

understand where the world is going. The struggle is one of knowing when to fight for jobs which exist, and when to fight for jobs in new areas of growth. We must not become overwhelmed by evolution. We must work to anticipate and respond.

These transitions from agriculture, to industry to service employment, have created wealth and better lives for all of us. Within the traditionally low pay general category "service industry" great changes have occurred as part of the transition.

One measure of "change" is where wealth accumulates. It can be argued, Bill Gates' became the first of the exclusively rich in history to have acquired his tremendous cache of money from intellectual property and not tangible things such as minerals, land or heavy manufactured goods. Service industries today, offer opportunities for monetary reward which didn't exist in the past. Substantial money and influence are now part of the "Service" employment category

So education and ideas are important to leadership ... and to the challenges we face as the world evolves. I

applaud each of you for pursuing your educational goals. This audience covers a broad spectrum in terms of age and I understand that many of you are mixing full time employment with attending college. I did the same thing myself and know it is hard work. However, never forget, what you are doing is particularly beneficial to both your employer and your fellow students. In the classroom, you'll bring real life experiences to bear on theoretical discussion. That means a lot. In your places of employment, you'll bring cutting edge knowledge — and that means a lot.

Since this is American baseball's annual World Series season, I'll close with the example of Hank Aaron, the great hitter who was renowned for his ability to "see" a pitch. Joe Adcock said of him, "trying to sneak a pitch past Hank Aaron was like trying to sneak a sunrise past a rooster."

I'm confident that if you continue to pursue your goals in education and leadership experiences, like Mr. Aaron, you'll see what life pitches at you much more clearly and are bound to hit a home run or two. Thank you for inviting me to join you today.

The Rap Of Change

A NEW GENERATION OF SOLUTIONS

Address by SUZANNE MORSE, *Director of the Pew Partnership for Civic Change*

Delivered to The 2000 Madison Symposium, James Madison University, Harrisonburg, Virginia, September 19, 2000

A few years ago, one of America's foremost philosophers, Yogi Berra, remarked to his wife on a trip to the baseball hall of fame in Cooperstown, New York, "we are completely lost but we are making good time." I am afraid Yogi's observation may be true for more than just his navigational skills. For Americans, our direction on the important social issues of the day finds us lost but still driving.

As we think about strategies for change needed for the America's third century, we must go in new directions. Unlike C. S. Lewis's *The Lion, the Witch and the Wardrobe*, where a closet holds the key to a magical land, I'm afraid that our new century will look a lot like our old one if we aren't careful.

But before we go to remedies and solutions, let's look briefly at where we've been. Thirty years ago I was a bright-eyed college freshman. Things were different in 1970:

There was no Internet.

Surfing was done outside.

Cell space was about the body not the air.

Discs were thrown not played.

Eminem was a candy not a rapper.

Believe it or not people actually made telephone calls from home.

Bill Gates was only 15 and probably got an allowance.

But, as I look back it doesn't seem so long ago, particularly as I look at the styles and conversations of today. There are some similarities.

Bellbottoms were in for the first time.

Capri pants were called pedal pushers.

Platform shoes and clogs were big then too.

Complaints about dorm food and parking spaces were rampant.

Friday night planning started on Monday.

I would like to say that this is where the similarities ended but unfortunately we baby boomers have brought with us many of the unmet challenges from the last three decades — to be quite blunt, we have bundled up the major issues of my generation and given them to the next one.

In fact some of the persistent issues we had — have gotten worse.

Crack cocaine was introduced to the United States in the early eighties — there are currently 1/2 million crack users.

Forty million Americans still live in poverty — more than any other time since the sixties. Of that number 20% are working and one in five are children.

The leading cause of death of African American men and boys 15-24 is homicide.

There were no AIDS cases diagnosed in 1970; since then we have had 430,441 deaths from AIDS.

Between 1970 and 1991, 50,000 children were killed by guns — increasing at about 5,000 per year since.

Racial and gender intolerance and division continues.

Voter turnout among our newest voters has declined from 51% to 33%.

Mile High Island, Chernobyl, and Love Canal were realities not movies.

And to put it all into perspective, the major disciplinary problems in high schools in 1970 were: chewing gum, talking in the halls, and skipping school. Today, they are assault, carrying a concealed weapon, and distributing and using illegal drugs.

These negative community statistics come after billions of dollars have been spent on study after study on the causes for community breakdown. There are thousands of reports on ways to improve communities and the lives of the people who live in them. I have a library full.

What has my generation been doing? Have we been on vacation for thirty years? Asleep at the switch? Hardly.

We have been busy putting our minds to other things: Scientific research and technology have soared.

We have the World Wide Web.

We have microchips and accelerated processors.

We have over 20 million industrial robots

Fifty percent of all Americans have cellular phones.

We have fax machines — about 10 million added in the last decade.

Sixty-five percent of all schools and 50% of households have Internet access.

We have laser surgery and MRI machines.

We have space labs and palm pilots.

What read like science fiction three decades ago is commonplace today.

We have done a good job — no a great job — in building our technological storehouse.

Now why am I comparing our technological explosion to our community and human implosion? Is my point that industrial engineers and computer scientists are smarter than sociologists, educators, and policymakers and therefore their results are better? No. Our knowledge of the systemic causes of community decline and the plight of the human condition are well documented. We know the causes of poverty, the causes of crime, the causes of youth risk factors, yet the numbers ebb and flow — never taking a nosedive. Why? In part because we are looking for easy

and cheap answers and in part because we have not learned an important lesson from technology: Knowledge must be integrated — knowledge must be multiplied and reconfigured, not confined. As a nation we have kept our focus on single, narrow solutions, and interventions, and we have been unwilling to act — even on what we do know. Our horizons have been too short and our vision too cloudy on how to meet our human challenges. Not so in technology. Ask any successful technology entrepreneur or laboratory scientist about his or her process and at least one of the answers will be that the researcher is not limited by what is. Most researchers are ultimately looking for something more than just an incremental improvement. While methodically uncovering bits of data and information they are looking for a big breakthrough — the AHA that will push the envelope. They are interested in results not percentages.

So what do we do now? It is clear that the old ways of approaching social issues are not working. Let me suggest three things that I believe will not only improve the odds of success but change them:

R — research

A — action

P — people

THE RAP OF CHANGE.

Research is perhaps the easiest of the three to understand and the hardest to do. Said simply, we must spend more money and more time on figuring out what really works. What happens all too often is the fads of change take over. Some community gets a glimmer of success in addressing an issue — that gets picked up by the media — and before you know it there are hundreds of program clones throughout the United States based on little or no knowledge of the problem or the causes and affects of its solution. It is the quick fix/fast food/microwave approach to problem solving. The problems facing American communities are not academic problems, they are human problems. But, their solutions may be academic — finding out the root causes and the real remedies. The Pew Partnership is working with 19 communities and a national research team to discover what is working, and what is not, on America's toughest issues. Through our Wanted: Solutions for America program we want to be able to answer the following questions: What works? How does it work? What difference does it make? We must know what works — we must integrate knowledge — we must do the hard research.

Let me give you an example of the kind of research that is needed.

Located near the Georgia border, Aiken County, South Carolina got some shocking news in 1985. Infant deaths were 15 per 1,000 live births compared to the national

average of 9 per 1,000 at the same time. Determined to take action, a community, citizen-led collaborative, Growing Into Life, established a Fetal and Infant Mortality Review Board composed of doctors, social service agencies, local government, and others to review each infant death in the county. Concurrently, a task force organized interviews with almost 500 mothers who had recently given birth to determine access to health care. Based on the research on causes of death, the collaborative targeted education and outreach to mothers as the main strategies for prevention of infant deaths. When the issue of inadequate prenatal education surfaced, a unique partnership called MOMS and COPS was formed with community police officers. Trained in the basics of prenatal care, the officers provide information to pregnant women on their beat. The results of this innovative research: infant deaths reduced by 50% in ten years.

In a new book called *The Tipping Point*, author Malcolm Gladwell makes a persuasive case on the origins of social change epidemics. The “tipping point” is the saturation point where remedies catch on and work. Tipping point comes from epidemiology — it is the moment when the virus reaches a critical mass — when the flu becomes an epidemic. The idea of social epidemics is that a little more exposure to a good idea or good practice can often get something started that can have huge results. We must know more about the interventions that can tip the scales.

Action is the second requirement for change. We must act on what we know. We often equate activity with action. We think that the busier we are the more we are getting accomplished. Not so. The guiding principal of civic action is results. Action occurs in both process and product. Broader participation does, time and again, allow communities to frame issues, garner support, and build relationships that are critical to strong community life. Long-term solutions cannot occur without citizens buying in, voicing their opinions, and trusting each other. Ultimately, however, they must move forward together on a solution; bring to bear all types of resources to actually solve the problem. Action is where communities get stuck — it becomes the battle of the talkers and the doers. We have learned that at the end of the day we must do something or change never happens. The unknown or the enormity cannot stymie us. As Reinhold Neibuhr said, “nothing worth doing is completed in a lifetime, therefore we must be saved by hope.” Civic action is like sound. There are three ways to make sound; first, something must vibrate, second, then it must travel, and third, it must be received. Solutions are a lot like that: first there must be conversation, second, there must be vehicles for the conversation to go throughout the community, and third, the ideas for change must be received and acted on.

A community that took action on a problem was Arlington, Texas. A needs assessment showed that low-income residents were waiting as long as seven months to be seen by the county dental clinic 25 miles away. Even those in emergency situations had to wait three to seven weeks. Sixteen founding partners including the Junior League, Tarrant County Junior College, and the Arlington Hispanic Advisory Council took action and formed Dental Health of Arlington, Inc to provide donated dental services to those most in need. Since its founding in 1993 it has served more than 10,000 patients and its school-based prevention program, SMILES, has served almost 14,000 children reducing untreated decay by 17%. An idea ... with teeth.

People — in our country — not any people — all people must all have stake in what happens; we must all take a leadership role or in thirty years speakers at the 2030 Madison symposium are likely to report that things have not have changed very much. The leadership we need for change is not inside boardrooms or the beltway but inside factories, backyards, and university classrooms. We must think of leadership in terms of a plaza, not a pyramid. We need everybody.

In a recent book, *Grassroot Leaders for a New Economy*, Doug Henton and his co-authors looked at successful communities from the Silicon Valley to the eastern seaboard. They had an astonishing finding, communities that were successful had one overriding thing in common — was it a strong school system or technological cluster? These didn't hurt. But, the most important factor for success was the ability to work together. People are the key to change.

No place can attest to that better than Tupelo, Mississippi. The home of Elvis, Tupelo is in one of the poorest counties in the poorest state in the United States. But this is not a sad story. Tupelo is a city on the move. The Wall Street Journal reported in 1994 that Tupelo is a model for community and economic success. Why? Industry, the public schools, faith-based organizations — all of the community work together for common purposes — every citizen is a stakeholder and a contributor. The results of people and community investment have paid off.

Population has grown by 40% since 1980.

The city has gained 1,000 new manufacturing jobs each year for the last 13 years

Tupelo has 100 industries and 18 Fortune 500 companies.

The county has the largest non-metropolitan health care center in the United States.

Tupelo has been living out the prediction of long-time newspaper publisher George McLean and visionary of the “Tupelo miracle” who said, “There is no limit to what an organized community can do if it wants to.”

In conclusion, the challenge for us, all of us, is very

simple: to commit ourselves to a new century filled with hope, promise, and opportunity for all and to work together to make it happen. We can you know, because we have. Americans have a great track record. Just look at what happens in a crisis situation — floods, tornadoes, accidents — people turn out in record numbers to help. We have built barns and skyscrapers together, torn down walls

and fences — it is time to build our communities. The new century demands that we have more answers than questions about solving our community's challenges. From this baby boomer to Generation X, let's work together to create a better world for everybody. In the words of Yogi Berra again, "when you get to the fork in the road, take it." We are there — together.

War In The Air

By MAJOR GENERAL J.G. HARBORD, *Chairman of the Board, Radio Corporation of America*

Delivered to the Annual Joint Convention of the International Association and Surety Underwriters and the National Association of Casualty and Surety Agents on Board the S.S. Queen of Bermuda, October 11, 1934

When Congress convenes in its approaching session it will be asked to authorize the necessary appropriations to make our air force "second to none."

The program, calling for a total of 2,320 planes for the army-almost double what it now has-is outlined in a recent announcement by Harry H. Woodring, Acting Secretary of War, and General Douglas MacArthur, Chief of Staff. It is held to be necessary to correct what is described as the "deplorable condition" of the air corps, and the request for increase is backed by the findings of the War Department's special aviation committee, headed by Newton D. Baker, former Secretary of War.

There seems now to be little doubt that Congress will support the program. To make my position clear at the outset, I want to say that I believe it should. Our country needs an air corps of the first rank. It has been hampered in the development of one by the irresponsible claims of overzealous military aviation enthusiasts as much as by the crashing rejoinders of the anti-aviation factions. With the proposal for a big increase of our army aviation facilities again making military airplanes first-page news, we can be sure that much wild talk as well as many sensible statements will zoom about our ears once more. It will be useful, and should be interesting, to try to separate fact from fancy in this field that always has had such a strong hold on popular imagination.

Fortunately, the general tenor of the report of Mr. Baker's committee, comprised of distinguished civilians and army officers, is so sane in pointing out the limitations as well as the valuable uses of military aviation that we can speak frankly about what airplanes can do and what they cannot do in war without being accused of lack of patriotism or antagonisms to aviation's development.

The favorite vision of the most exuberant air war prophets might well cause an epidemic of nightmares among our more timid citizens. It pictures great armadas from

hostile powers swooping down from the sky upon our helpless cities. In a few hours bombs will topple our great skyscrapers like dominoes. Poison gas will clutch at the lungs of the civilians who are fleeing in terror, and the rising sun of the next day will find only death and destruction where a few hours earlier a proud metropolis teemed with life.

The extent to which this dire possibility has alarmed great numbers of our citizens would be amazing if we did not remember that the notion is supported by many persons who talk and write as if they were experts on the subject. One basic thing is wrong with the calamitous picture. That is that such a devastating air raid into our land is impossible with the aviation of today or with any we can now foresee.

The Baker committee's findings on this and other points of the imaginary air warfare indicates that, despite the rapid advances since I happened to see several planes in the War, and since I was a member of the Morrow Aircraft Board brought together by President Coolidge, the fundamental capabilities and fundamental limitations of military aviation remain the same. In this discussion today I am dealing only with airplanes, and not with aviation's frailest sister, the lighter-than-air ships, which seem to me to be declining in military favor.

Where would the airplanes come from that would blot out Washington, New York or Chicago? No such horde could leap quickly across the sea. It is still a seven-day wonder when one plane, stripped of all surplus weight and watching patiently for the most favorable weather, finds its way over the Atlantic in a continuous flight and arrives at the exact point for which it started. An invading air force would be compelled to find landing places along the way, no easy matter in neutral countries eager to preserve their neutrality. Arranging for landing places in advance would amount to a declaration of intention to attack.

The spectacular achievement of General Balbo in bring-