

**Award Speech for JSSX Award for
Distinguished Services, 2010**

**Improvement of Secretarial
Function for Smooth and
Efficient Management and
Operation of JSSX**

**The Former Secretary General of JSSX
Minezo OTSUKA, Ph.D.**

How I became Secretary General ?

- **Joined the reformation initiatives of JSSX secretariat office to more efficiently accommodate approximately 2,000 members in 2001, during my second term as a Member of the Council and the term of President Watanabe.**
- **Became the first Secretary General upon the request of then-President Kamataki in 2002.**
- **Served as Secretary General and Secretariat Advisor for 8 years and a quarter**

Expected Roles of the Society and its Secretariat

- **Society:** Promotes the members' public contribution to the society and rewards the fruits obtained back to the members - organizational mission and code of conducts for Secretary General
- **Secretariat:**
 - Maintains member information/records and efficiently responds to members' needs
 - Manages accounting books and financial operations
 - Supports the Council in their administration
 - Supports publication of DMPK, JSSX Official Journal
 - Supports organization of Annual Meeting, Work Shop, Vision Symposium and other gatherings of JSSX

Do what to do but do right and steady !!

Major Achievements

- **As a Member of the Council, reformed the stand-alone secretariat office, and, then, transitioned to outsourcing to Gakkai Jimu Center (“GJC”)**
- **Became Secretary General and reinforced the foundation of the back office operation and management of the Society**
- **Responded to the GJC’s bankruptcy**
- **Searched for new outsourcing service providers and finally selected the International Medical Information Center (“IMIC”)**
- **Built a foundation for the efficient and effective back office management and secretariat**

First Things I did !!

- **Set up separate funds for the balance of general accounts and workshop accounts**
 - ⇒ **Helped minimizing the losses upon GJC's Bankruptcy**
- **Introduced audit by Auditors and approval by the Council on workshop accounts**
- **Renewed Society's web site**
 - (renewed again three years later, led by Director Narimatsu)
 - ⇒ **Saved the Society the most in the GJC's bankruptcy**

Bankruptcy of Gakkai Jimu Center and Actions Taken

- ▼ GJC filed for bankruptcy protection in August 2004
- ▼ **Background:** financially distressed resulting from misappropriation by President of its affiliated company and mismanagement of GJC; finally GJC misappropriated the funds entrusted from various academic societies
 - Total of Y3bn + of indebtedness upon the bankruptcy filing
- **Actions Taken by JSSX:**
 - Inquired to Managing Director of GJC on misappropriation by its affiliated company
 - Upon the newspaper reporting, repossessed the bank account pass book and banking official seal from GJC
 - Not able to seize some funds including the collected membership fees due to the comingled fund pooling at GJC,

Bankruptcy of Gakkai Jimu Center and Action taken (cont'd)

- ▼ **The bankruptcy trustees investigated and managed all the assets of GJC**
- **Attended with Dr. Ikeda, then-Auditor of JSSX, all the creditors' meetings and gathered information**
- ▼ **Unsecured creditors' claims (about 300 academic societies) subordinated to those of tax and employees' salary/retirement pension claims**
- **Losses incurred by JSSX was about Y2.3mm (Y0.6mm of general account and Y1.7mm of workshop accounts)**

Search for a New Outsourcing Vendor

- ▼ **A proprietary stand-alone secretariat office NOT feasible for only 2,000 members and its budget size**
- **Initiated desk top search with limited information followed by on-site search (eight vendors)**
- **Short-listed four vendors and interviewed respective vendors together with then-Chairman Tsuji**
- **IMIC recommended to and then ratified by the Council**

Outsourcing to IMIC and Further Improvement Initiatives

- **Having commenced the outsourcing arrangements, we found some issues in IMIC's performance**
- **Asked Managing Director and then-account executive to a meeting in University of Tokyo and strongly requested for improvements together with Chairman Tsuji and Vice Chairman Sugiyama**
- **As a result, Ms. Hiromi Nishizawa was newly appointed as account executive for JSSX**

Outsourcing to IMIC and Further Improvement Initiatives (cont'd)

- **Two important requests by JSSX**
 - ★ Thorough and solid management of membership information and response to their inquiries
 - ★ Accounting control of membership dues and other matters relating to DMPK publishing, etc.
- ⇒ **Monthly management reporting requested**
- **Held bi-monthly regular meetings with Ms. Nishizawa to improve the processes and services of IMIC**
 - Amounting to the 10 cm thick record in writing of the communication between Nishizawa and Otsuka for the five years

**Smooth and satisfactory performance
by IMIC by the second year !!**

Integration of the various processes into the Secretariat

- **Transitioned various work processes into outsourcing arrangements with IMIC**
 - **Submission and revision process for DMPK, JSSX's official journal**
 - **Revision process conducted by SciMed**
 - **Administrative tasks relating to workshop activities**
 - **Built efficient work flows and clarified responsibilities of related parties**
- **Given risks associated with complete business process outsourcing, the respective process outsourcings are arranged on **annual revision** bases**



Dr. Cosette, ISSX President

Ms. Nancy Holahan,
ISSX Administrative Officer

2004.6.2 落柿舎

PSWC2004, Kyoto



Joint ISSX/JSSX Meeting MAUI, HAWAII OCTOBER 23-27, 2005

Organizing Committee
Co-Chairs: T Kamataki and J W Gorrod

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|--------------------------|---------------------|
| Fred Guengerich | Kan Chiba |
| Eric Johnson | Ken-ichi Inui |
| Charleen McQueen | Toshihiko Ikeda |
| Deborah Nicholl-Griffith | Akira Tsuji |
| Cossette Serabjit-Singh | Yashushi Yamazoe |
| Gary Yost | Yoshinobu Yoshimura |
| Patrick Murphy | Yuichi Sugiyama |

And
Nancy Holahan, the ISSX administrative staff
and Minezo Otsuka



AAPS2007; Opening ceremony



Acknowledgements

- **The above achievements resulted not from my personal contribution but from the strong commitments of the past Chairmen to the reinvigorated JSSX activities and the personal efforts and helps made by the past President, other Council Members, Auditors and Ms. Nishizawa of IMIC**
- **Special thanks to Ms. Nishizawa who fully understood JSSX's requests and their backgrounds and implemented them solidly and steadily. The aforementioned achievements were mostly dependent on her performance and efforts and I would like to share this honor with her**
- **Finally, I would like to sincerely appreciate Professor Ryuichi Kato who recommended me to a Memberip of the Council and Professor Tetsuya Kamataki who made me Secretary General**



Jpn. Robin

**Thank you very much for your listening to my presentation.
I am highly delighted to be here to receive the JSSX Award
for Distinguished Service 2010.**

**Again, I have to apologize to those who are not
Japanese speakers that I made this presentation
in Japanese.**