream simply because of ancestry. Yet, President Trump's travel ban on immigrants from Muslim majority countries and potential to crack down on "chain migration" may separate families once again based on the premise of the need to protect America first. This mindset wreaks havoc and devastation on innocent American lives and refugees waiting to immigrate to this country.

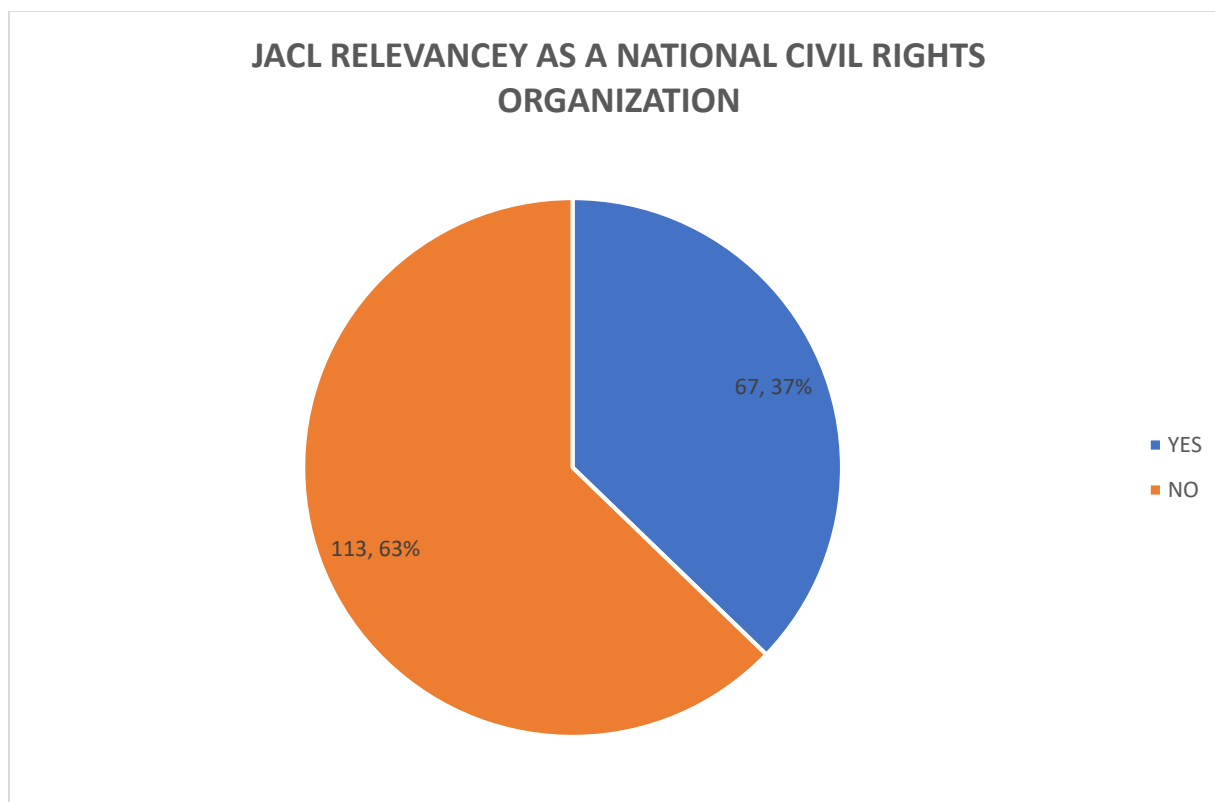
The data from Survey Questions #4 and #5 clearly highlight a grave concern and the possibility of another tragic situation that could arise if conditions and violations of civil liberties go unchecked. This capstone research is an attempt to solidify the importance of organizations like the Seabrook JACL to convey lessons of courage to stand up against even the U.S. government when they fail to protect all citizens.

The next sub-question; "What risks exists that impact the Seabrook JACL from becoming obsolete?" was analyzed during the Current State Analysis phase of the Hybrid Holistic Thinking Approach. Based upon the results obtained from the survey and by utilizing a holistic thinking approach on the current state of the organization, the author analyzed the remaining sub-questions that appear in this research.

The data from Survey Question #9 exposes the somber reality of the current situation for the Seabrook JACL. According to the respondents, 63% (113/180) (see Figure 5.3) believe that the organization is at risk to serve as a national civil rights organization in its present form. The results of this question serve as the catalyst for the organization to conduct an internal review about the perceived “state” and whether the Seabrook JACL is at a tipping point to remain relevant unless change occurs.

5.5 Survey Question #9: Do you think the JACL serves as a vital organization today that is capable to sustain its value as a national civil rights organization (or do you feel that its effectiveness is diminishing)?

FIGURE 5.3



Yet, despite the vital requirement for the Seabrook JACL to serve as a powerful mouthpiece for the protection of civil liberties for all Americans in these dynamic and turbulent times, the members project a concern for the future of the organization.

During the Current State Analysis phase conducted on November 9, 2017, the assembled stakeholders identified unique specifications that they believed would be essential for a robust effective Seabrook JACL. These specifications were categorized together and resulted in the following observations focused on the current constraints facing the organization:

Membership: The Seabrook JACL is struggling to grow in membership and the chapter is losing its current members (see Table 5.1). Like many non-profit organizations, when membership is limited, the organization does not possess a requisite size to execute new programs. For the Seabrook JACL, new programs keep the chapter relevant, but a stagnant membership risks making the chapter irrelevant.

TABLE 5.1: TOTAL JACL MEMBERSHIP (membership data effective January 2018)

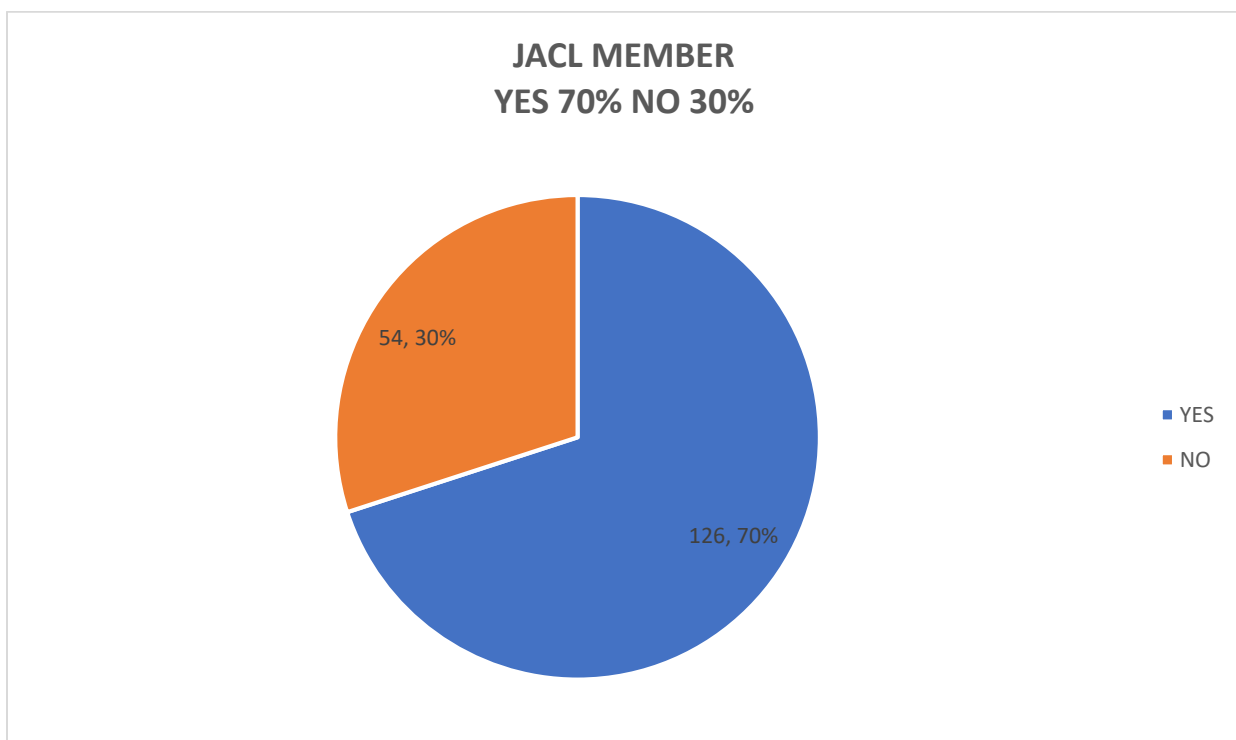
	2017	2016	2015	2014	2013	2012	2011	2010
JACL NATIONAL	10000	10010	10025	10042	10693	11587	12441	12732
SEABROOK JACL	104	99	87	94	92	100	119	126

The Seabrook JACL is not alone in facing a decline in membership. The current trend is continuing to decline based upon demographics. The Current State Analysis team discovered that in a comparison with other JACL Chapters, there were parallels that reflect a growing trend of decline. Stakeholders during the Current State Analysis phase focused on decreased member involvement and how to reverse this trend.

The Seabrook JACL needs to ensure that the values of the organization align with those looking to join and be involved in this local chapter. The solution to increased involvement will require creative and innovative thinking. If the Seabrook JACL takes up the challenge, they could be a model for other JACL Chapters struggling with decreased involvement of membership.

5.6 Survey Question #2: Are you a member of the Japanese American Citizens League (JACL)?

FIGURE 5.4



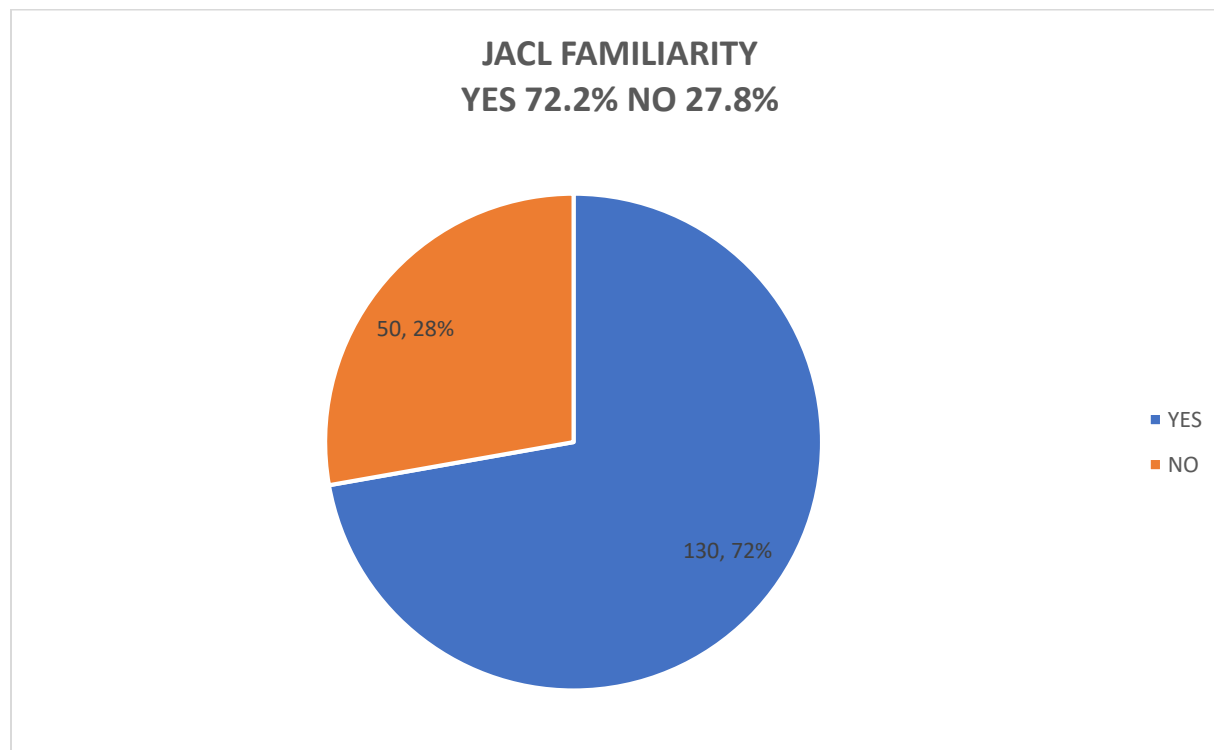
The civil rights movement is one of the defining events in American history, during which Americans fought to make real the ideals of justice and equality embedded in our founding documents. When people learn about protecting civil liberties, they learn what it means to be active American citizens. They learn how to recognize injustice. They learn about the

transformative role played by thousands of ordinary individuals, as well as the importance of organizations for collective change. They see that people can come together to stand against oppression.

But as shown in Figure 5.5, the results indicate that 72.2% (130/180) of the respondents were familiar with the Seabrook JACL and 27.8% (50/180) that are not familiar with this civil rights organization. The findings reflect that despite the reputation that the organization possesses, there are a substantial number of individuals (27.8%) that reside among the local Asian American Pacific Islander community that are unaware of the Seabrook JACL and its purpose.

5.7 Survey Question #1: Are you familiar with the Japanese American Citizens League?

FIGURE 5.5



The Current State Analysis team observed that the Seabrook JACL needs a combination of good recruiting and outreach to promote the value of this organization. Moreover, the stakeholders stated that to build a strong chapter, the Seabrook JACL must promote diversity to spread the message that the Seabrook JACL is not solely for Japanese Americans but for all Americans. Increasing diversity among the Seabrook JACL became a pivotal focal point for the stakeholders to embrace if the chapter was serious to open the membership to those individuals without any Japanese American relationships.

In deciding whether to join a social or civic group, the top two considerations are about group productivity—whether the individual thinks the group can accomplish its goals and whether the group engages in productive discussions about something that is important to that individual. Participants in the Current State Analysis phase recognized that if the chapter wants to increase involvement, they need to find solutions to accomplish its goals and the needs of its members. Their feedback presents a picture in time of what current and potential members saw as the values of joining the organization: “An individual is more likely to join a professional organization when he or she believes that joining will result in a valued outcome”.

Mission: The Current State Analysis team discovered that most of the Seabrook JACL members see the organization as primarily providing fellowship and providing community service rather than providing advocacy for the protection of civil liberties for all Americans. Despite the original charter to serve as a national civil rights organization, members displayed more comfort and were satisfied in promoting cultural heritage among the local community.

The results of survey question #8 (see Figure 5.8) show that a disproportionate number of members are over the age of 35 years (93%). The Current State Analysis team discovered that these senior chapter members were reliving the glory days of the past and surprisingly interested

in keeping the chapter as it currently exists. It was obvious that the mindset of the chapter members had become stagnant and this legendary chapter was no longer politically active.

The Current State Analysis team revealed that the Seabrook JACL is losing its purpose and questions whether there is a requirement for the organization to exist. Although the Seabrook JACL is cognizant of the current situation of immigration reform, most JACL members are complacent that the chapter is a fellowship organization where most members have little interest in being a vocal advocate for civil rights.

The final sub-question; “What must occur in the Seabrook JACL to remain relevant?” was analyzed during the Future Planning phase of the Hybrid Holistic Thinking Approach. The Current State Analysis phase and the Future State Planning phase presented different challenges, however the stakeholders responsible for developing the final reset experienced an extraordinary change that may be the most important contribution of the planning process. The Future State Planning team met on December 13, 2017.

As the facilitator, I reminded the stakeholders about the task of identifying the specifications for the “future” Seabrook JACL Chapter. The Future State Planning team considered all the specifications identified by the Current State Analysis team and began the transformation by creating a revised mission statement that was more appropriate for the chapter members of the Seabrook JACL. After several iterations, the final Seabrook JACL mission statement read as follows:

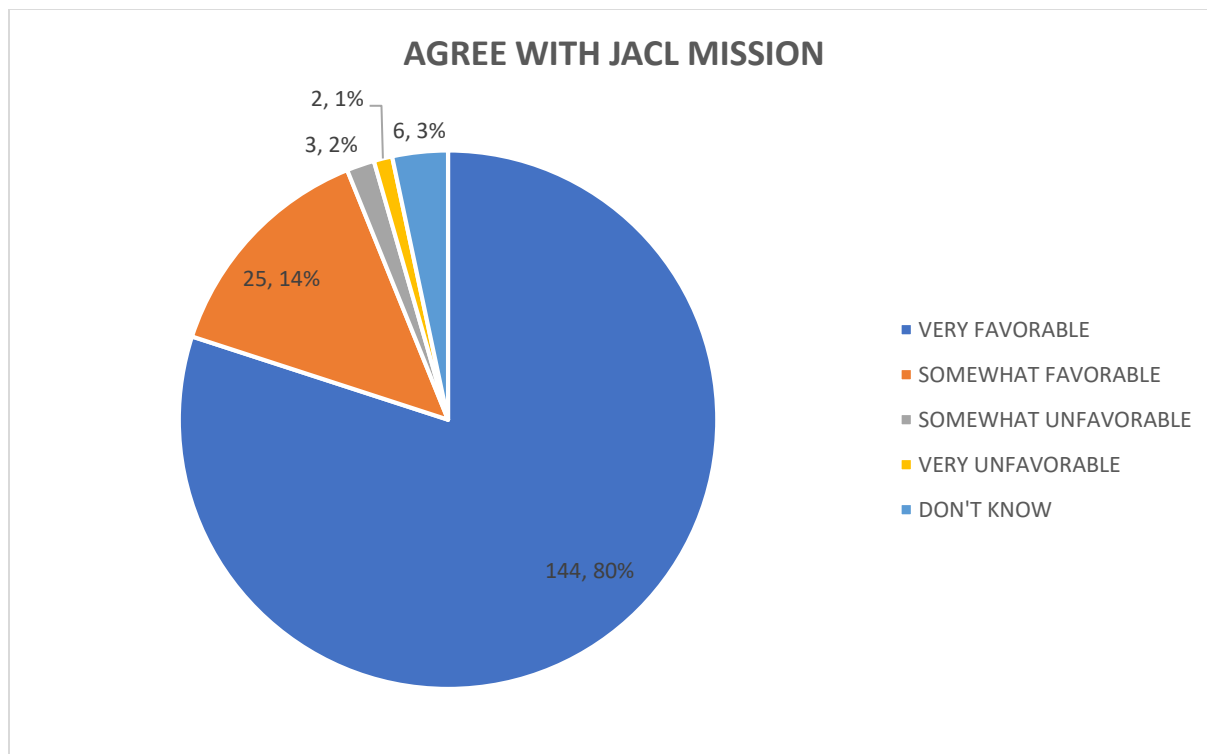
The Mission of the Seabrook Chapter of the Japanese American Citizens is to secure justice and fair treatment of all Americans and all others who are victimized by social injustice and discrimination. The leaders and members of the Seabrook JACL also work to

promote cultural, educational and social values to preserve the heritage and legacy of the Japanese American experience.

The results of survey question #3 indicate that over 80% of respondents (144/180) (see Figure 5.6) possess a favorable opinion that agrees with the National JACL mission statement but, the Current State Analysis team disclosed that the Seabrook JACL was more interested in the latter half of the revised mission statement that referred to promoting cultural, educational and social values to preserve the heritage and legacy of the Japanese American experience. Therefore, this new mission statement complements the National JACL mission statement but is more suited to the goals and objectives of the Seabrook JACL.

5.8 Survey Question #3: The Mission of the Japanese American Citizens League is a national organization whose ongoing mission is to secure and maintain the civil rights of Japanese Americans and all others who are victimized by injustice and bigotry. The leaders and members of the JACL also work to promote cultural, educational and social values and preserve the heritage and legacy of the Japanese American community.

How favorable is your opinion of the mission of the JACL described above?

FIGURE 5.6

During the Future State Planning phase, results of the open-ended questions from the survey (#6 and #7) were placed in a word cloud (see Figure 5.7), where three general themes surfaced that shaped the analysis for potential factors of decline and perceived relevance for the organization.

The first theme, Membership Factors, brings into perspective the impact of recruiting Millennials, as well as growing its diversification of membership attendance. The second theme, identified as Branding Factors, addresses various social and cultural aspects and their implications for creating a distinctive identity for a national civil rights organization that is relevant, but unique for the Seabrook chapter. The third theme, known as Partnership Factors, explores principles and methods of working with other civil rights organizations to expand the advocacy for the protection of civil rights for all Americans.

FIGURE 5.7: WORD CLOUD

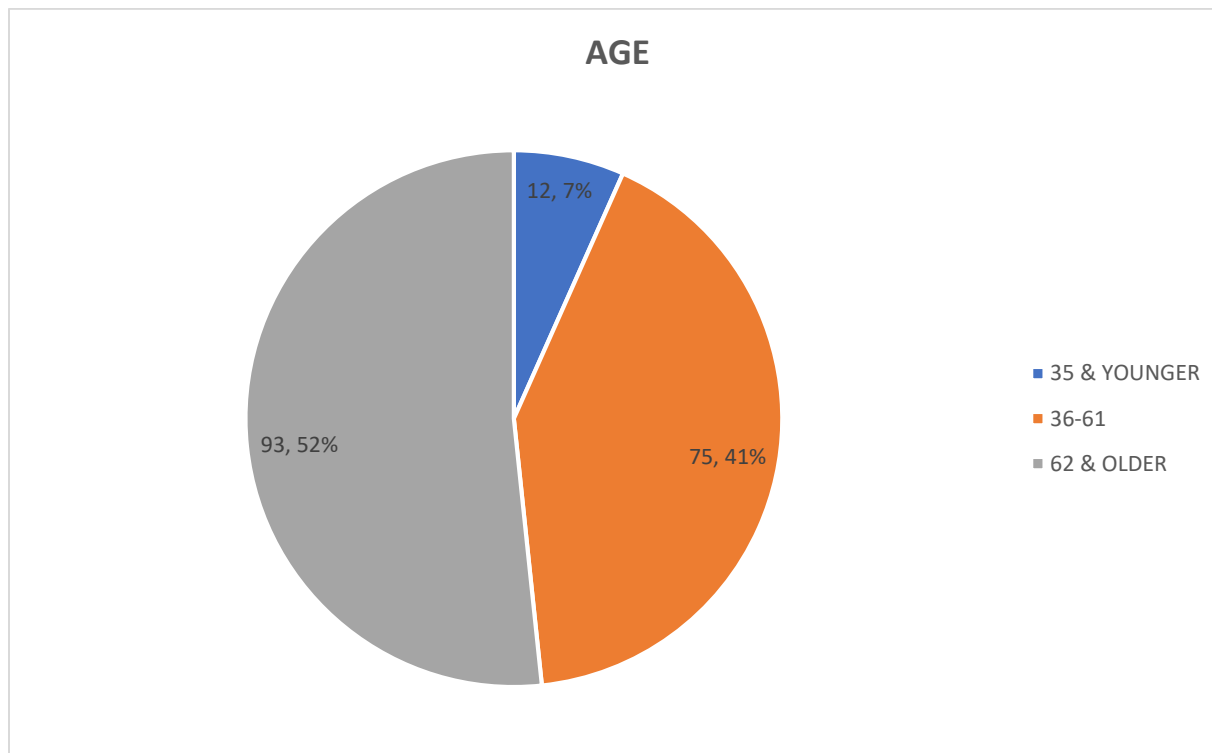


5.9 Theme 1: Membership-Millennials

The Current State Analysis team identified that membership of the chapter was declining, much like the statistics of the National JACL, and the Future State Planning team discovered that the current outlook on demographics portrays a severely skewed senior population where 7% (12/180) is less than the age of 35 (see Figure 5.8). This is a greying chapter of members without replacements.

5.10 Survey Question #8: Please indicate your age.

FIGURE 5.8



Results from the Future State Planning phase indicate that membership growth must come primarily from Millennials, but unfortunately, millennials are not becoming members. Current programs like Japanese American cultural preservation or the Japanese American experience do not resonate with Millennials. Through the reflexive process of questioning their beliefs, Millennials identify alternative perspectives that cause them to make decisions about what they believe about the relevancy of the Seabrook JACL.

Many Millennials are discovering that the Seabrook JACL is no longer a vital organization for them. The reasons for this are twofold. First, they are finding that they feel very disconnected with their Japanese ancestry. Passing on the Japanese American legacy is not important in their lives. Second, unlike the majority senior members of the chapter, Millennials

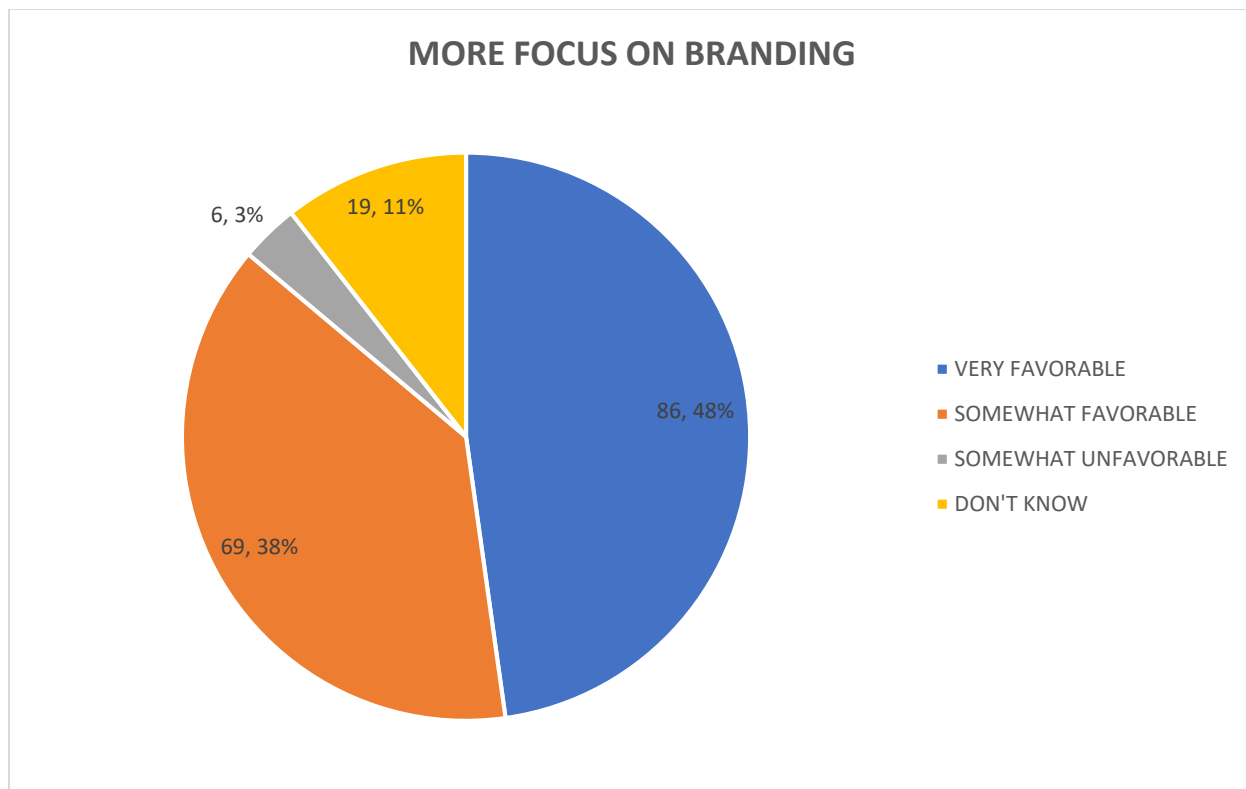
do not idolize the former era. Thus, the result is that these Millennials no longer see the Seabrook JACL as a personal necessity.

Future studies could also identify the reasons why Millennials are not embracing the Seabrook JACL to see if there is a difference between their reasons and those Millennials of other JACL Chapters. Additionally, it would be insightful to gather data from Millennials who are currently in large concentrated areas of Japanese Americans because they may have different reasons for joining the JACL than their counterparts in Seabrook, New Jersey. Finally, additional work could be conducted with participants from other JACL Chapters of the country to determine if these results are unique to the Seabrook JACL.

5.11 Theme 2: Chapter Branding

Branding is important for the Seabrook JACL to distinguish itself from other civil rights organizations. The results of Survey Question #6 indicate that 48% (86/180) have a very favorable opinion that the Seabrook JACL should increase its branding or identity and 38% (69/180) had a somewhat favorable opinion on this issue (see Figure 5.9). The combined results reflect that over 84% believe the organization must increase its branding and be able to resonate with a broader constituency.

5.12 Survey Question #6: How favorable is your opinion that the JACL should increase its focus on branding to enhance the organization's identity and purpose?

FIGURE 5.9

During the early years of various anti-Asian laws, there was nobody in Washington, DC to speak on behalf of the Asian American community. For many years, the JACL was the only national Asian American advocacy organization and the Seabrook JACL played an important role during this initial effort. The JACL fought against anti-immigration and anti-citizenship laws and was instrumental in the repealing of these laws.

Today, there are over 25 national Asian American nonprofit organizations in the nation's capital that advocate for the various needs of the Asian American communities and these organizations possess similar mission statements that are very close in nature to the Seabrook JACL. Without a clear distinction in vision or mission statements, potential members are unclear

about what this organization has to offer above and beyond a comparable civil rights organization serving the Asian American Pacific Islander community.

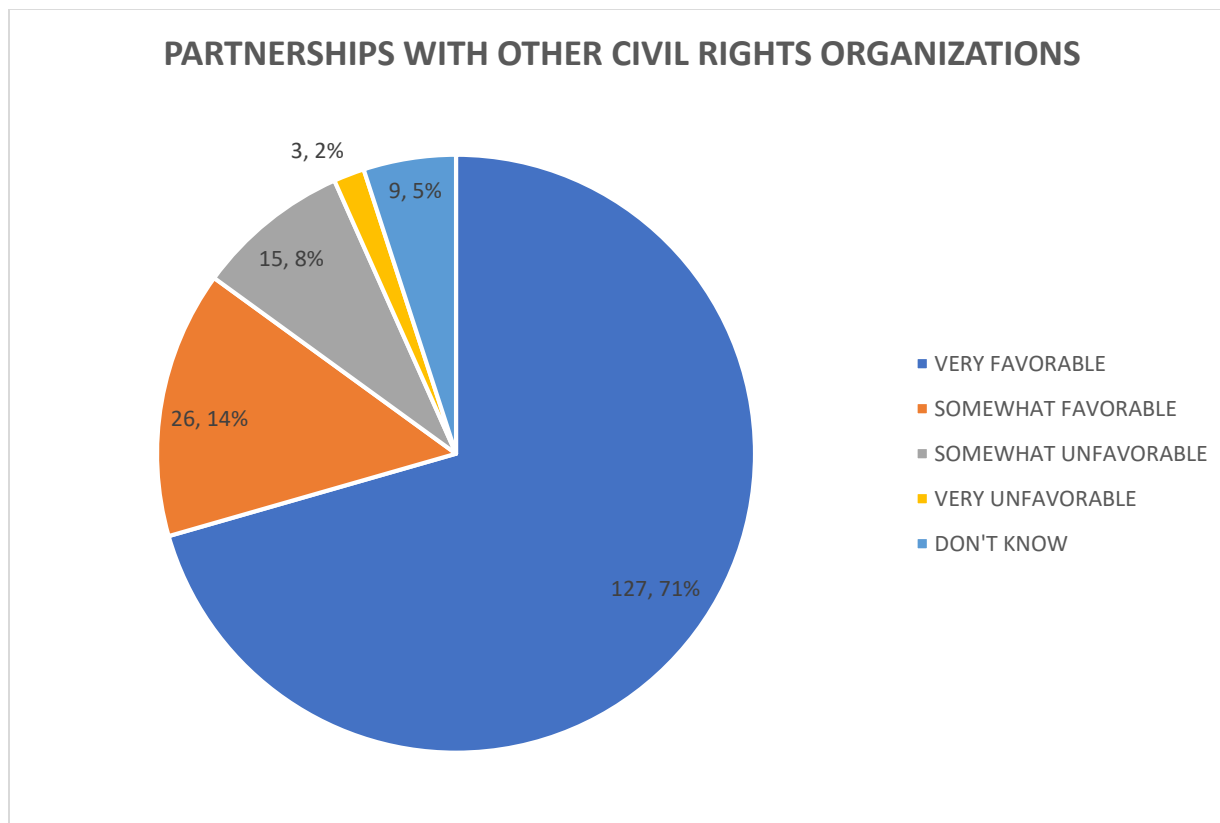
Participants in Current State Analysis phase commented that the Seabrook JACL needed to be more visible. They felt that the chapter could overcome the perceived presence of all stakeholders and potential partners if they created a progressive marketing campaign for the organization. The lack of awareness of the Seabrook JACL was attributed to not providing enough information about the work of the organization.

In addition, the Future State Planning team indicated that improving the frequency of communications with stakeholders will increase ties with the membership. Stakeholders said they not only wanted to know more about the work of the organization, but they wanted the work of the organization to be shared with the local Asian American Pacific Islander community.

5.13 Theme 3: Creating Partnerships

The Future State Planning phase indicated that establishing partnerships with other civil rights organizations is vital for the Seabrook JACL to increase its presence and value about the organization. Of the 180 survey participants, 71% (127/180) had a very favorable opinion and 14% (26/180) had a somewhat favorable opinion that the chapter should create greater partnerships with other similar civil rights organizations to enhance the Seabrook JACL identity and purpose (see Figure 5.10).

5.14 Survey Question #7: How favorable is your opinion that the JACL should create greater partnerships with other national civil rights organization to enhance the organization's identity and purpose?

FIGURE 5.10

The Future State Planning phase reflected a common theme in the results of the survey. Stakeholders want the Seabrook JACL to begin working closely with other JACL chapters and other national civil rights organizations. Stakeholders saw advocacy and collaboration as important work in the continuing success of the Seabrook JACL. They commented that partnering provided the organization with the opportunity to be visible to other groups supporting the civil rights movement. In these times, fighting for racial justice through disparate, isolated efforts is an inefficient effort.

5.15 Presenting and Analyzing the Data Conclusions

The Hybrid Holistic Thinking Approach produced a radical change in the mindset for the Seabrook JACL by involving the key stakeholders in the planning process and by changing their

understanding of the organization and its environment. Multiple perspectives were brought to bear on the analysis process and the dynamics among the stakeholders conveyed a greater openness to ideas. The transformation process allowed the stakeholders to understand why the current situation was important before the transformation to a new future could occur.

The Hybrid Holistic Thinking Approach allowed the Seabrook JACL to look at how the stakeholders experience the organization and how the brand makes people feel emotionally. To increase Seabrook JACL exposure, the chapter needs to improve connections and communication with other similar minded civil rights organizations. Those who participated in the survey, to include the non-member Asian American Pacific Islanders, need to rally collectively to provide advocacy, education, and opportunities for all citizens.

During the Hybrid Holistic Thinking Approach, the Seabrook JACL experienced a significant improvement in morale and the potential future for the organization. On the qualitative side, possibly the most fundamental shift occurred in the relationships between the stakeholders and other JACL chapters. In the past, those relationships were quite often cordial but distant. During and after the implementation of the reset, those relationships transformed to that of a collaborative partnership. This shift in relationships had a benefit of giving the Seabrook JACL a sense of adding value to the joint effort of a common bond.

An important observation that surfaced was that once the Seabrook JACL stakeholders understood the theory and practical application of the Hybrid Holistic Thinking process, they displayed a compelling sense of excitement, creativity, and innovation. From a holistic thinking perspective, the transformation of the Seabrook JACL could prove to be useful to practitioners working on organizational reset.

The situation awareness, current state analysis and the future state planning phases discovered the perspective of the stakeholders. This research project was an approach to address the interest and values for the good of the entire organization. The feedback from the survey and Hybrid Holistic Thinking Approach told a story of members wanting more opportunities interacting with fellow JACL chapters, which would increase their involvement.

The importance of partnering with fellow civil rights organizations was a significant finding of the research. The Seabrook JACL needs to differentiate itself from its provincial counterparts and create an experience that emotionally ties members of the organization and gives the Seabrook JACL a distinct identity.

The creation and maintenance of partnerships between the Seabrook JACL and similar minded organizations will turn current members into ambassadors of the organization who will actively and passionately promote the association to friends and acquaintances who are non-members. The development of new programs to continually engage new members will encourage their emotional connection to the Seabrook JACL.

Partnering is a priority for Seabrook JACL membership. A common theme revealed in the Future State Planning phase and the survey was the desire for more opportunities for partnering with other JACL chapters and Asian American Pacific Islander organizations. As the Seabrook JACL wants to ensure the future success of its organization, the development of partnerships with other organizations will increase involvement and long-term relations. Networking includes opportunities for face-to-face meetings and social networking could be expanded as a tool to increase branding.

CHAPTER 6 Summary, Conclusions, and Recommendations

The overall intent of this organizational reset was to create a sustainable change in the Seabrook JACL and to preserve an attitude of relevancy for the organization. Change efforts that had been attempted in the past had been limited to specific components of the organization alone, rather than conducting a holistic view of the entire perspective of all the stakeholders. By embracing the principles of participation, continuity, and holism, the constraints traditionally encountered in such a change effort were overcome.

Much has been learned and continues to be learned by all the stakeholders in the organization as the implementation of the future Seabrook JACL transformation continues to unfold. Once one starts the holistic thinking journey, the process allows the social system to be reset to adapt to the continually changing environment and be prepared for the next transformation in improvement. In this capstone research, resetting the organization was tantamount to ensuring a dynamic and relevant Seabrook JACL.

6.1 The Planning Challenge

The impetus for any organizational change is dissatisfaction with some aspect of that system. Such dissatisfaction could focus on and emanate from any level or any part of a social system. Those that are closest to and most familiar with the symptoms or causes of the dissatisfaction are most likely to express doubts, concerns, or reservations about the current state or condition of the organization. Dissatisfaction with the status quo emerges when people become aware that prevailing conditions can and should be improved.

Given the perceived need to change, the first step in developing a viable plan for systemic change is an organizational analysis using a holistic thinking approach. Ideally, this method

employs a thorough analysis via a participative style of problem management obtaining acceptance from the vital stakeholders.

So many important problems that plague us today are complicated, involve many actors, and are at least partly the result of past actions that were taken to alleviate them. Dealing with such problems is notoriously difficult and the results of conventional solutions are often poor enough to create discouragement about the prospects of effectively addressing them.

6.2 The Response to the Challenge in this Capstone: A Hybrid Holistic Thinking Approach

One of the key benefits of a Hybrid Holistic Thinking Approach is its ability to deal effectively with just these types of problems and to raise our thinking to the level at which we create the results we want as individuals and organizations even in those difficult situations marked by complication, great numbers of interactions, and the absence or ineffectiveness of immediately apparent solutions.

The purpose of this capstone was to explore the individual change process the stakeholders' used in the adoption of a Hybrid Holistic Thinking Approach for the Seabrook JACL. Having a holistic thinking mindset is important if one wants to recognize new realities and be adaptive to an increasingly complicated society. It is argued to be important as the traditional structure is regarded to be obsolete and as we need to understand the world as a whole system with interdependent relationships between components. It is important for strategic leaders to take personal responsibility for changing the perception of an organization from an undesired state to an ideal state.

A theoretical framework for a Hybrid Holistic Thinking Approach consists of three parts. The first part advocates that a holistic view is regarded to be the most crucial part of analysis, implying the ability to see the whole and having an open minded, external perspective.

The second part of holistic thinking is feedback. It increases learning and motivation but can be difficult due to emotional barriers of perception. Interrelationships is the last part of the theoretical framework and is important as we need to understand that cause and effect are nonlinear. This structure means that a very small action can have a large effect, something that is difficult to understand as we normally adopt a linear thinking at an early age. This last part is expected to be the most difficult to grasp, based on the intangible nature of this area.

Holism requires a change in the individual's way of thinking, which can be demanding. However, the fact that it seems to require the involvement of the individual, makes it important to understand the perceptions and learning of individuals who are participating in the change. Strategic leaders can be expected to have a big role to play in this, by providing guidance and keeping the stakeholder in the right direction and creating conditions for individual development and understanding of the whole rather than the traditional way of viewing individual parts.

6.3 Conclusions and Action Themes

The findings from the survey using the Hybrid Holistic Thinking approach resulted in one main conclusion and the identification of three main areas in the change process. The three themes can be regarded as fundamental to organizational reforms. These three themes were consistently regarded to get stakeholders committed to transform and to rest the Seabrook JACL.

Although there is no simple answer to the question, “Has the Seabrook chapter of the Japanese American Citizens League (JACL) reached its tipping point to remain effective and is it

time to reset the legendary civil rights organization?”, this research revealed that three themes surfaced. The results of this study can be used to assess the organizational efficacy of the Seabrook JACL.

Today, the Seabrook JACL is more relevant than ever, but the organization remains at risk in its current state. It is especially important now as other ethnic communities are facing similar issues and threats that once impacted Japanese Americans when the protection of civil liberties was not upheld. These are not Japanese American issues, but American issues. It is the role of the Seabrook JACL as a civil rights organization to take a stand against divisive racial policies that recreate the same divisions that occurred over 76 years ago.

In an ideal world, one would learn from the mistakes of history. Unfortunately, today many of these abuses are not even seen as mistakes. Some have openly praised the violation of civil rights as a weak argument for national security and justification for such incomprehensible actions. The Seabrook JACL shares the Japanese American incarceration as a warning for where such hatred and discriminations can lead our country down another slippery slope if the protection of civil rights goes unchecked.

Through the Seabrook JACL, people will learn that the decision to incarcerate Japanese Americans after the bombing of Pearl Harbor was wrong. They will learn that the U.S. Constitution did not properly protect Japanese Americans during World War II. The Seabrook JACL advocates the ideal that all citizens share responsibility for protecting the rights of all citizens at all times. This responsibility is illuminated by a knowledge of history and an understanding of how civil rights abuses occurred in the past.

The Seabrook JACL still matters especially in this age of refugees, borders, mass incarcerations, and immigrations. This research indicates that explaining the past injustice can help understand and confront the sinister machinations of this present age. Today, there are many new immigrants who can probably learn a few lessons from the Seabrook JACL. This is reason enough to keep this organization strong.

Since its inception, the Seabrook JACL provided a major social function for Japanese Americans and the local Asian American Pacific Islander community. But over time, the priority did not focus on the problem of civil rights issues facing the nation. Then with the tragic event of 9/11 in 2001 and more recently with the current administration's initiative to ban some Muslims from entering the country, the history of the incarceration of Japanese Americans has resurfaced.

The memory of President Roosevelt's signing of Executive Order 9066 has become relevant once again in our present time. Racial profiling, persecution, incarceration, and the basic denial of civil and human rights is becoming an everyday reality for millions of Americans and immigrants in this country.

Today, we are hearing the same cries from February 19, 1942 when the Japanese Americans felt they needed a strong organization to fight discrimination and the view that immigrants are dangerous to our American way of life. The specter of fear and the seeds of mistrust are being sown just as they were 76 years ago against the Japanese Americans. That needs to stop because immigration is the lifeblood that has made our nation great.

The lessons of the past can teach us about what we need to do to protect the rights of our citizens in this day. The Seabrook JACL feels that telling the Japanese American story is

important to avoid a repeat of the injustice experienced by those of Japanese ancestry during World War II. However, the danger exists that it could be repeated.

The Seabrook JACL would like to protect the rights of all American citizens and others who may be wrongly persecuted just for how they look and not for anything they did. The organization hopes that educators in the schools of this nation will teach about this period in history when the U.S. Constitution did not protect innocent American citizens.

The incarceration of Japanese Americans during World War II was one of the worst injustices in the history of this country. There were no constitutional protections or rights given to the Japanese Americans during that difficult period. Unfortunately, the cycle has come around and today we see a lot of anti-immigrant hysteria. Access and equality are questioned, families are being kept apart, and acts of aggression and discrimination still exist.

The Seabrook JACL will remind citizens that the actions of foreign nations often hold consequences for their descendants living in the United States. This is especially true for groups that are physically identifiable. For example, just as Japanese Americans were targeted for the actions of Japan at Pearl Harbor, Arab Americans were targeted following the terrorist attacks in New York, Washington, D.C., and Pennsylvania on September 11, 2001.

Finally, the significance of the Seabrook JACL goes far beyond the treatment of Japanese Americans. When civil liberties are taken from one group or individual, they can be taken from any group or individual. When abuses such as the incarceration of Japanese Americans occurred, people will learn that our democratic system is vulnerable but resilient. They should have reason to rejoice that they live in a country governed by laws and not the whims of public officials or an uninformed public.

Therefore, is the Seabrook JACL still relevant as a national civil rights organization at the beginning of the 21st century? My answer is yes, but I must caveat my response with a caution. The Seabrook JACL maintains a unique mandate in a society that faces challenges across the spectrum for all citizens. For the organization to prevail, the following 3 themes have emerged from this research that must be addressed: Millennials, Branding, and Partnerships.

Theme 1: Millennials

Throughout this study, I focused only on a limited number of factors related to declining membership for the Seabrook JACL. While it is obvious that membership is the lifeblood of this organization, it should come as no surprise to members of the Seabrook JACL that the organization is in a demographic crisis. For much of the chapter history, the Seabrook JACL had been driven and supported by the Nisei (second generation Japanese Americans). But the greatest generation is fading, and the Seabrook JACL must ask itself how it can survive into the future. Central to this conversation are the Millennials who are increasingly multiethnic or multiracial.

Unique to any generation that has come before them in terms of their diversity of lived experience and relationship to Japanese identity, convincing these Millennials to care about an organization that has typically been associated with their grandparents' generation is no small feat. They lack a familiarity with the struggles of the Japanese American experience.

The experiences of Japanese Americans are no longer similar enough to be encapsulated within the singular narrative that has historically defined the Seabrook JACL membership. Given the national trend of declining membership, the chapter leaders are at a loss for how to convince these new generations to join the organization.

However, the path forward may lie in the leadership of the Millennials itself. Over the past three years, a group of young leaders comprised of a myriad of ethnic and generational identities have begun self-organizing a new affinity space within the National JACL for Millennials who have created an intentional space to interact with one another.

A crucial component of keeping Millennials involved is creating a comfortable space within the organization specifically for the young professional demographic. The hope that having a supportive social space as well as supplementary programs and trainings by Millennials will also help prepare individual members to take on larger roles and responsibilities at the chapter, district and even national levels of JACL.

The world of civil rights and social justice advocacy is constantly changing, and if the Seabrook JACL wishes to remain relevant within these spaces, it is paramount to allow Millennials to drive the direction of activism. Millennials are best equipped to provide guidance and educate on current social justice issues. Their participation is necessary to provide direction on many issues that are relevant to the organization mission, which might otherwise be glossed over.

There is a great opportunity in the Seabrook JACL to shape the future of the organization and ensure that the revised mission remains relevant and valuable. Recruiting and maintaining Millennials in the Seabrook JACL for the long-term is the key to its sustainability.

Theme 2: Branding

While the age-old question persists of whether the Seabrook JACL's primary role is as a Japanese American community convener or organization with predominantly Japanese American membership that conducts broader civil rights advocacy, it appears evident that the identity of

the organization must be clear. The Seabrook JACL must continue to be an organization that can serve as an outlet for civic engagement and advocacy on current civil rights and social justice issues.

During the early years of various anti-Asian laws, there was nobody in Washington, D.C. to speak on behalf of the Asian American community. The JACL was the only national Asian American advocacy organization for many years. The JACL fought against anti-immigration and anti-citizenship laws and was instrumental in the repealing of these laws.

Keeping the vision of the Seabrook JACL distinct and relevant and avoiding duplication with the mission of other civil rights organizations, will have a positive impact on the Seabrook JACL. But if the Seabrook JACL mirrors the exact purpose of similar civil rights organizations, it is more likely that members will be tempted to choose another organization instead of serving the Seabrook JACL. Today, there are over twenty-five national Asian American Pacific Islander nonprofit organizations that advocate for the various needs of the Asian American Pacific Islander communities.

Institutionally, the Seabrook JACL faces the same dilemma about change. The organization felt that there were certain laws in the country that needed to be changed because they clearly discriminated against their parents and themselves along with other Asian Americans. They wanted to make this a better world in which they and their families could live productive and satisfying lives.

But challenges exist for the organization to embrace change. The chapter must balance how to maintain strong and important cultural traditions that made the Seabrook JACL legendary while at the same time, move forward to address the civil rights issues that are prominent today.

In many respects the organization has begun the process of change to create a “New Seabrook JACL” which will be in tune with the future. With civil and human rights as the backdrop, the chapter will continue the work to bring equality and fairness to the laws of our nation. But the scope of equality and fairness reaches beyond the Japanese American community and is broader than what is defined as a right in our Constitution.

Ultimately, as important as preserving the cultural history, the Seabrook JACL has the best chance at sustaining this into the next generation by becoming a stronger advocate of protecting civil liberties for all Americans. Whether it’s a platform for historical and cultural preservation, civil rights advocacy and civic engagement, or a means to be connected to the Japanese American and Asian American Pacific Islander community, the Seabrook JACL is an organization that serves the chapter members and community in so many ways.

Theme 3: Partnerships

The redesigned Seabrook JACL that has been reset is one with a major emphasis on partnerships. The organization is working towards new partnerships and joint ventures with other Asian American Pacific Islander organizations in preserving historical traditions of the past and jointly implementing social programs for the community.

The Seabrook JACL is attempting to weave new Asian American Pacific Islander partnerships because there are many common issues. The chapter is helping those groups which have recent immigrants facing similar problems to what our parents and grandparents faced decades ago.

But the challenge for the organization is to realize how powerful it can be and to take the necessary measures to enable the chapter to be an effective voice for social justice. Change is in

the wind. The Seabrook JACL needs to have the insight to ride this surging wave of change to improve what the organization can do for other similar groups.

The chapter needs to work with other coalition partners towards comprehensive immigration reform and common issues in the civil rights arena. The Seabrook JACL can no longer exist as an organization that works exclusively for the Asian American Pacific Islander community, the outreach must be broadened to include partnerships with other national civil rights organizations.

6.4 Recommendations for Action

Although the purpose of this study was not merely to solve the membership problem of the Seabrook JACL, the findings may be useful to chapter and national leaders at any organizational level of the National JACL in designing and implementing a proactive planning method to assess the current state of the organization. Based on the findings of this study, the following recommendations are made:

1. Seabrook JACL leaders should increase efforts to build strategic partnerships with local and socially responsive civil rights organizations, increase brand recognition, emotionally engage their members, and build political coalitions that would interest political candidates.
2. Seabrook JACL leaders should seek to educate prospective members and the public on the value of becoming a Seabrook JACL member.
3. Utilize a Hybrid Holistic Thinking Approach and the participative style of problem management on other JACL Chapters to compare results from this capstone study.

4. Repeat this study on ethnic and culturally diverse civil rights organizations across the nation.
5. Mobilize the alliance to influence public policy for civil rights.

6.5 The Moral Imperatives

Remembering history is important in understanding who we are and what we are made of so that we can move forward. Forgetting or suppressing the memories deprives us of that knowledge. Remembering helps us to create a better today and a brighter tomorrow. At the National Japanese American Memorial to Patriotism, located in our nation's capital, these words are carved in stone: "The lessons learned must remain as a grave reminder of what we must not allow to happen again to any group."

This year marks the 76th anniversary of the "date that will live in Infamy". This date is infamous not only for the lives that were lost, but also for the grave injustices that followed for the Japanese American community. During this tragic period, hysteria, racism, and poor political leadership lead the nation down a dark path that cannot be repeated. Actions that sacrificed one's most basic American values cannot be implemented nor condoned without due justice. Finally, identifying one community based on race or religion and denying them their civil rights cannot be accepted.

The tragic events of 9/11 which happened 17 years ago have resulted in various attacks, both physical and verbal, against American Muslims, Arabs, Sikhs, and others. This treatment continues and shows that racism and prejudice still exist toward people who look different from what most consider the mainstream. We must continue to work for justice for all people. We

need to be vigilant to ensure that what happened to the Japanese Americans during World War II does not happen again.

6.6 Uncertainties and Contextual Challenges for the Seabrook JACL/Links to the Past Weaken Through Time and Assimilation

Today, the Seabrook Chapter of the Japanese American Citizens League brings us to some critical questions. What the future holds for the next-generation leadership is unclear. The Seabrook JACL and the local Asian American Pacific Islander community may disappear in that generation, or complete assimilation may occur. It is uncertain whether the next set of leaders of the Seabrook JACL will retain their passion to protect the civil liberties as stated in the revised organization mission statement, promote their ethnic heritage, and inculcate them in the next generation.

Many younger Asian American Pacific Islanders have turned away from the organization that played a major role in the fight against discrimination and the protection of civil liberties for all Americans. Therefore, unless the Seabrook JACL can redefine its identity and reinvigorate its reason for existence, the organization that once was a platform for the protection of civil liberties risks losing the support of a whole generation of Asian American Pacific Islanders.

For decades, the Seabrook JACL was the first responder against injustices like segregation, discrimination, and brutality against Asian Americans because the United States government refused to act on their behalf. But as progress was made and barriers fell, critics began to argue that the Seabrook JACL was merely a reactionary organization, stuck in the past and unsuited to the new era. Even when it had been proactive, the Seabrook JACL had trouble

connecting with young Asian American Pacific Islanders because they believed the organization was a relic of another age.

But the issues that face the JACL are threefold:

Mission statement relevancy: First, the original mission statement of the Seabrook JACL was out of date. The struggle that originally brought young people to the Seabrook JACL is over. There is no extreme violation of civil liberties such as the incarceration for an entire ethnic population. After years of fighting for civil rights through organizing, litigation, and lobbying, the requirement for existence has transformed for the organization.

Aging Leadership: The second issue may be that the Seabrook JACL leadership needs to be invigorated. Currently, the Seabrook JACL leadership sees the previous civil rights results as successes and rests on its laurels rather than focusing on new challenges they bring for other ethnic minorities.

Recruitment of Millennials: Finally, the third issue remains as the critical aspect of the organization and it must come to the realization that the Seabrook JACL must continue to be relevant or become obsolete. It is vital that the organization recruit Millennials, distinguish its identity, and partner with other civil rights organizations.

6.7 The Path to the Future with Specific Challenges

But as one looks to the future, I firmly believe that it remains necessary to show that the Seabrook JACL is a major civil rights organization, that we can have an impact not only on the nation, but within our communities as we work with other organizations, and as we attempt to bring in others to broaden our membership.

Name Change: One thought which may be met with opposition is to change the official name from the Japanese American Citizens League to something which would be more inclusive of all ethnic backgrounds. In this way, it could help the chapter reach out to other communities and make more people feel welcome to the organization. There are people who will not join the JACL because they think the name implies that one must of Japanese heritage to belong.

In fact, because of the name, Seabrook Chapter of the Japanese American Citizens League (JACL), and perhaps the way we look, people still assume that the organization is more foreign than American. There has been some strong opposition to changing the JACL's name from both a national or local chapter level. Even keeping the acronym of JACL would perhaps alienate those still unfamiliar with the organization. There are options which would need to be discussed and reviewed before a change would ever be implemented.

For example, the Anti-Defamation League (ADL), formerly known as the Anti-Defamation League of B'nai B'rith, was founded in 1913 describing itself as the nation's premier civil rights/human relations agency. Its mission was to stop the defamation of the Jewish people and secure justice for all people, irrespective of religion, color, national origin, ethnicity, gender and sexual orientation remains intact and relevant, even a century after its founding. Perhaps the Seabrook JACL sees itself in a similar situation as the ADL and modifying the name of the organization may serve a greater purpose for the next generation.

Balancing Diversity with Legacy: Membership should be encouraged to anyone who shares the views and interests of this organization. The Seabrook JACL membership numbers have been rapidly decreasing for years, and something needs to be done immediately to build up membership. Stronger recruiting among the Japanese American and the non-Japanese American populations will be essential to sustain the Seabrook JACL into the future.

Although there are a great many potential Seabrook JACL members among Asian American Pacific Islanders, many have never heard of the Seabrook JACL or are not interested in joining. In fact, it has not been easy to convince family members of former Seabrook JACL members to become members. Some signs of progress are evident, but there is a long way to go to fulfill the dreams of the former Seabrook JACL and to help this organization grow.

Since the Seabrook JACL has had little luck in significantly increasing membership through trying to appeal mainly to Japanese Americans, it could be beneficial to reach out more aggressively to those who are not of our same ethnic background. We could help them as they help the organization. Our programs could be useful to them. The partnerships which could be developed would be invaluable.

The Needed Message: The Seabrook JACL still has its unique mission: The redesigned mission of the organization tells us that social justice and human rights are critical for our society to function effectively, but the mission also tells us that the organization places great value on the Japanese heritage. All elements of the organization work to preserve civil rights and the values embodied in the Japanese American heritage. Therefore, the Seabrook JACL is still relevant in a super-civilized society at the beginning of the 21st century and offers these principles:

1. Seabrook JACL was and continues to be the most effectual organization binding Japanese American heritage and service within the community.
2. Seabrook JACL provides a unique educational model that can remind others about the injustice of the past civil rights violations due to ethnic origins.

3. Seabrook JACL provides valuable mentoring opportunities for young, aspiring future leaders to serve as proactive advocates for civil rights.

4. Seabrook JACL provides a platform for stakeholders to voice their beliefs and opinions at a local and national level regarding the protection of civil liberties for all Americans.

Finally, despite the unprecedented challenges of the 21st century in the nation as well as around the world, a properly designed and properly functional Seabrook JACL has the potential to become what it was originally intended to be—an effective civil rights organization representing all Americans. Certain cultural traditions will remain important, but change will be necessary for the relevancy and sustainability of the Seabrook JACL. Some will always fight change, but it can be positive and beneficial. In closing, if the Seabrook JACL does not remain relevant today, it takes on the risk of becoming obsolete and therefore extinct tomorrow.

6.8 Final Word

Much has been learned and continues to be learned by all the stakeholders in the organization as the implementation of the future Seabrook JACL transformation continues to unfold. Once one starts the holistic thinking journey, the process allows the social system to be reset to adapt to the continually changing environment and be prepared for the next transformation in improvement. In this capstone research, resetting the organization was tantamount to ensuring a dynamic and relevant Seabrook JACL.

“All too often, especially in uncertain times, governments choose to follow the philosophy that the ends justify the means and take actions that are not lawful or democratic.” – Mark Asada (Japanese American Concentration Camp survivor 1942-1945)

REFERENCES

- Ackoff, R. L. (1999). *Re-creating the Corporation: A Design of Organizations for the 21st Century*. Oxford University Press, USA.
- Ackoff, R.L. (2006). "A major mistake that managers make", *Handbook of Business Strategy*, vol. 7, no. 1, pp. 225-227.
- (Ackoff, 10 May 31, 2001). A BRIEF GUIDE TO INTERACTIVE PLANNING AND IDEALIZED DESIGN)
- Russell L. Ackoff's interactive planning methodology 1999, p. 55
- Ackoff, R. L. (1981). The Art and Science of Mess Management. *Interfaces*, 11(1), 20-26.
- Ackoff, R. L. (1981). *Creating the Corporate Future: Plan or Be Planned for*. New York: Wiley.
- Ackoff, R. (2008). *Systems Thinking for curious managers*. Triarchy Press Limited.
- Ackoff, Russell L., with Herbert J. Addison and Andrew Carey, *Systems Thinking for Curious Managers*, Triarchy Press Limited, Axminster, UK, 2010.
- Ahmad, M. 2002. Homeland insecurities: Racial violence the day after September 11. *Social Text*, 20(3), 101-115).
- Ainalem, I., Lindström, B. & Garsén, J. (2012).
- Argyris C. 1991. "Teaching Smart People How to Learn", *Harvard Business Review*, vol. 69, no. 3, pp. 99-109.
- Argyris, C. 1993. *Knowledge for action; A guide for overcoming barriers to organizational change*. San Francisco: Jossey-Bass.
- Aronson, D., 1996. *Overview of Systems Thinking*. Systems Thinking.
- Bazerman, M. H. & Gino, F. Moore, D. A. (2009). No harm, no foul: The outcome bias in ethical judgments.
- Bazerman, M.H. & Moore, D.A. 2013. *Judgment in managerial decision making*. United States: John Wiley & Sons.
- Blanchard K. (1996). *Empowerment takes more than a Minute*. MJF Books: New York; 90.
- Bruch, M.A., Heisler, B.D. & Conroy, C.G. 1981. "Effects of conceptual complexity on assertive behavior", *Journal of counseling psychology*, vol. 28, no. 5, pp. 377-385.
- Burton, J. F., Farrell, M. M., Lord, F. B., & Lord, R. W. (1999). *Confinement and ethnicity: An overview of World War II Japanese American relocation sites*. Tucson, AZ: Western Archeological and Conservation Center, U.S. Dept. of Interior.
- Cannon, M. & Witherspoon, R. 2005. "Actionable feedback, Unlocking the power of learning and performance improvement", *Academy of Management Executive*, vol. 19, no. 2, pp. 120134.
- Chantrell, G. (2002). *The Oxford dictionary of word histories*. London: Oxford University Press.

- Chapman, J. 2002. "System failure Why governments must learn to think differently", London: Demos Retrieved March 5, 2014 from <http://www.demos.co.uk/files/systemfailure2.pdf>
- Checkland, P. 2012. "Four Conditions for Serious Systems Thinking and Action Systems", *Research and Behavioral Science*, vol. 29, no. 5, pp. 465–469.
- Chuman, F.F. (1976). *Bamboo people: The law and Japanese-Americans*. Delmar, CA: Publisher's Inc. Civil Liberties Public Education Fund. (1997).
- Commission on Wartime Relocation and Internment of Civilians. *Personal Justice Denied: Report of the Commission on Wartime Relocation and Internment of Civilians*. Seattle: University of Washington Press and Washington D.C.: Civil Liberties Public Education Fund, 1997.
- Daniels, Roger. (1972). *Concentration Camps U.S.A.: Japanese Americans and World War II* (New York: Holt, Rinehart and Winston), 144.
- Daniels, R. (2002). Incarceration of the Japanese Americans: A sixty-year perspective. *The History Teacher*, 35(3), 297-310.
- Daniels, R. (2004). *Prisoners Without Trial: Japanese Americans in World War II*. Macmillan.
- Daniels, R. (1975). *The decision to relocate the Japanese Americans*. Philadelphia/New York/Toronto: J.P.Lippincott Co.
- Daniels, R. (2005). Words do matter: A note on inappropriate terminology and the incarceration of the Japanese Americans.
- Dekker, S., Cilliers, P. & Hofmeyr, J. 2011. "The complexity of failure: Implications of complexity theory for safety investigations", *Safety Science*, vol. 49, no. 6, pp. 939-945.
- Fisher, A. R. (1965). *Exile of a Race: A History of the Forcible Removal and Imprisonment by the Army of the 115,000 Citizens and Alien Japanese who Were Living on the West Coast in the Spring of 1942*. BC.
- Fuenmayor, R. 1991. "Truth and Openness: An Epistemology for Interpretive Systemology", *Systems Practice*, vol. 4, no. 5, pp. 473-490.
- Gharajedaghi, J. 1984. "Organizational implications of Systems Thinking: Multidimensional modular design", *European Journal of Operational Research*, vol. 18, no. 2, pp. 155–166.
- Haftor, D. M. (2011). An Evaluation of RL Ackoff's Interactive Planning: A case-based approach. *Systemic Practice and Action Research*, 24(4), 355-377.
- Haines, Stephen, *The Systems Thinking Approach*, St. Lucie Press, Boca Raton, 2000.
- Hallberg, K., & Lindahl, A. *Key Factors in Systems Thinking Reforms*.
- Hosokawa, B. (1969). *Nisei: The Quiet Americans: The Story of a People*. (New York; William Morrow and Co.), 333–334, 361.
- Hosokawa, B. (1982). *JACL in quest of justice: The history of the Japanese American Citizens League*. William Morrow, Nueva York.

- Jackson, M. (2003). *Systems Thinking: Creative Holism for Managers*. Hoboken: John Wiley & Sons.
- Jackson, M.C. (2006). "Creative Holism: A Critical Systems Approach to Complex Problem Situations", *Systems Research and Behavioral Science*, vol. 23, no. 5, pp. 647-657.
- Kashima, T. (2011). *Judgment without Trial: Japanese American Imprisonment during World War II*. University of Washington Press.
- Kim, D. H. (1999). *Introduction to Systems Thinking (Vol. 16)*. Waltham, MA: Pegasus Communications.
- Konecny, L. (2014). *The Suppression of Resistance to Japanese American Wartime Evacuation and Incarceration (master's thesis)*.
- Kotter, J.P. 2007. *Leading Change: Why Transformation Efforts Fail*. Boston: Harvard Business Review.
- Kvale, S. & Brinkmann, S. 2009. *Interviews, Learning the Craft of Qualitative Research Interviewing*, 2nd ed. United States of America: Sage Publications.
- Louma, J., Hämäläinen, R.P. & Saarinen, E. 2011. "Acting with systems intelligence: integrating complex responsive processes with the systems perspective", *Journal of the Operational Research Society*, vol. 62, no. 1, pp. 3-11.
- Luckett, P. & Eggleton, I. 1991. "Feedback and management accounting, A review of research into behavioral consequences", *Accounting organizations and society*, vol. 16, no. 4, pp. 371-394.
- Luhmann, N. 1983. "Insistence on Systems Theory: Perspectives from Germany-An Essay", *Social Forces*, vol. 61, no. 4, pp. 987-998.
- Lukka, K. & Pitkänen, H. 2011. "Three dimensions of formal and informal feedback in management accounting", *Management accounting research*, vol. 22, no. 2, pp. 125-137.
- Majchrzak, A. & Wang, Q. 1996. *Breaking the Functional Mind-Set in Process Organizations*, *Harvard business review*, vol. 74, no. 5, pp. 93-99.
- Maki, M., Kitano, H.H.L., & Berthold, S.M. (1999). *Achieving the impossible dream*. Urbana, IL: University of Illinois Press.
- Mella, P. 2012. *Systems Thinking Intelligence in action*. Milan: Springer.
- Nagata, D. K. (1990). The Japanese American internment: Exploring the transgenerational consequences of traumatic stress. *Journal of Traumatic Stress*, 3(1), 47-69.
- Nagata, D. K., Trierweiler, S. J., & Talbot, R. (1999). Long-term effects of internment during early childhood on third-generation Japanese Americans. *American Journal of Orthopsychiatry*, 69(1), 19.
- Nagata, D. K., & Takeshita, Y. J. (2002). Psychological reactions to redress: Diversity among Japanese Americans interned during World War II. *Cultural Diversity and Ethnic Minority Psychology*, 8(1), 41.

- Nagata, D. K., Kim, J. H., & Nguyen, T. U. (2015). Processing cultural trauma: Intergenerational effects of the Japanese American incarceration. *Journal of Social Issues*, 71(2), 356-370.
- Nagata, D. K., & Cheng, W. J. (2003). Intergenerational communication of race-related trauma by Japanese American former internees. *American Journal of Orthopsychiatry*, 73(3), 266.
- Personal justice denied: Report of the Commission on Wartime Relocation and Internment of Civilians 1982-83. Seattle: University of Washington Press.
- Palmer, F. A. (1985). *This Place Called Home*.
- Plous, S. 1993. *The Psychology of Judgment and Decision Making*. New York: McGraw Hill.
- Reeves, R. (2015). *Infamy: The shocking story of the Japanese American internment in World War II*. Henry Holt and Company.
- Richmond, B. (1994). Systems Thinking/system dynamics: let's just get on with it. *System Dynamics Review*, 10(2-3), 135-157.
- Robinson, G. (2009). *By Order of the President*. Harvard University Press.
- Roth, W. F. (1997). Going all the way with empowerment. *The TQM Magazine*, 9(1), 42-45.
- Schon, D. (1983). *The Reflective Practitioner Basic Books*. New York.
- SAALT (2010). From macacas to turban toppers: The rise in xenophobic and racist rhetoric in American political discourse.
- Schön, D. A. (1992). Designing as reflective conversation with the materials of a design situation. *Knowledge-based systems*, 5(1), 133-148.
- Seddon, J. 2005. "Freedom from command and control", *Management Services*, vol. 49, no. 2, pp. 22-24.
- Senge, P. M. (2014). *The fifth discipline fieldbook: Strategies and tools for building a learning organization*. Crown Business.
- Senge, P.M. 2006. *The fifth discipline: the art and practice of the learning organization*. London: Random House Business.
- Senge, P., Kleiner, A., Roberts, C., Ross, R., Roth, G. & Smith, B. 1999. "The dance of change: the challenges of sustaining momentum in learning organizations", London: Nicholas Brealey.
- Smith, Jeffrey R. "Hussein's Prewar Ties to Al-Qaeda Discounted". *The Washington Post*, Friday, 6 April 2007; Page A01. Retrieved on 23 April 2007.
- Stensaker, I. & Falkenberg, J. 2007. "Making sense of different responses to corporate change", *Human Relations*, vol. 60, no. 1, pp. 137-177.
- Sterman, J. 2000. *Business Dynamics: Systems Thinking and Modeling for a Complex World*. Boston: Irwin/McGraw-Hill.
- Sterman, J.D. 2001. "System dynamics modeling: Tools for learning in a complex world", *California Management Review*, vol. 43, no. 4, pp. 8-25.

Sterman, J.D. 2002. "System Dynamics: Systems Thinking and Modeling for a Complex World", Working paper, Engineering Management Review, vol. 30, no.1, pp.42.

Streufer & Swezey 1986. Complexity, managers, and organizations. Organizational and occupational psychology. San Diego, CA, US: Academic Press.

Suzuki, P. T. (1986). The University of California Japanese evacuation and resettlement study: A prolegomenon. *Dialectical Anthropology*, 10(3-4), 189-213.

Trochim, W.M. and Donnelly, J.P. (2006) *The Research Methods Knowledge Base*. 3rd Edition, Atomic Dog, Cincinnati, OH.

Weglyn, M. (1976). *Years of infamy: The untold story of America's concentration camps*. William Morrow & Co.

Weick, K.E. 1995. *Sensemaking in organizations*. Thousand Oaks, Calif.: Sage

Witt. ("It Happened Here". Author: Witt, John Fabian Journal: The Wall Street journal. Eastern edition ISSN: 0099-9660 Date: 04/25/2015 Page:1).

Woike, B.A. & Aronoff, J. 1992. "Antecedents of Complex Social Cognitions", *Journal of Personality and Social Psychology*, vol. 63, no. 1, pp. 97-104.

Woodward, M. (2008). *In Defense of Our Neighbors: The Walt and Milly Woodward Story*. Fenwick.

Wu, F. H. (2002). Profiling in the Wake of September 11: The Precedent of the Japanese American Internment. *Crim. Just.*, 17, 52).

APPENDIX A
SEABROOK JAQL QUESTIONNAIRE

SEABROOK JAACL QUESTIONNAIRE

My name is Michael Asada and I am soliciting your assistance to complete my Doctorate of Management in Strategic Leadership from Jefferson University. The questionnaire that I am asking you to complete is intended to obtain your feedback to allow me to analyze the data and make an assessment on my research. By Jefferson University policy and agreement, the information collected will be strictly confidential and aggregated, so that no individual will be identifiable. The confidentiality requirements and the validity of the study are rigorously reviewed by my Committee Chairman, Dr. Joel Adler, who can be contacted at adlerj@philau.edu. The information is for academic purposes. The survey should not exceed 10 minutes to complete. Thank you in advance for your time. Your assistance is greatly appreciated. Please provide your response not later than 31 Oct '17.

1. Are you familiar with the Japanese American Citizens League (JAACL)?

YES

NO

2. Are you a member of the Japanese American Citizens League (JAACL)?

YES

NO

3. The Mission of the Japanese American Citizens League is a national organization whose ongoing mission is to secure and maintain the civil rights of Japanese Americans and all others who are victimized by injustice and bigotry. The leaders and members of the JAACL also work to promote cultural, educational and social values and preserve the heritage and legacy of the Japanese American community.

How favorable is your opinion of the mission of the JACL described above?

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

4. The Japanese American community is changing and the JACL is positioning itself to be an organization that is inclusive and affirming of the diversity of identities that comprise the broader community.

How favorable is your opinion that the possibility of incarcerating a group of individuals based on the fact of race alone exists today (e.g., Japanese Americans were unjustly confined in American concentration camps after the bombing of Pearl Harbor when they were deemed a security risk to the nation)?

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

How favorable is your opinion that the JACL should be more vocal as an advocate to support the resettlement of all refugees and the rights of all immigrants and stands with those who believe the United States is a country of opportunity for anyone seeking a better life.

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

How favorable is your opinion that the JACL should increase its focus on branding to enhance the organization's identity and purpose?

1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

How favorable is your opinion that the JACL should create greater partnerships with other national civil rights organization to enhance the organization's identity and purpose?

- 1 Very Favorable 2 Somewhat Favorable 3 Somewhat Unfavorable 4 Very Unfavorable 5 Don't Know/Not Sure

5. Please indicate your age.

- Less than or equal to 35 years
- 36-61 years
- More than or equal to 62 years

6. What is the first thought that comes to your mind when you hear or read about the JACL?

7. What changes or suggestions (if any) do you have to make the JACL a stronger and effective civil rights organization?

8. Do you think the JACL serves as a vital organization today that is capable to sustain its value as a national civil rights organization (or do you feel that its effectiveness is diminishing)?

- YES
- NO

APPENDIX B

INSTITUTIONAL REVIEW BOARD APPROVAL



PHILADELPHIA
UNIVERSITY

30 August 2017

TO: Michael K. Asada

FROM: Prof. Rick Shain

RE: PU17 - 63

Dear Mr. Asada:

In accordance with the University's Institutional Review Board (IRB) policies and 45 CFR 46, the Federal Policy for the Protection of Human Subjects, I am pleased to inform you that the Philadelphia University IRB has approved your research protocol through its expedited review process.

Project Title: Applying Systems Thinking and Idealized Design to Determine if the Vision of the Japanese American Citizens League is Still Relevant and if the Organization Remains Effective Protecting the Civil Liberties of All Americans

In accordance with federal law, this approval is effective for one calendar year from the date of this letter. If your research extends beyond that date, you must notify the IRB. Please reference the IRB application number noted above in any future communications regarding this research.

Good luck with your research. Sincerely,

Rick Shain, Ph.D.

Chair/Administrator Philadelphia University IRB

APPENDIX C
SURVEY DATA

ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	
1	1	1	1	1	2	1	1	1	3	2
2	1	1	1	1	1	1	2	1	3	2
3	1	1	1	1	1	1	2	1	2	2
4	1	1	1	2	2	1	1	1	3	1
5	1	1	2	2	1	2	2	2	2	2
6	1	1	5	2	2	1	1	1	2	2
7	1	1	1	1	1	1	2	1	2	2
8	1	1	1	2	4	2	2	1	3	2
9	2	1	1	2	1	1	1	1	2	1
10	2	1	1	2	5	2	2	3	2	2
11	2	1	1	1	1	1	5	1	2	2
12	1	1	1	1	1	1	2	5	1	2
13	2	1	1	1	1	1	1	1	2	1
14	2	1	5	5	5	5	5	5	3	2
15	1	2	1	2	2	2	2	3	3	1
16	1	1	1	3	2	2	2	1	2	2
17	1	1	1	1	1	1	2	2	2	2
18	1	1	2	1	1	1	1	1	1	2
19	1	1	1	1	1	1	3	1	2	1
20	1	2	1	1	1	1	1	1	3	2
21	1	2	1	1	1	1	1	1	3	2
22	1	1	1	2	1	1	1	1	3	2
23	2	2	1	1	3	2	2	1	3	2
24	2	1	1	2	3	2	2	1	3	2
25	1	2	1	3	3	2	2	1	3	2
26	1	1	1	3	3	2	2	1	3	2
27	1	1	1	1	1	1	1	1	3	2
28	1	1	2	1	1	1	2	5	2	2
29	1	1	1	2	5	2	2	3	3	1
30	1	1	3	2	2	2	2	3	3	1
31	1	2	1	1	1	1	2	2	3	1
32	1	1	1	1	1	1	1	1	1	1
33	1	2	2	2	2	2	1	2	2	2
34	1	1	2	2	4	3	3	1	3	2
35	1	2	2	1	4	1	1	1	2	2
36	1	1	2	3	2	2	1	2	3	2
37	1	1	1	1	2	2	5	1	3	1
38	1	1	1	5	3	2	2	3	3	2
39	1	1	1	3	3	2	2	4	3	1
40	1	1	1	2	2	2	2	1	3	1

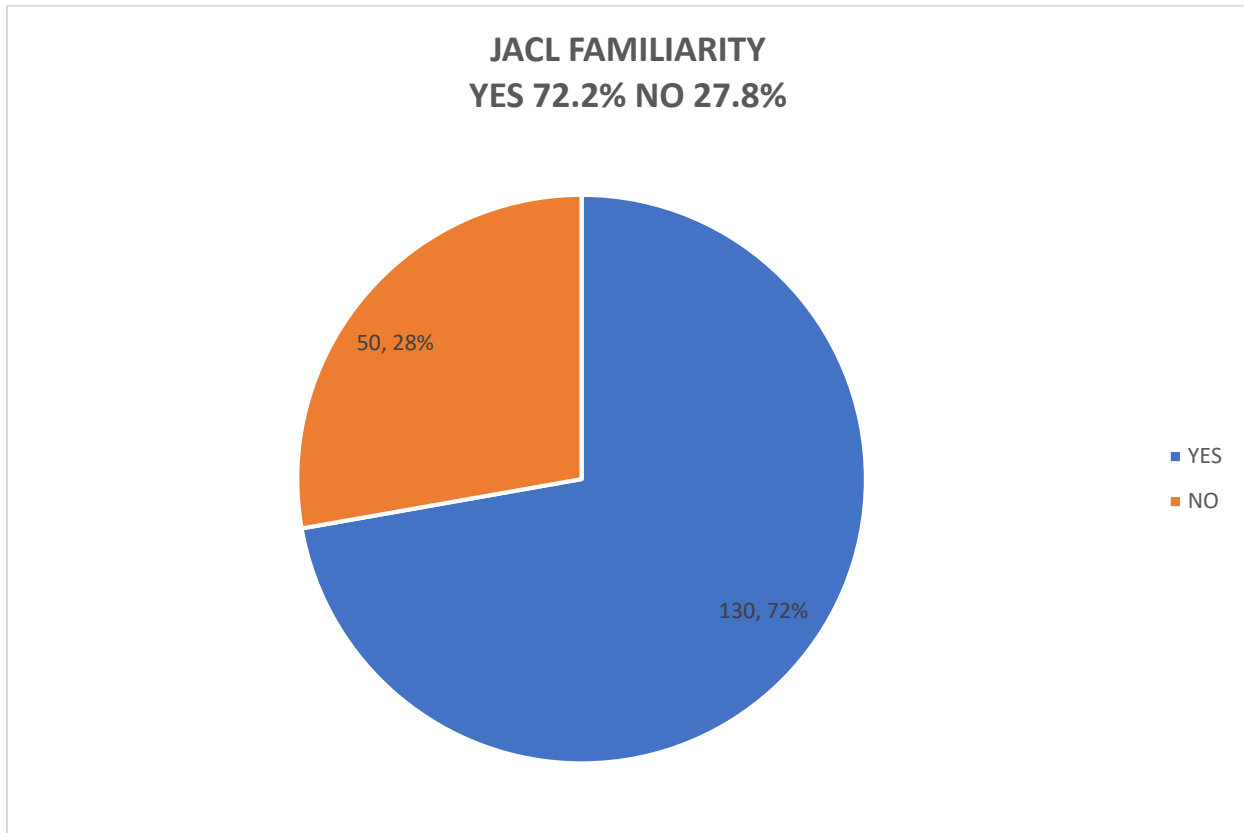
82	1	1	1	1	1	1	1	3	2
83	1	1	1	2	1	1	1	3	2
84	2	1	1	1	3	2	1	3	2
85	2	2	1	2	3	2	1	3	2
86	1	1	1	3	3	2	1	3	2
87	1	1	1	3	3	2	1	3	2
88	1	1	1	1	1	1	1	3	2
89	1	2	2	1	1	2	5	2	2
90	1	2	1	2	5	2	3	3	1
91	1	2	3	2	2	2	3	3	1
92	1	1	1	1	1	2	2	3	1
93	1	2	1	1	1	1	1	1	1
94	1	1	2	2	2	1	2	2	2
95	1	2	2	2	4	3	1	3	2
96	1	1	2	1	4	1	1	2	2
97	1	1	2	3	2	1	2	3	2
98	1	1	1	1	2	5	1	3	1
99	1	1	1	5	3	2	3	3	2
100	1	2	1	3	3	2	4	3	1
101	1	2	1	2	2	2	1	3	1
102	1	1	2	1	1	1	1	2	2
103	1	2	1	2	1	1	1	3	2
104	1	1	1	2	1	1	1	3	2
105	1	1	1	1	2	1	1	2	1
106	1	2	1	1	1	1	1	3	1
107	1	1	1	1	1	5	1	2	1
108	1	1	1	1	1	1	1	1	2
109	2	2	1	5	1	2	1	2	1
110	2	1	1	5	5	5	2	2	2
111	2	1	1	1	1	1	1	3	1
112	2	2	1	1	2	1	2	3	1
113	2	2	1	1	1	1	1	2	1
114	2	2	1	2	1	1	1	2	2
115	1	2	1	2	1	1	1	3	1
116	1	2	1	2	1	1	1	3	1
117	2	1	4	4	1	5	1	2	2
118	2	2	1	2	1	1	1	2	2
119	2	1	1	2	1	1	1	2	2
120	2	1	1	2	1	1	1	2	2
121	2	1	1	2	1	1	1	2	2
122	2	2	1	2	1	1	1	2	1

123	1	2	1	2	2	2	2	3	1
124	1	2	1	3	2	2	2	3	1
125	1	2	2	3	1	1	1	2	1
126	2	2	1	4	1	5	2	3	2
127	2	2	1	1	1	1	1	3	2
128	1	1	1	2	1	1	1	3	2
129	1	1	1	1	1	2	1	3	2
130	1	1	1	1	1	2	1	2	2
131	1	1	1	2	1	1	1	3	1
132	1	1	2	2	1	2	2	2	2
133	1	1	5	2	2	1	1	2	2
134	1	1	1	1	1	2	1	2	2
135	1	1	1	2	4	2	1	3	2
136	2	1	1	2	1	1	1	2	1
137	2	1	1	2	5	2	3	2	2
138	2	1	1	1	1	5	1	2	2
139	1	1	1	1	1	2	5	1	2
140	2	1	1	1	1	1	1	2	1
141	2	1	5	5	5	5	5	3	2
142	1	2	1	2	2	2	3	3	1
143	1	1	1	3	2	2	1	2	2
144	1	1	1	1	1	2	2	2	2
145	1	1	2	1	1	1	1	1	2
146	1	1	1	1	1	3	1	2	1
147	1	2	1	1	1	1	1	3	2
148	1	2	1	1	1	1	1	3	2
149	1	1	1	2	1	1	1	3	2
150	2	2	1	1	3	2	1	3	2
151	2	1	1	2	3	2	1	3	2
152	1	2	1	3	3	2	1	3	2
153	1	1	1	3	3	2	1	3	2
154	1	1	1	1	1	1	1	3	2
155	1	1	2	1	1	2	5	2	2
156	1	1	1	2	5	2	3	3	1
157	1	1	3	2	2	2	3	3	1
158	1	2	1	1	1	2	2	3	1
159	1	1	1	1	1	1	1	1	1
160	1	2	2	2	2	1	2	2	2
161	1	1	2	2	4	3	1	3	2
162	1	2	2	1	4	1	1	2	2
163	1	1	2	3	2	1	2	3	2

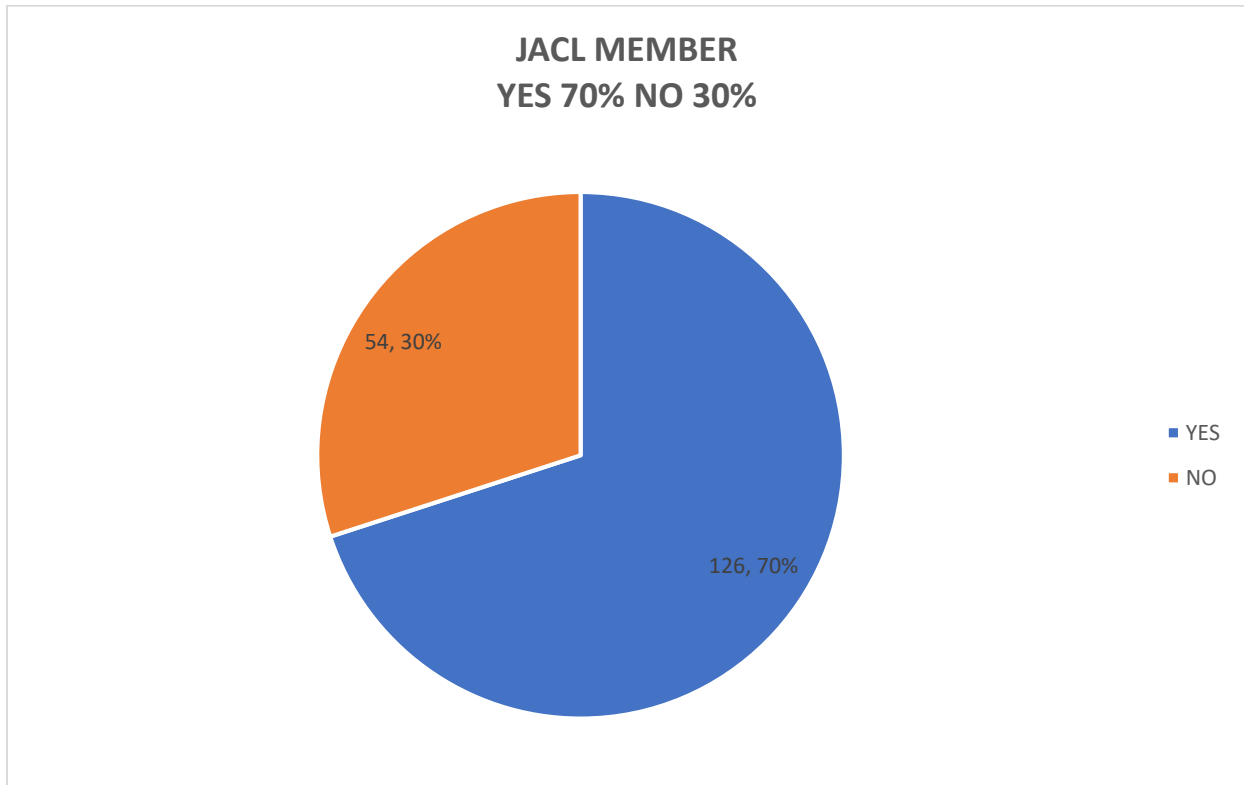
164	1	1	1	1	2	5	1	3	1
165	1	1	1	5	3	2	3	3	2
166	1	1	1	3	3	2	4	3	1
167	1	1	1	2	2	2	1	3	1
168	1	2	2	1	1	1	1	2	2
169	1	1	1	2	1	1	1	3	2
170	1	1	1	2	1	1	1	3	2
171	1	2	1	1	2	1	1	2	1
172	1	1	1	1	1	1	1	3	1
173	1	1	1	1	1	5	1	2	1
174	1	2	1	1	1	1	1	1	2
175	2	1	1	5	1	2	1	2	1
176	2	1	1	5	5	5	2	2	2
177	1	2	1	2	1	1	1	3	1
178	1	1	1	1	1	5	2	3	1
179	1	1	1	1	1	2	2	3	1
180	2	2	1	1	1	1	2	2	1

APPENDIX D
SURVEY GRAPHS

Survey Question #1: ARE YOU FAMILIAR WITH THE SEABROOK JA CL?

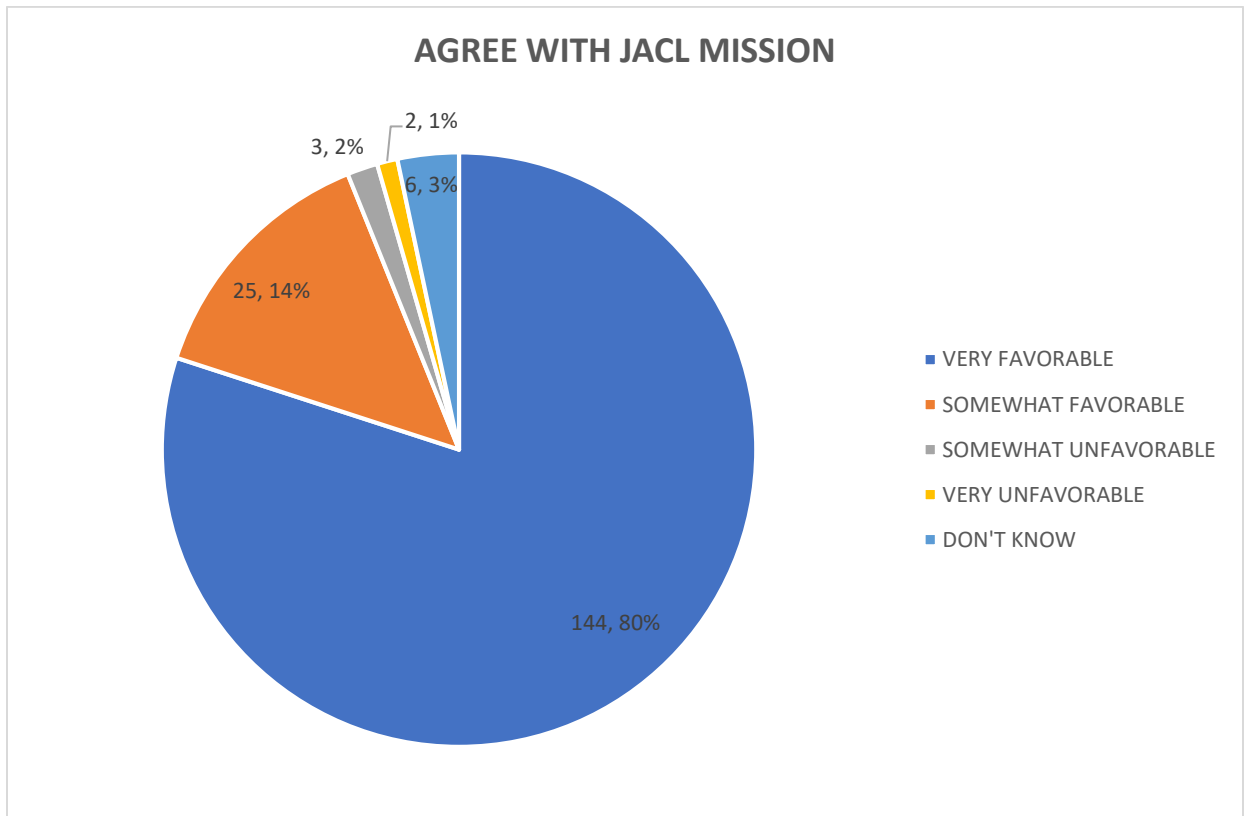


Survey Question #2: Are you a member of the Japanese American Citizens League (JACL)?



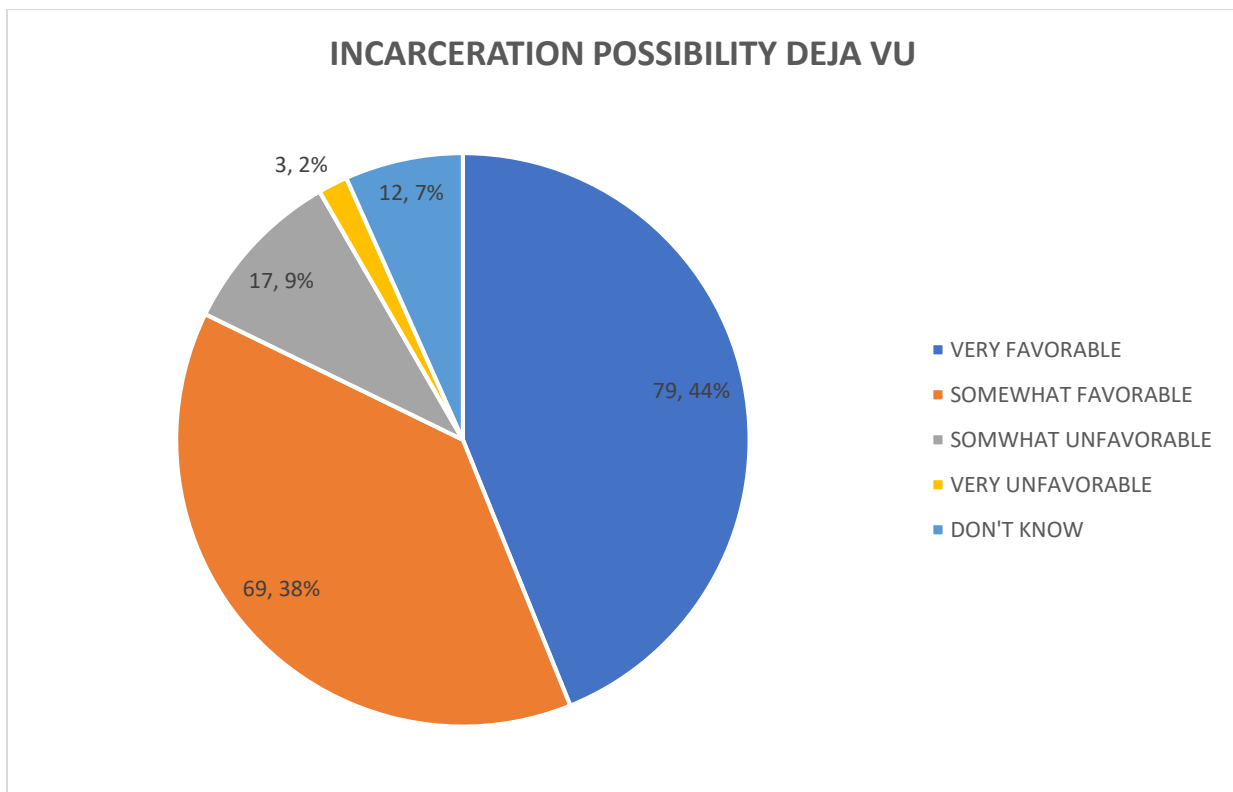
Survey Question #3: The Mission of the Japanese American Citizens League is a national organization whose ongoing mission is to secure and maintain the civil rights of Japanese Americans and all others who are victimized by injustice and bigotry. The leaders and members of the JACL also work to promote cultural, educational and social values and preserve the heritage and legacy of the Japanese American community.

How favorable is your opinion of the mission of the JACL described above?

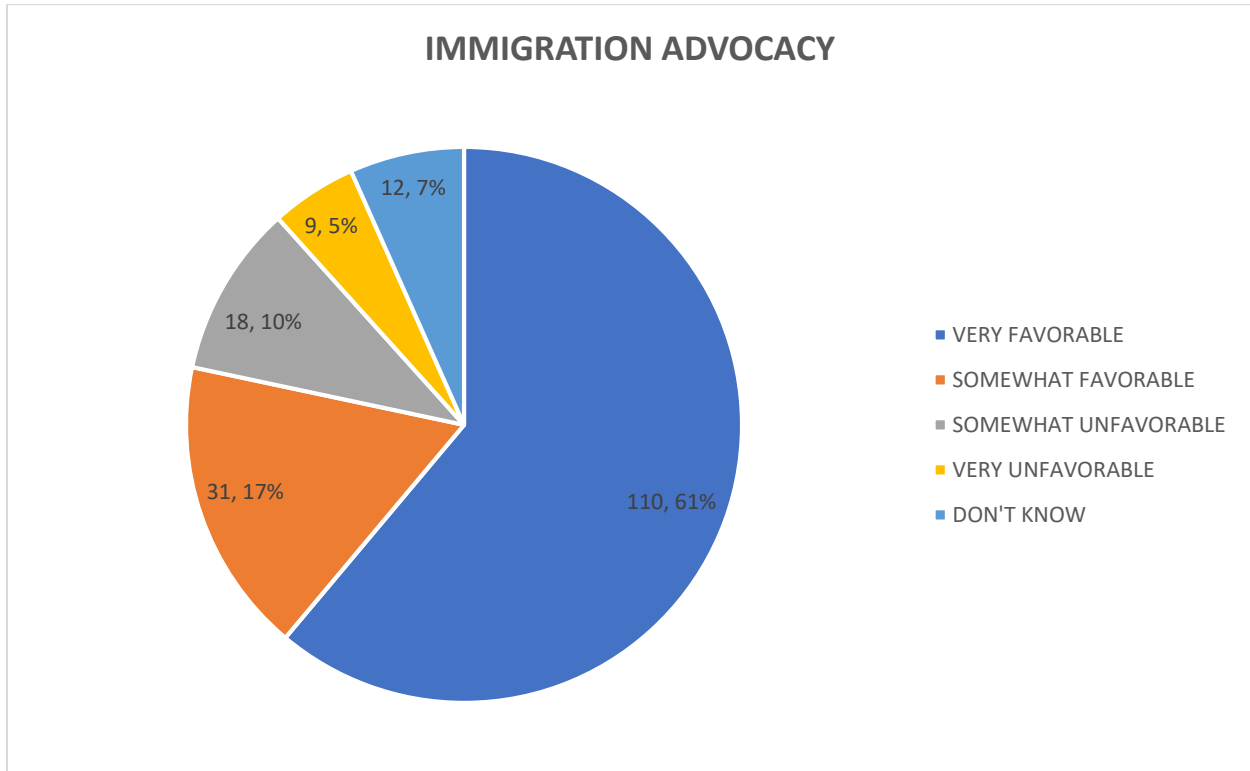


Survey Question #4: The Japanese American community is changing and the JACL is positioning itself to be an organization that is inclusive and affirming of the diversity of identities that comprise the broader community.

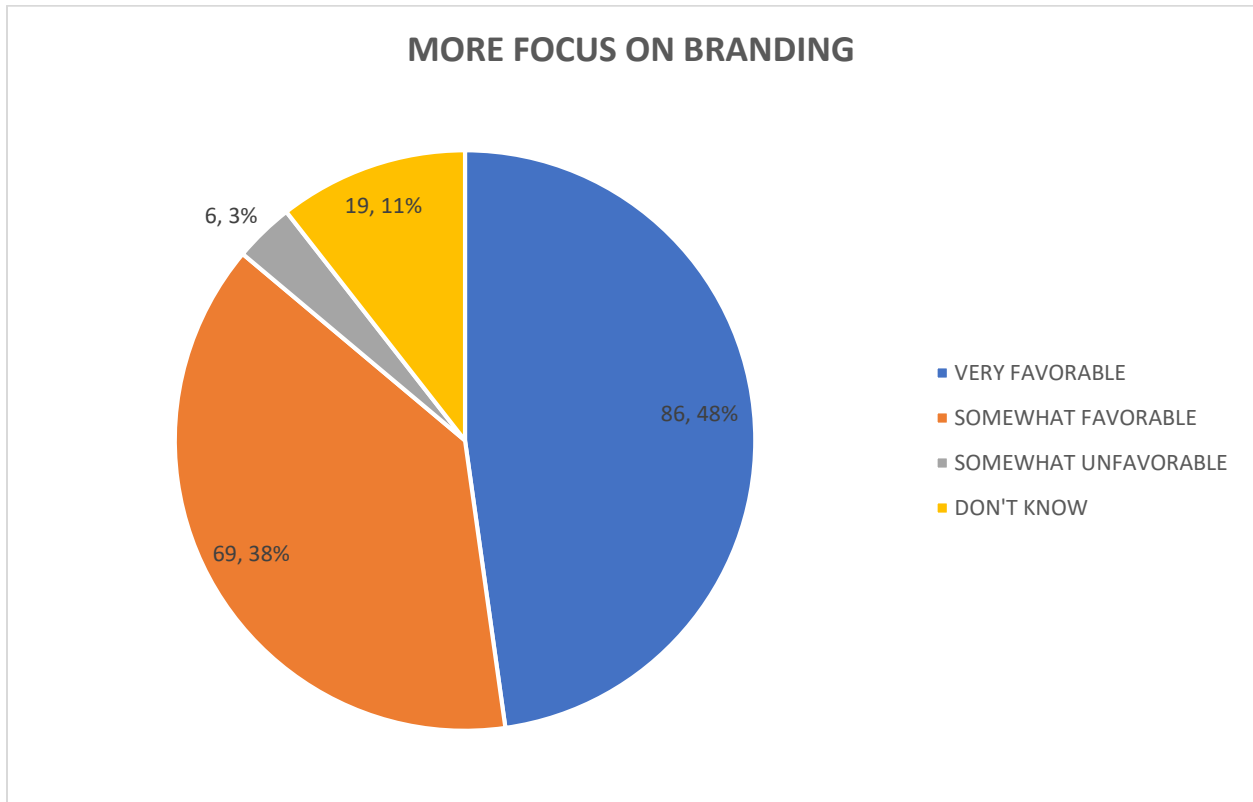
How favorable is your opinion that the possibility of incarcerating a group of individuals based on the fact of race alone exists today (e.g., Japanese Americans were unjustly confined in American concentration camps after the bombing of Pearl Harbor when they were deemed a security risk to the nation)?



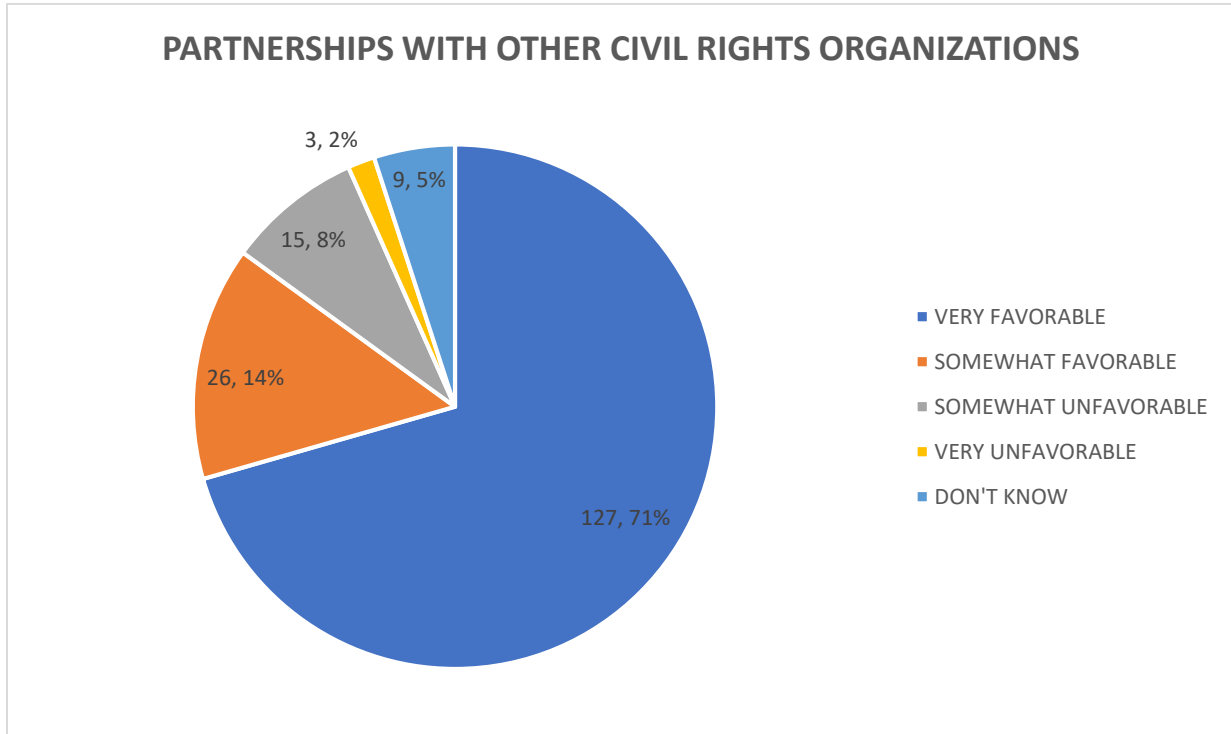
Survey Question #5: How favorable is your opinion that the JACL should be more vocal as an advocate to support the resettlement of all refugees and the rights of all immigrants, and stands with those who believe the United States is a country of opportunity for anyone seeking a better life?



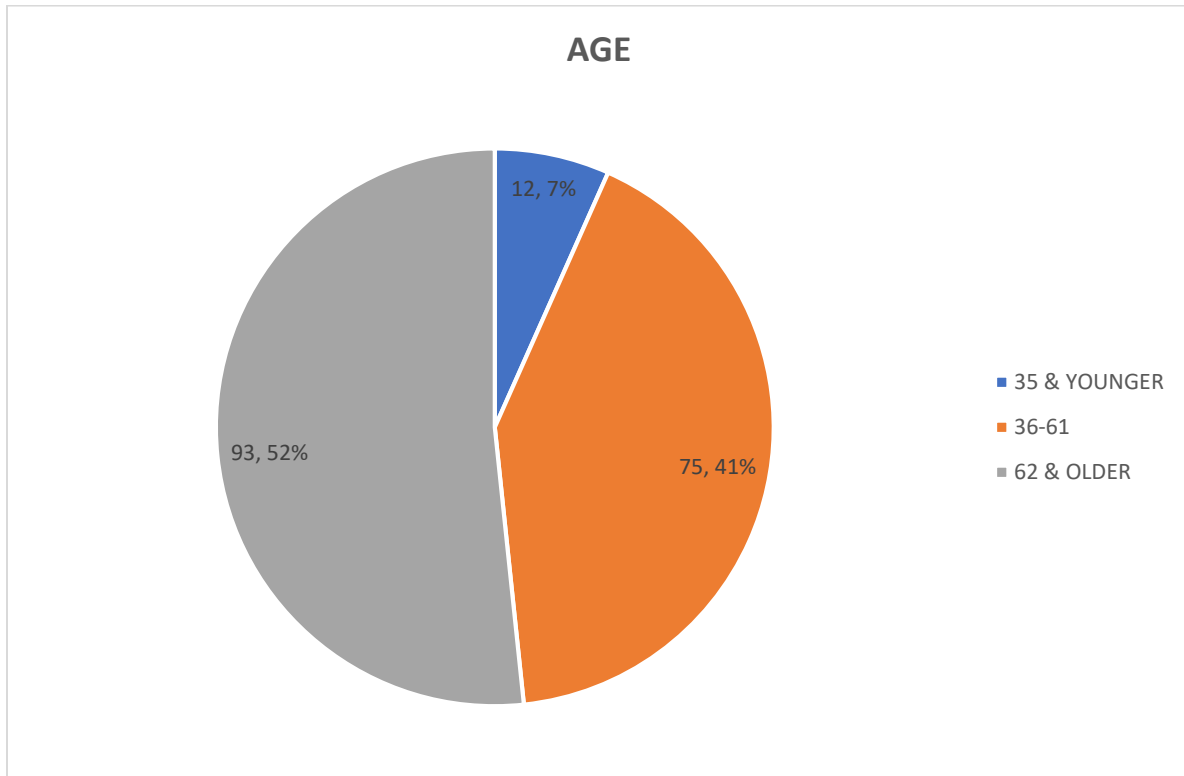
Survey Question #6: How favorable is your opinion that the JACL should increase its focus on branding to enhance the organization's identity and purpose?



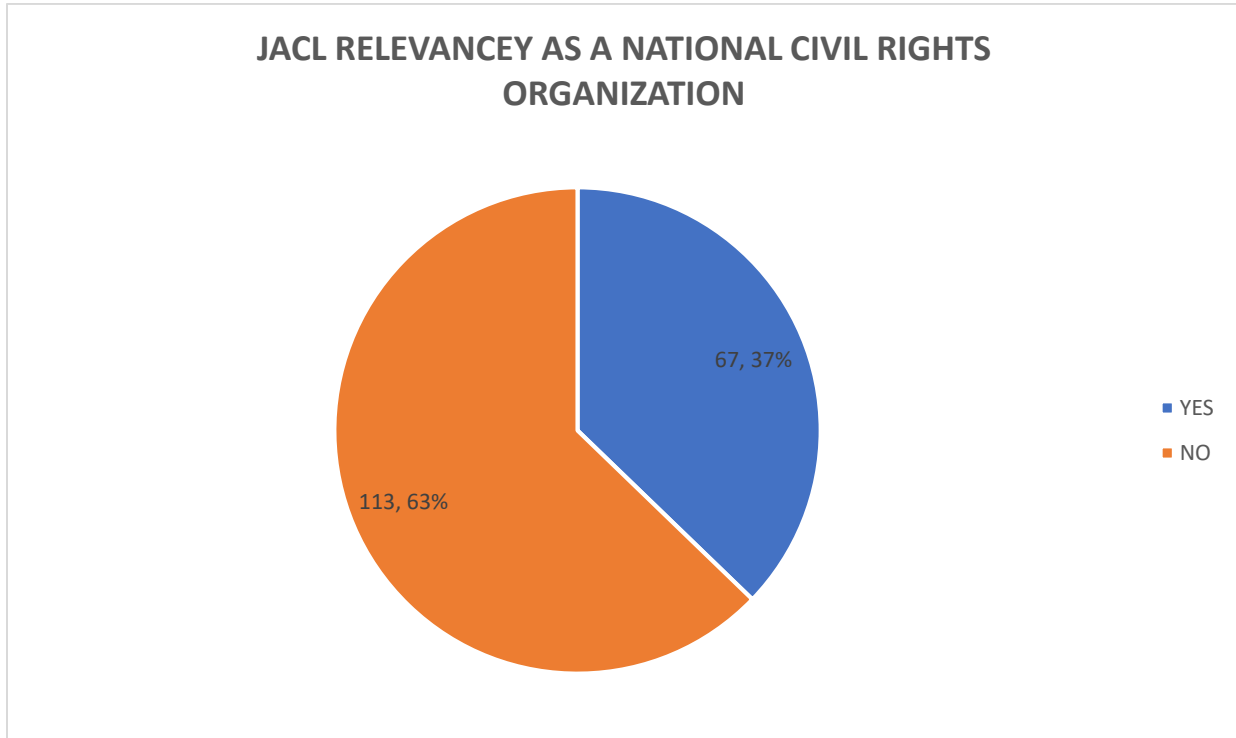
Survey Question #7: How favorable is your opinion that the JACL should create greater partnerships with other national civil rights organization to enhance the organization's identity and purpose?



Survey Question #8: Please indicate your age.



Survey Question #9: Do you think the JACL serves as a vital organization today that is capable to sustain its value as a national civil rights organization (or do you feel that its effectiveness is diminishing)?



Civil rights group to support Japanese Americans

Asian American Advocacy.

The advocacy & understanding of the incarceration of Japanese Americans.

History of Japanese Americans.

Social organization for Japanese Americans.

Protect the civil rights of Japanese Americans.

World War II internment.

Advocate for the Japanese.

WWII Internment.

Civil Rights.

Japanese American and Japanese Culture. Japanese Fellowship. Cultural Japanese activities.

Preserving the Japanese American story and internment.

7. What changes or suggestions (if any) do you have to make the JACL a stronger and effective civil rights organization?

membership

Partner and combine with other civil rights groups.

Become a more universal organization.

Partner with other civil rights organizations.

Reaching millennial Americans.

Maintain the civil rights of Japanese Americans who were incarcerated.

Rebrand and be more vocal.

Partnering with other civil rights organizations to fight widespread bigotry.

The ACLU is a pure civil rights organization so the JACL must hold its connection to the Japanese American community.

JACL should be more vocal as an advocate to support the resettlement of all refugees and the rights of all immigrants. Align with other civil rights groups in the fight against unjust policing and incarceration.

Brand – JACL needs to update its branding to appeal to all ethnicities and ages. Self-Promotion
Mentor

Become a more vocal organization about the rights of immigrant communities

Preserve Japanese American culture.

Increase branding and become more vocal.

Protect the Japanese culture. Gather young Japanese American millennials.

Protect the civil rights.

Better marketing/advertising/branding.

Partner with organizations with similar goals.

Partnering with similar organizations.

Partner and outreach.

Rebrand and evolve to be more relevant and stand in solidarity with minority groups who are hounded by injustice. It needs to get involved and vocal with current injustice to minority groups.

Partner with other civil rights groups.

Rebrand.

Partner with other organizations that have similar interest.

Partner with other organizations

Work closely with Civil Rights organizations (ACLU, NAACP).

Partner with other civil rights groups.

Muslim community is at risk of similar incarceration. All minority organizations should unite to speak against current racist trends.

Protect the rights of all Asian Americans. Millennials

Partner with other civil rights organizations.

Increase branding and become more vocal for all Americans.

Partner and outreach with other Millennials.

Protect the civil rights for all minorities.

Make the organization known in the local and national community.

Create a unique and distinct image for the organization. Concentrate on the branding message.

JACL is not well known. Hire a professional marketing firm to increase awareness & branding.

Work with other civil rights organizations and create opportunities to partner.

Get the next generation of Japanese Americans involved. Outreach to Millennials.

Rebrand – Seabrook JACL needs to update its branding to appeal to all Americans and appeal to Millennials.

Seabrook JACL needs to reinvigorate itself and recruit younger members to carry the “baton”.

Seabrook JACL should consider reaching out to other local civil rights organizations to form a coalition to represent issues to the legislature.

The organization is losing its senior members and needs to attract Millennials.

Connect with ACLU, ADL, NAACP, CAIR and other civil rights organizations with a common mission/cause.

Focus on a new mission statement to rebrand the image.

Reach out to Millennials to become members.

APPENDIX F

TERMS

Vocabulary Related to WWII Incarceration of Japanese Americans

We now focus in more detail on a list of words, which over time have elicited concerns of accuracy and authenticity to the events, actions, or reality on which they were applied—or not. While the published record cannot be changed, current and future analyses and assessments of historical facts will be better served for accuracy by using the recommended word or phrase, or explaining why not. In some cases, citing the word placed in quotation marks may be appropriate.

EVACUATE/EVACUATION The dictionary defines this verb/noun as “the process of temporarily moving people away from an immediate and real danger, such as a fire, flood, shoot-out, or bomb threat” (Merriam-Webster Dictionary, 2011, para. 1). Its usage to describe the forced removal by the federal government of over 110,000 Japanese and Japanese Americans from their homes on the West Coast and Arizona is not accurate. They were not “evacuated” to protect them from a disastrous environment. By using these words, the government only made it seem that these individuals were being “helped.”

RECOMMENDATION: The words ‘forced removal’ should be used instead—which more accurately describes the lack of choice provided to Japanese Americans who were ordered to leave their homes.

RELOCATE/RELOCATION These terms suggest that people voluntarily moved from one location (private homes) to another (War Relocation Authority camp). Their usage obscures the fact that the U.S. military forced “all Japanese persons, both alien and non-alien” to leave their homes and many of their belongings behind, often with less than a week’s notice. See elsewhere in this document an image of a publicly posted U.S. Army notice notifying Japanese Americans to “evacuate.”

RECOMMENDATION: The phrase ‘forced removal’ should be used instead—which more accurately describes the lack of choice provided to Japanese Americans who were ordered to leave their homes.

INTERMENT As pointed out earlier, this word has a legal definition that refers to the confinement or impounding of enemy aliens in a time of war (Merriam-Webster Dictionary, 2011). Most of the several tens of thousands of people of Japanese ancestry that were incarcerated in WRA camps during World War II were American citizens; thus, the term does not apply. A few thousand mostly Issei men were held in the Army and DOJ internment camps, but with the family reunification program and Nikkei from Latin American countries, the total exceeded 17,000 men, women, and children.

RECOMMENDATION: The word ‘incarceration’ more accurately describes those held in WRA camps. Incarcerate is generally defined as to confine or imprison, typically as punishment for a crime. This term reflects the prison-like conditions faced by Japanese Americans as well as the view that they were treated as if guilty of sabotage, espionage, and/or suspect loyalty.

ASSEMBLY CENTER When many Japanese and Japanese Americans were initially forced to leave their homes, they were directed to live temporarily in “assembly centers”—officially “Wartime Civil Control Administration” camps. (The WCCA was essentially a branch of the U.S. Army.) These make-shift detention facilities were often crudely fashioned from animal stalls at racetracks and fair grounds, still emitting the stench of animal waste but surrounded by barbed wire and search lights with armed soldiers to contain the people of Japanese descent. The euphemistic nature of this term hid the degrading lack of amenities and very crude living spaces in these facilities. For example, on December 18, 1944, Supreme Court Justice Owen J. Roberts stated that “an ‘Assembly Center’ was a euphemism for a prison...so-called ‘Relocation Centers,’ a euphemism for concentration camps” (Ishizuka, 2006, p. 72).

RECOMMENDATION: The more accurate term is ‘temporary detention center’. A detention center is generally a place where prisoners are temporarily held pending some further disposition, which in the case of Nikkei civilians was to be shipped to WRA concentration camps. In discussions of certain historical contexts, the phrase assembly center may be appropriate only as part of a proper name such as Fresno Assembly Center. It is not otherwise recommended for general usage even with quotation marks.

RELOCATION CENTER This term, like “assembly center” was used by the government to give an impression to the general public that the forcibly moved Japanese and Japanese Americans were placed in pleasant ‘summer camp-like’ facilities. This somewhat innocuous imagery was in

stark contrast to the reality which was crude tar-papered wood barracks located in harsh, desolate climates, in compounds surrounded by barbed wire fences with guard towers where the sentries pointed their weapons toward those inside the barbed wire fences.

RECOMMENDATION: The recommended more accurate term is: American concentration camp (see discussion on next page). Alternatively, incarceration camp may be used as well as illegal detention center. In discussions of certain historical contexts, the phrase relocation camp may be appropriate only as part of a proper name such as War Relocation Authority (WRA). It is not otherwise recommended for general usage even with quotation marks

CONCENTRATION CAMP This term was not generally used in public discourse by the U.S. government in relation to Nikkei incarceration, even though it has been found in non-public documents and transcriptions by high government officials including President Roosevelt (Civil Liberties Public Education Fund, 1997). One dictionary simply defines “concentration camp” as “a facility where persons (as prisoners of war, political prisoners, or refugees) are detained or confined” (Merriam-Webster, 2011, para. 1). An encyclopedia describes concentration camps as an “internment center for political prisoners and members of national or minority groups who are confined for reasons of state security, exploitation, or punishment, usually by executive decree or military order. Persons are placed in such camps often on the basis of identification with a particular ethnic or political group rather than as individuals and without benefit either of indictment or fair trial.” These are different from prisons for convicted criminals, prisoner of war camps, or refugee camps (Encyclopedia Britannica, 1977). Among the earliest examples is that during the 1901-02 South African War, in which the British confined non-combatants of the republics of Transvaal and Cape Colony in concentration camps. The incarceration of Japanese and Japanese Americans during WWII is cited as another example of non-combatant civilians in concentration camps (Encyclopedia Britannica, 1977).

German concentration camps were first established in 1933 to confine opponents of the Nazi party. During WWII the target shifted to minority groups, mainly Jews, and also became extermination centers. Most notorious were Auschwitz, Majdanek and Treblinka in Poland, and Buchenwald in Germany. When these horrors became known to the world, these concentration camps became synonymous with death camps—the Holocaust (Encyclopedia Britannica, 1977). In 1994, the Japanese American National Museum (JANM) in Los Angeles curated a new

exhibit entitled “America’s Concentration Camps: Remembering the Japanese American Experience,” which ran from November 11 to October 15 a year later. A traveling version was exhibited at the Ellis Island Immigration Museum in New York in 1998–1999. But in the preparation of moving the exhibit from Los Angeles to Ellis Island, a controversy over “concentration camps” emerged in New York where a large Jewish population lives. A number of Holocaust survivors and relatives expressed sensitivity towards public confusion over ‘death camps’ with “concentration camps.” A meeting of representatives from JANM and seven American Jewish organizations resulted in the following text distinguishing the Nazi death camps from the American concentration camps, which was placed at the beginning of the exhibition (Ishizuka, 2006, p.166-167):

“A concentration camp is a place where people are imprisoned not because of any crimes they committed, but simply because of who they are. Although many groups have been singled out for such persecution throughout history, the term ‘concentration camps’ was first used at the turn of the century in the Spanish American and Boer Wars. During World War II, America’s concentration camps were clearly distinguishable from Nazi Germany’s. Nazi camps were places of torture, barbarous medical experiments, and summary executions; some were extermination centers with gas chambers. Six million Jews and many others including Gypsies, Poles, homosexuals, and political dissidents were slaughtered in the Holocaust. In recent years, concentration camps have existed in the former Soviet Union, Cambodia, and Bosnia. Despite the difference, all had one thing in common: the people in power removed a minority group from the general population and the rest of society let it happen.”

APPENDIX G

America's Concentration Camps Which Held Japanese Americans Captive During World War II

Amache/Granada, Colorado

Opened: August 24, 1942

Closed: October 15, 1945

Peak population: 7,318

Heart Mountain, Wyoming

Opened: August 12, 1942

Closed: November 10, 1945

Peak population: 10,767

Manzanar, California

Opened: March 21, 1942

Closed: November 21, 1945

Peak population: 10,046

Poston, Arizona

Opened: May 8, 1942

Closed: November 28, 1945

Peak population: 17,814

Topaz, Utah

Opened: September 11, 1942

Closed: October 31, 1945

Peak population: 8,130

Gila River, Arizona

Opened: July 20, 1942

Closed: November 10, 1945

Peak population: 13,348

Jerome, Arkansas

Opened: October 6, 1942

Closed: June 30, 1944

Peak population: 8,497

Minidoka, Idaho

Opened: August 10, 1942

Closed: October 28, 1945

Peak population: 9,397

Rohwer, Arkansas

Opened: September 18, 1942

Closed: November 30, 1945

Peak population: 8,475

Tule Lake, California

Opened: May 27, 1942

Closed: March 20, 1946

Peak population: 18,789