



**Please share the program information with your references and have each of two persons send letters of reference following the guidelines provided. Reference writers should send the letters directly to:**

Professor Jeanette Takamura at Jct8@columbia.edu

Your recommendations will be sent by:

1) Name, position, and organization:

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2) Name, position, and organization:

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Will your employer be sponsoring you and paying your tuition?

Yes \_\_\_\_\_ No \_\_\_\_\_

Are you applying as an individual, unsponsored applicant? \_\_\_\_\_

Will you be requesting partial tuition support? Yes \_\_\_\_\_. If so, an additional request for information from you will be sent to you later.

Please tell us how you learned about **WE - Japan**:

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Should you be selected for participation, you will be expected to arrange your schedules to attend the in-person training weekend in Tokyo (November 14<sup>th</sup> and 15<sup>th</sup>, 2026, and monthly online training and coaching sessions (9:15a.m. JST on one Saturday per month for 1.5 hours).

I understand that I will be expected to attend the in-person training weekend in Tokyo if I am selected to be a 2026 - 2027 **WE** Fellow. Please check here to acknowledge this \_\_\_\_\_

I understand that I will be expected to participate in the monthly online training and coaching sessions. Please check here to acknowledge this \_\_\_\_\_



## Instructions to Writers of Letters of Recommendation

Please provide a letter of reference/recommendation in support of \_\_\_\_\_, who is an applicant to participate in the 2026 - 2027 **WE - Japan** training as a Fellow.

All accepted individuals are expected to participate actively in a weekend training on November 14 and 15, 2026, in Tokyo, Japan. The participants will also be expected to participate once a month in a 1.5 hour Zoom training and coaching session on a Saturday morning.

We request that the individuals who are selected as Fellows be given work consideration during their year of participation so that they are not doubly burdened by work and training requirements.

Please address the following in your letter:

- \* Has your organization already determined that it needs more women in leadership positions? Or is it at the start of or in the process of addressing gender equity? Does it have a strategic plan to achieve this goal? What is the size of your organization? Approximately how many women are in executive positions? In middle-management positions?
- \* How long have you known the applicant and in what capacity?
- \* How would you assess the applicant's potential for significant leadership or management responsibilities in your organization over the long term?
- \* What do you view to be the applicant's strengths and value to your organization?
- \* What do you feel are areas of growth that could be given attention in the training program to strengthen the applicant's capacity for leadership?

Thank you for your time and your provision of a letter of recommendation written in doc or docx. Please send your letter directly to Jeanette Takamura, PhD, at [jct8@columbia.edu](mailto:jct8@columbia.edu). Do not hesitate to contact Professor Takamura if you have any questions.