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*"Leading Lives That Matter"* by Elaine A. Tooley, for Nathan Hatch, President, Wake Forest University

*"Challenging Opportunities: The U.S., Russia and the World's Energy Journey"* by John Barnes, for Robert W. Dudley, Group Chief Executive, BP

*"A New Beginning"* by Jan Sonneveld, for Melanie Schultz van Haegen, Minister of Infrastructure and the Environment, the Netherlands

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# GRAND AWARD WINNER

*"Pick Me"*

Writer: Richard Newman

Speaker: Richard Newman, Director of UK Body Talk Ltd.



Delivered at: Rotterdam University,  
Rotterdam, Netherlands, April 3, 2013

**D**o you remember the feeling of playing sport at school, standing in line, waiting to be picked? Thinking "pick me, pick me".

Then finally you were picked and after a brief sigh of relief you realised you had been chosen by the team that you really didn't want to be on.

The players didn't include you, they never gave you the ball, but at least it was better than not being picked.

Reality shows are pushing the 'pick me' culture. Vote for me. Don't evict me. Expose everything about me, as long as you pick me.

You might think you can escape it by switching the TV off. You can't, because businesses are built with the same boundaries. Interview me. Hire me. Promote me. Whatever happens, pick me. Then following the sigh of relief you get from being hired you realise you didn't want to be on their team either.

According to a study by Deloitte, 80% of people who are employed don't like their job. At the same time, around 50% of graduates in Europe are unemployed, unsure what to do, unimpressed with the options of unpaid internships and desperately hoping to get picked.

I came here to talk to you today for one reason. When I finished my education I was £22,000 in debt. I had no mobile phone or computer (it was the 90s!). I was living at home with my parents, feeling lost. For a brief time, I even felt suicidal. I thought I would never be picked - by an employer, by a girlfriend, by anyone. I had no idea what to do next. Then I saw a guy giving a speech for 20 minutes and it changed the course of my life. Thanks to the inspiration he gave me I now have a wonderful life. I have a beautiful wife, wonderful son, lovely house and

I do something I love everyday, while helping others.

There's nothing special about me. If I can do this, you can do it too and probably twice as well and five times faster.

You are about to decide which path your life will take, as you leave education. Imagine this. What if you could live a life that you love? What if you could give more, earn more and live more than you ever imagined would be possible as a corporate clock-punching cog?

This is not about 'getting rich quick'. It's about being passionate and productive.

It's not about "pick me, hire me and when you're done fire me".

It's simply about "what can I do that inspires me?"

And what if we could start the journey to zero unemployment? There are 19 million graduates unemployed in Western Europe. The current system isn't working. You could try fighting with all of them to get picked for a job you might not even want, or take a different path.

So instead of waiting for someone to pick you...

...Pick Yourself.

Let me tell you how.

In 2007 I moved house and I needed someone to fix the internet and TV connection. So we called the company and soon a 'cable guy' arrived to do the job. It was probably a Tuesday or Wednesday, around mid-morning. When I answered the door the guy said, "What are you doing home today? Are you sick?"

I told him that I ran my own business. That day I was working from home.

"Oh I'd hate that, that sounds terrible!" he said.

"Why's that?" I asked. It wasn't the first time I'd heard this type of comment. In fact I used to feel the same way myself. I never intended to start a business. I just had a passion that people were willing to pay me for and before long it was my profession.

He gave me a whole string of objections. I hear these all the time. Money. Age. Knowledge. Safety. Maybe you're thinking about some of these already.

Firstly, he said he hated paperwork and spreadsheets. The truth is I've never done a spreadsheet. I hate them. When I told him he looked amazed.

"But how do you get anything done?" he asked.

When I got my business started and I needed a spreadsheet I just asked around. A friend of mine said he loved doing them and so I offered to buy him a beer if he did one for me. He agreed. He's still my accountant today, but now I have the money to pay him!

So I told him not to worry about spreadsheets.

"Well, I don't have a business degree. I know nothing about business!" he said.

I told him that when I was 17 my Dad said to me, "Son you're going to University to study business, because everyone needs to know about business." I told my Dad that I would never need to know about business, because I was going to either be a teacher or an actor. Ironically, I ended up running a business where I teach acting skills to business people. We laugh about it now, but if I'd studied business I wouldn't have taken the time to follow my passions and studied acting and teaching and I wouldn't have a business at all.

So you don't need to study business, I told him.

"Well, I'm just too young to run a business!" he said.

I replied, “Let me tell you a story. Two young graduates, fresh out of University, went to speak to Richard Branson about a business idea. They wanted to start a business consultancy, offering fresh advice from new graduates to big businesses. Branson told them it was a bad idea and that they should work for ten years, then start their business. They ignored him. They ignored Richard Branson! They set up their company ‘Fresh Minds’ which is now one of the 100 highest rated companies to work for in the UK.”

So it doesn’t matter what age you are. The right age to start is right now.

“But I haven’t got any money!” the cable guy told me.

When I started my business I didn’t even have a desk! No phone. I had to share a computer with my Dad. I had already spent everything the bank would lend me, maxed out my credit card and borrowed from my parents. I had just a few pennies to my name.

“You don’t need money,” I told him. Let me tell you about two businesses. I know one guy who borrowed £50,000 and set up a business. He spent the money on a fancy office, fancy computers, fancy brochures and going to fancy networking events. Within six months he had spent it all and had nothing left. Fancy that.

However, a different company I know was set up for £50. This guy bought a couple of blue lights to put under his car, to make it look like it was out of ‘The Fast and the Furious’. He drove to a bar that weekend and a guy came out who said, ‘Wow, that looks cool, can you do that to my car? How much does it cost?’ He told him £100. The guy said, ‘Great I would have paid £500!’ So the next week he drove to another bar and two guys came out. “Wow, your car looks cool, how much does that cost?” I’ll do it for £500 he said. Within six months he had made over £50,000 profit.

So you don’t need money, I told him. In fact, my business was started for a free haircut. I was getting my haircut one day and telling my hairdresser about all the things I was passionate about, around teaching, acting and

communication. He offered to give me a free haircut if I came to teach his hairdressers how to communicate better with their customers. I was scared that I wouldn’t know how to do it. I said no. The next time I got my hair cut he wouldn’t let me go without agreeing to do it! So I did.

His hairdressers liked the training session I created for them so much that they asked me to train their entire chain of hairdressers.

Pretty soon I got a phone-call from a guy who said he ran a big engineering company and needed someone to train his staff for an exhibition. He said his hairdresser had recommended me! Since then things have grown by recommendation and word-of-mouth. We have never borrowed money from anyone. Fourteen years later we now run a multi-million pound company training 4000 people per year, around the world and I employ a dozen people. All thanks to a free haircut.

So you don’t need money, it doesn’t matter what age you are, you won’t need to fill in spreadsheets if you don’t want to and you don’t need a business degree.

Finally, as he set about fixing my internet and TV, I asked the cable guy if he enjoyed his work. He said “No, but at least I have a safe job.”

That was in 2007. Then the greatest recession our generation has ever known hit. His cable company merged with another and thousands of jobs were lost. His job wasn’t safe after all. Nor is any job really.

Before the cable guy left he stopped to ask me, “Okay, so how do you do it then? How do you run a business?”

I picked up a photo that I keep on my desk at home. It’s a photo of three guys, who are 18 years old, wearing dinner jackets. It was taken the night that we all finished school, at a British version of prom night.

“These three guys told me everything I needed to know”, I told him.

So here it is. All the advice I was ever given about how to succeed in business. This can help you, no matter what profession you go into. Are you ready? Its just three simple things.

The first guy in the photo is Christian. He taught me something I’ll always remember. There were two fish and chips shops near our school where I grew up (by chips, I mean the British chunky French fries!). Everyone at school went to the nearest one. One day Christian said to the guy who ran the shop, “Do you have any bread, I really want a chip butty!” Now if you haven’t tried this, it’s a sandwich filled with chips and ketchup, a British schoolboy’s favourite.

“No mate, I sell fish, chips and ketchup! No bread.”

“I know,” said Christian. “What if I buy some bread from the shop next door and give it to you, will you sell me a chip butty?”

“NO!”

So we left. We went to the other chip shop. He didn’t have bread either, but he offered to buy some. We went back to school and then everyone at school wanted one! We never went back to the nearest chip shop. Nor did anyone else we knew.

I remember Christian saying, as he ate his chip butty, “It’s not difficult is it?! All you need to do to succeed in business is just... Do One Thing Well”.

I’ve always remembered that. It has been true for my business too. When the recession first hit, my Dad told me I was going to go out of business, because nobody spends money on training in a recession. One of our biggest clients called us in and told me that they were having cut-backs to streamline their training. They had over 1000 suppliers and they needed to get down to 150. I feared the worst. We were going to lose them. To my delight, in the meeting they said that we had the highest rating of any supplier of training for them, so they were going to increase our work and wanted our help to find more good training. All we’d ever done was aim to Do One Thing Well. It paid off.

So choose one thing you love doing that other people benefit from and will pay you for. Then do it the best you can. That’s the first step.

The second guy in the photo was Ian. Ian was the brightest guy in

school; he studied all day and night and even aimed to read two books per day in the summer holidays. His dream was to go to Oxford University.

He passed the entry exam and went for the interview. We wrote a good luck card for him. We were so confident he would get in we even wrote a poem on the envelope that said, ‘Oxford Ian, he’s our man, if he can’t get in, no one can.’ I went to give him the card one morning at school and he just looked at the envelope, read the poem and never even opened it.

“I didn’t get in,” he said.

I couldn’t believe it. He handed me a letter that had arrived that morning from Oxford University that said, ‘Dear Ian, you are clearly a very intelligent young man, but you lack the communication skills we require from our students, so we will not give you a place at our University.’

In that moment I knew two things. Firstly, Oxford had missed out on having one of the nicest, hardest working students they could ever imagine. Secondly, I knew that I would never be as intelligent or hard working as him, so if I wanted to succeed in life I had better get damn good at communication skills!

The problem was that I was terrible at communicating. I had an almighty

fear of talking in front of people. One day a teacher had asked me to read something out in class and my whole body froze. The sweat poured off my head. My body shook violently. He asked me to sit down and the class didn’t even laugh at me. They just stared in silence.

On my 16th birthday a friend of mine gave me a book called ‘Body Language by Allan Pease’ saying to me, “Richard, you really need to read this. For all our sakes! You’re terrible with people!”

After Ian got that letter, I took this communication thing seriously. I studied every book I could get my hands on to figure out how to communicate. It’s that passion that still drives me today. I want to help as many people as I can around the world to communicate more confidently and effectively, so that they can achieve their dreams.

That’s the second step. If you want to succeed in business, in life and in relationships...you need to get as good as you can at communicating.

The last guy in the photo just gave me one simple piece of advice. Three words. I have these words in a frame in my bathroom so that everyday when I look in the mirror I can remember to live by his advice. When we were

all saying goodbye to each other and life was taking us in different directions he simply said to me, “Fulfil your potential”. Those three words have motivated me every day since. Every day when my business seemed to be going nowhere. Every day when I had no work, just a passion to help people. Every day when other people thought I should ‘get a real job’. I just focussed on those three things.

Do one thing well. Become an expert at communicating. Fulfil your potential.

I’m not suggesting that running your own business is easy. It’s not. It’s really hard. It requires time, effort and dedication. But it’s not complex. It’s simple. Everyone can do it. Just find something that you love doing, that other people will benefit from, and you’ll get paid for living your passion. That’s it.

Or don’t. Get a safe job instead. Join the 80% of people who don’t enjoy their work. Or the 19 million waiting in line to get hired.

Whatever happens next for you, whatever you choose to do, remember that you don’t need to wait for someone else to pick you, in order to live the life that you want. You can pick yourself instead.

## WINNER: ASSOCIATIONS AND NONPROFIT CATEGORIES

*“Social and Policy Implications of an Aging Society”*

Writer: Boe Workman

Speaker: A. Barry Rand, CEO, AARP



Delivered at: UCLA Luskin School of Public Affairs,  
Los Angeles, Calif., March 21, 2013

Good evening, everyone. It’s a pleasure to be here this evening. I want to thank Dean Gilliam for inviting me and especially Dr. Fernando Torres Gil, the Director of the UCLA Center for Policy Research on Aging—and a member of AARP’s all-volunteer Board of Directors—for suggesting that we get together to discuss the social and policy implications of an aging society.

For me, as CEO of AARP coming to LA to talk about the aging of

society is like a homecoming. AARP was founded here in Los Angeles 55 years ago by Dr. Ethel Percy Andrus, a retired school principal at Lincoln “High School.”

That was a time when a new life stage was beginning to emerge in America called “Retirement.” Today, we take it for granted. For many of us, it defines “The American Dream.”

But, it wasn’t always that way.

In the years following World War II older people in this country were seen

as a huge societal problem. Historian Lewis Mumford wrote that at no point in society had any group been so rejected as older people were then.

Beginning in the 1950s, the plight of older people began to change. As the concept of retirement began to take hold, old age began to be transformed from a “life in purgatory” to a much desired destination.

Dr. Andrus and her band of “useful citizens” in AARP led the way. She not only helped older-people imagine

a better life, she helped them obtain the health and financial security they needed to build it—and she engaged them to live it.

This was also a time of tremendous demographic upheaval in the United States—brought on by the birth of the baby boom generation. The nation responded by investing in “school construction,” “teacher education,” housing, highways and “public health.”

It’s no coincidence that we also began to see the dramatic rise of the “middle class” during this time. Business, government, private citizens and organizations like AARP functioned under a social compact—America’s social compact—that saw America as a place where everyone had an opportunity to achieve the American Dream.

The benefits of this “social compact” were felt by people throughout society, including older Americans.

- The promise of Social Security was beginning to provide more and more people with a foundation for income in retirement.

- In 1965, we added Medicare to assure that older Americans would also have basic health care, and Medicaid to protect and “lift up” the poor.

- And, the number of Americans covered by guaranteed pensions rose steadily from 10.3 million in 1950 to 35 million in 1970. By 1980, 28 percent of the workforce was covered by a defined benefit pension plan.

Before long, we began to see older adult communities spring up with names like “Sun City” and “Leisure World.” And, what had always been “thought of” as “old age hell” was being transformed into what became known as “The Golden Years.”

A leisured retirement became the reward for a life well-spent—the cornerstone of the American Dream. Moreover, the sooner you got there the better. To be able to retire was the ultimate symbol of success—and for many people, it still is.

As we meet here tonight, America is going through another time of dramatic change—both in terms of its demographics and its aging population.

The Census Bureau reported in May of 2012 that for the first time in our nation’s history, minorities—including Hispanics, African Americans, Asians and those of mixed race—accounted for over half of all births in the 12 month period ending the previous July.

This marks the tipping point of a trend we’ve seen coming for many years. This trend is affecting our work at AARP as the growing 50-plus population becomes more diverse. By 2015, African Americans and Hispanics will each represent over 10 percent, and Asians will represent just over 4 percent.

By 2030, racial and ethnic minorities will be 42 percent of the U.S. population, and one in five Americans age 65-plus will be Hispanic.

This new demographic—along with the economic and cultural forces that are inherent within it—is creating what author Guy Garcia calls “The New American Mainstream”—where minorities make up the new majority.

While the nation and the 50-plus population are becoming more diverse, the 50-plus population itself is changing in dramatic fashion.

We’re quickly approaching a time when the number of people 65 and over will outnumber children 15 and under for the first time in history. Here in the US, 10,000 people a day are turning 65, and that trend will continue for the next 19 years. This has led the Director-General of the World Health Organization, Margaret Chan, to observe that this is becoming “the new normal.”

Today, tens of millions of people in their 50s, 60s, 70s and 80s are leading longer, healthier, more productive lives. They’re beginning “to wake up” to this new longevity—and what it means to their lives.

This transition into what we used to call “old age” is creating a new stage of development in our life cycle—much like “retirement” did in the 1950s and 60s and adolescence did at the turn of the 20th century. And, its impact is being felt not by a relative few, but by millions.

It’s occurring because, today, tens of millions of people reach their so-called “Golden Years” and discover they still want to make a difference in the world. And because of increased longevity, and generally better health, they still have a lot of years left to do it. They still aspire to retire, but they want more.

This new life stage is still being defined. It’s been called “The Third Age,” “The Third Chapter,” “The Encore Stage,” and many other names.

At AARP, we think of this new life stage as “The Age of Possibilities.” People entering this period of their lives don’t want to be defined by age, and they don’t want to live in fear that their possibilities become more limited as they get older.

These are people who believe that their life experience has tremendous value.

They see their 50+ years as much more than the residue of youth. It is a chance to grow in new and rewarding ways—to discover new roles—to redefine themselves in ways that would not have been thought possible a few short years ago—to unleash their passions—to find and fulfill their purpose in life... to live the American Dream.

In other words, to discover and achieve the “real possibilities” for living their best lives. Possibilities for financial security... good health... meaningful work... romance... discovery... and the list goes on.

At the same time, many of these same people find themselves struggling to navigate economic, health, social, and technological realities unlike any generation before them.

And many of them don’t know where to turn for help or guidance. They find that many of society’s institutions are stuck in a mind-set designed for a 20th century “life course.”

Society is not prepared for them, and they are not prepared to adapt, thrive and prosper in this new “age of possibilities.”

Navigating life’s realities in today’s volatile, uncertain, chaotic and world is like exploring uncharted waters—there are no maps.

What are some of these realities? Let me cite just a few:

- The latest Census data show that the typical American family got poorer during the last decade. 15 percent of Americans now live in poverty—the highest level since 1993. And, in 2012, the number of Americans living under 125 percent of poverty reached an all-time high of 66 million.

- More Americans are reaching their 60s with so much debt that they can't afford to retire.

- More low- and middle-income households are turning to credit cards to help meet daily living expenses.

- And the number of uninsured—16 percent of the population—now exceeds the combined population of 25 states and the District of Columbia. And most of them are part of the New American Mainstream.

Even though people are, by and large, optimistic, the possibility of downward mobility in retirement is a looming reality for all workers. In fact, the ranks of America's poor are on track to climb to levels unseen in nearly half a century, erasing gains from the war on poverty in the 1960s.

This is hitting the middle class especially hard. In fact, unless we are able to reverse these trends, many of today's middle-class workers will not have a middle-class retirement. A full 30 percent of those currently in the middle class, will become "low income" retirees.

Empowering people to adapt and thrive in the "age of possibilities" requires a concerted effort on two fronts.

We have to help society adapt to the millions of people entering this new life stage—and we have to empower individuals as well.

Our challenge is to re-imagine the traditional model of "aging" in the context of the "21st" century life course—and the new "age of possibilities"—to take advantage of the wisdom, experience, interests and contributions that people 50+ make to the social capital of the nation.

At the same time, we have to "catch up" to the demographic realities of "The New American Mainstream" and

"the new normal." We need to define the proper roles of government, business and social organizations in helping and empowering people to live their "best lives" as they get older.

So, where do we start?

Financial insecurity is a major concern for many people as they get older.

The Great Recession hit people in their 50s and 60s especially hard with loss of jobs, falling home values and foreclosures and reduced savings. Their retirement savings and home values plummeted at the worst possible time—just before they had to begin to cash out. And for those who lost their jobs, the average period they remained unemployed was 53 weeks—nearly three times as long as teenagers.

African-American and Latino households lost over half of their wealth between 2005 and 2009.

At the same time, many of the things society did to help people achieve the American Dream when the "retirement" life stage emerged have been reversed today.

- Instead of a social compact where different segments of society worked together, today we have a social conflict that seems to pit these segments against one another with people and their families caught in the middle.

- Instead of a middle-class on the rise, we have a middle-class in demise.

- Instead of creating and strengthening programs like Medicare, Social Security and Medicaid, we find these programs under attack.

- Instead of creating pensions that help people maintain a decent standard of living as they get older, we're seeing pensions erode or disappear altogether.

75 percent of Americans nearing retirement age in 2010 had less than \$30,000 in their retirement accounts.

Roughly half of all workers don't have access to an employer retirement plan at all. And, for most of those that do, the amount in their 401(k) would pay them a retirement benefit of less than \$80 a month—for life. How do you live on that?

Continuing to work will obviously be one of the key ways of maintaining security in retirement. But these

trends place even more importance on Social Security as a source of retirement income. In fact, Social Security will be the main source of retirement income for future retirees at virtually all income levels.

And, for the nearly one-third of "middle-class workers" who will become low-income retirees, Social Security will represent over 80 percent of their retirement income.

For everyone, but especially Latinos and African Americans—young and old alike—preserving Social Security is a top priority. Indeed, more than half of older Latinos rely on Social Security for at least 90 percent of their income.

Many Latinos also face a different problem. Latinos have the lowest percentage of seniors on Social Security of any ethnic group. Many arrived in the U.S. too late to qualify for benefits.

Many others are undocumented and will likely reach retirement without a secure source of income because they are not eligible for Social Security benefits. They will be highly dependent on the goodwill of their children, grandchildren or spouses, which will put even more pressure on future generations.

The simple fact is: Social Security remains the critical foundation of income security for the overwhelming majority of people. And because of low savings rates and high health care costs, future retirees will rely on it even more.

Social Security solvency is a major concern. But how we achieve solvency matters. It matters to government...to business...to the economy. And, it matters to people.

But, we can't address solvency without also taking into consideration—adequacy. The typical person 65+ has an income of only about \$20,000 a year, with the largest chunk of that coming from Social Security.

So, simply looking at solvency without considering adequacy misses the larger goal of shoring up the income security needs of the nation.

Social Security was designed more than 75 years ago at a very different time. But given current trends, Social Security is just as important today—and will be even more important in the

future. We need to make sure that the program serves the needs of our changing demographics for the next 75 years.

That's why we need a full-blown national discussion of how to ensure that Social Security continues to contribute to the retirement security of older Americans in the future—not in the context of reducing a federal deficit it did not create, but with the goal of helping people achieve retirement security.

Now, let me turn to health care.

There is no question that we have to tackle the high cost of health care. It is one of the most significant factors driving people out of the middle class into poverty.

While it affects everyone, there are huge disparities in the health care received by those in the “New American Mainstream”—especially as they pertain to race, ethnicity, income, education and where you live.

Rising costs also have a negative impact on federal programs such as Medicare and Medicaid, as well as on the costs for state governments, employers and individuals. A fact you know only too well here in California.

The percentage of our nation's GDP dedicated to health care has nearly doubled from 10 percent to almost 20 percent over the last generation, and is still rising. That's more than any other developed nation—with no better outcomes.

We cannot sustain an ever-increasing share of the nation's output going to health care, especially when the Institute of Medicine estimates that as much as one-third of health care spending is wasteful or inefficient.

The Affordable Care Act begins to set in motion what needs to be done to reduce health care costs—but we need to do more.

Policy makers must not simply reduce the federal share of health costs by shifting costs from the federal government to individuals and other payers. One prominent example of this type of ineffective approach is raising the Medicare eligibility age.

Quite frankly, this is pure folly...and very dangerous.

And, it will not solve the problem. In fact, it will make it worse because it fails to tackle the real underlying issue of reining in high growth in health costs throughout the system and the percentage of GDP that goes to health care, while increasing total costs for everyone else.

A better approach would be to lower the growth in health care spending “system-wide.” This will also lower the cost of Medicare and Medicaid.

We can't just cut Medicare benefits or raise the eligibility age to reduce the deficit. We have to make it work more efficiently—and we have to lower the growth in costs to keep it sustainable for generations to come.

The Affordable Care Act puts us on that path. But, more needs to be done. Moving forward, if we pursue additional reforms in Medicare and Medicaid, such as

- Expand payment innovations to promote value, not volume—including better care coordination;
- Implement measures to lower drug costs;
- Provide consumers with better information on cost and quality;
- And, Continue efforts to make the programs more efficient and to reduce waste—

We will bring significant savings to these programs, spur innovative cost reductions in private insurance—and most importantly, help people get healthier and stay healthier.

We also have to address the high cost of long-term care in this country, and that means shoring up the Medicaid program. Medicaid is generally regarded as a program for the poor. But in reality, Medicaid has a huge impact on the middle-class, as well.

Whether we like to admit it or not, Medicaid is our country's long-term care program. In fact, Medicaid pays for roughly two-thirds of the beds in nursing homes nationwide. The cost of long-term care is so expensive, that many middle-class Americans—after spending all of their own savings—end up relying on Medicaid to pay for their care.

This is an issue we have to face. It

affects us all. That's why we were glad to see that the fiscal cliff legislation created a “bi-partisan commission” on long-term care. It's a positive step.

But it's not the only step we need to take. We also have to find a way to help family caregivers. Now, I have to admit this is a personal issue for me. I was my father's primary caregiver for the last eight years of his life.

While Medicaid may be our nation's federal and state long-term care program, family caregiving is the backbone of long-term care in this country. The family is the first place we turn. Family caregivers provide a staggering \$450 billion dollars worth of unpaid care each year.

This is an especially important issue for older boomers in communities that comprise the New American Mainstream. Yet, there are marked differences in how they approach and are impacted by caregiving issues.

For example, our research shows that African Americans are more apt to obtain help from a church and to enlist the support of siblings.

Asian Americans, on the other hand—have the least support from family members, because those family members are often living in other countries. This community holds high expectations for caregiving, and they work hard to meet those expectations. While Asian Americans are the most likely to have responsibilities for providing care to both children and parents, they also express the most guilt over not doing enough.

Hispanics tend to be the most family-focused. Fully one-third of those between the ages of 45 and 55 have taken responsibility for the care of their elders—a figure much higher than the norm.

Much of this care is substantial—such as supporting older family members financially, giving them personal care, and helping them obtain medical attention. And, as with other groups, the combination of high expectations and intense efforts creates an increased level of stress.

At AARP, we're addressing this problem with our AARP Caregiving

Resource Center. Our goal is to be an essential resource where caregivers can find experts, advice, local agencies and the information they need. It's also a place caregivers can communicate with other caregivers and gain support from others who are on a similar journey.

I urge all of you who are facing these challenges to visit the AARP Caregiving Resource Center at [aarp.org/caregiving](http://aarp.org/caregiving).

Now, I've talked a lot about the importance of addressing issues related to health and financial security in empowering people to live their best life and thrive in this new "age of possibilities." But there is another issue that I think we have to address.

In order to thrive and take advantage of the "real possibilities" that life has to offer, people need to live in environments and communities that are "age-friendly."

Now, notice I didn't say "old age-friendly," I just said, "age-friendly."

By "age-friendly" I mean that optimize the well-being of all residents, from the youngest children to the oldest seniors.

Everyone needs access to housing, transit choices and health care services. But the concept of "age-friendliness" goes deeper.

Age-friendly communities make "land-use" decisions that emphasize convenience and access. They work to keep the environment clean, and public spaces safe and free of crime.

They also recognize the dangers of isolation. Age-friendly communities find ways to promote engagement and help people stay connected.

"Age-friendly" principles make communities more economically competitive. They become more desirable

places to live, to visit, and to spend time in. Consumers of all ages feel welcome and secure.

This is a message that business—and governments that want to spur economic growth—should take to heart.

A hotel, restaurant, pharmacy, grocery store—practically any retail business—can use age-friendly principles to enhance the experience of their patrons. Companies can market themselves as age-friendly to attract customers and boost sales.

Last year, working with the World Health Organization, we launched the AARP Network of Age-Friendly Communities. Our goal is to highlight and encourage the adoption of innovative ideas and best practices to improve communities—and the Network is growing.

So, what are some of these ideas and best practices? They include:

- Access to outdoor spaces and buildings and safe recreational facilities;
- Choices for transportation, housing and health care services;
- Opportunities for social participation, such as cultural, civic and public service activities; and
- Access to "information technologies" that help people stay connected, including people with impaired mobility.

Please let me tell you one quick story related to technology and mobility. Last year, we brought our Board out to Silicon Valley to focus on the role of innovation and technology in our mission to help people live their best lives.

As part of the trip, we visited Google where they showed us a prototype of their "driverless car." Well,

we got Fernando in the car for a test-drive.

And he came out all excited. He said this would change my life, where I live, how I get around, everything. He became an advocate for the car and helped pass legislation in California to legalize driverless cars.

I want to leave time for some questions, so let me close by saying that we live today in a very interesting time. The demographic changes represented by the "New American Mainstream" and "the New Normal" challenge us to capture—as AARP's founder, Dr. Ethel Percy Andrus put it—"the accumulated experience, knowledge, wisdom and skills of all older adults."

If the "age of possibilities" teaches us anything, it is that our potential and our possibilities are not depleted by age any more than they are limited by youth.

We must reimagine America by adapting our social structures, institutions, and public policies and programs to meet the challenges and take advantage of the opportunities that lie in our midst.

In the end, we have to ask ourselves this question: What kind of America do we want? What kind of life do we want for our kids and grandkids?

For us at AARP, the answer is clear: We want a society in which everyone lives with dignity and purpose and fulfills their goals and dreams, a life with access to affordable, quality health care and the opportunity to achieve lifelong financial security—a life where everyone has a realistic chance to pursue and achieve the American Dream, whether they are young, or whether they are old.

Thank you.



# WINNER: BANKING AND FINANCIAL SERVICES

*"We Are the Cavalry"*

Writer: Janet Harrell

Speaker: Leonard Walker, Atlanta Business Banking  
Division Manager, Wells Fargo Bank

Delivered at: Atlanta Business Banking Third Quarter 2013  
Quarterly Meeting, Atlanta, Ga., July 12, 2013

Good morning, team.  
A few evenings ago, I accepted an award and had to give the keynote.

When I was asked to speak, the suggestion was that I talk about foreclosures.

I thought about how I'd do that.

For more than five minutes.

Without PowerPoints.

In any way the audience might find interesting enough to sit there and listen to.

The more I thought about it, the more I realized that what really made sense, that what perhaps they might be interested in hearing from me was not how we got to where we are, but how we get things back to where they were.

And the more I thought about how I—personally—would address that, I considered maybe they wouldn't want to listen to that either.

But eventually I realized that the answer was actually very important. Not pretty, but important.

Because you see, my answer to the question, "How do we get back to where we were?" is...

We don't.

We simply can't get there from here.

Business as usual is a whole new kind of unusual. But that's just the way it is.

Or, as the author, Alex Haley, said: "Either you deal with what is the reality, or you can be sure that the reality is going to deal with you."

So, I think the only thing worth talking about is how we deal with the reality.

And the first step in dealing with it is defining it.

Here is what I said to them...

We've all seen the headlines

Unemployment across the state is 8%; 7.9% in Atlanta alone.

Georgia's housing market is a key weakness for the state.

Home prices continue to fall and home construction activity is very weak.

Let's face it: Our communities are in trouble.

Doesn't matter what the income level is, we're all struggling.

And if we're going to define the problem with communities, we have to define it in terms of housing.

Communities are built on homes.

The single-family home is the building block, the heart of a community.

So, when homes go into foreclosure, communities fail.

It's a classic domino effect—a large percentage of the homes in a neighborhood are vacant.

Property values go down.

The tax base erodes.

Services—from schools to shopping malls—can't survive, so they leave.

And the community dies.

That's exactly what's happening all over Atlanta, throughout Georgia and across the nation.

Whose fault is this? How did we get in this mess?

Is it the fault of the banks for enticing people into homes they couldn't afford and then foreclosing on them when the inevitable happened?

Is it because the big investment banks got greedy?

Or was it because people began believing that home ownership is something owed versus something earned?

The answer is Yes. It's all those things. All at once.

Now, I expect I'm going to get in trouble for saying that.

For saying that home ownership is not a right.

But it's not.

Not everybody SHOULD be a homeowner.

Or certainly not everybody should own any home.

That's the reality.

And it's a basic law of finance—don't buy more than you can afford. This isn't a controversial stance—ok, maybe it is in this era.

But it shouldn't be.

While few have escaped this economic downturn unscathed, minority communities have been the hardest hit.

Why?

Because we are the least able to afford the selective memory that allowed this situation to arise.

Selective memory?

That's what I call it when we remember only what we want, as opposed to all that we should.

My sons do it all the time.

Tell them not to leave their sneakers in the middle of the mudroom after basketball practice on Tuesday night and you'll break your neck tripping over them Wednesday morning.

Repeatedly.

But say in passing at the beginning of the season, that maybe, just maybe you'll take them to the game if the Hawks make it to the playoffs ... and the night of that game they'll be dressed in team colors—and those same sneakers you tripped over that morning—sitting in the car, ready to head to Phillips Arena.

Selective memory.

It's annoying when your kids have it. It's dangerous when communities do.

We have chosen to remember only what is good to us.

We remembered that for our parents, grandparents and great grandparents, buying a home meant buying into the American Dream.

But we forgot the part about how they worked and saved and didn't buy a house until they could afford it or more house than they could pay for when they could afford it.

In the end, we forgot where we came from.

What do these names mean to you?

Seneca Village. Weeksville. Allensworth. Davis Bend. New Philadelphia. Blackdom. Brooklyn—Illinois.

What do they have in common?

If you said they were among the 80 or so "lost" Black towns or settlements established in this country in the 19th and 20th centuries, you'd be right.

But these particular towns have another thing in common.

They were intentional.

They may have been small, but their citizens owned property, governed themselves, educated their children, and ran their own farms and businesses.

Like other small towns, over the years, these Black towns often struggled to remain economically viable.

The fires of racism, both real and metaphorical, destroyed some—like Rosewood and Greenwood.

While most lasted only a few decades, a few—like Mound Bayou and Eatonville—are surviving even today. Surviving or not, they all had three things that we could think about as we examine our own communities today.

First, they had really good memories.

Many of the founders and founding families of these communities remembered all too well what it meant to have nothing and neither the means to nor the expectation of anything else.

So, when they finally got the chance to participate, they did so as contributors.

They worked, they saved, and they did without until they had enough to do something with.

They never forgot what it meant to have nothing.

Selective memory was a luxury they could not afford.

Second, the people of these lost towns had intent.

Of the 80-plus towns we know of, many were informally organized.

They came into being because that's where the people settled, either by being segregated there or because of industry.

But some were the result of one person or a small group making a decision that the town should exist.

Like Frank Boyer, a graduate of Morehouse University, and his wife, Ella, a teacher who graduated from Haines Institute in Augusta, Georgia.

Fed up with racism and discrimination in the U.S., they headed to in New Mexico, southwest of Roswell, to establish Blackdom.

Or Lt. Col. Allen Allensworth, who, with four others, set up the California Colony and Home Promoting Association with the mindset of establishing the state's first all-black township.

Then there were the former slaves, like Andrew Williams, who first bought three lots in Manhattan for \$125. By 1832, 25 more lots were sold to African Americans.

Epiphany Davis, a laborer and trustee of the African Methodist Episcopal Zion Church, bought 12 lots for \$578 on the same day.

The result? Seneca Village, Manhattan's first significant community of African American property owners.

These communities were established. Conceived, created and controlled with a purpose.

Why?

Because of the third thing we should think about.

They had a firm grasp of the obvious.

They understood the reality of what they were facing right then, right there.

They realized that prosperity was only going to happen if they made it happen.

And the only way they were going to make it happen was by putting themselves in a position to govern themselves.

American Dream notwithstanding, they stepped up to the reality that dreams—no matter how big—stay that way unless you wake up and do something.

Should they have been able to be a part of the greater society?

Hadn't the Civil War freed the slaves and hadn't Reconstruction made things better?

In theory, yes.

But they knew all too well that theory wasn't reality.

So they dealt with the reality before it dealt with them.

Just think where we would be, not only as Black people, but as minorities of all colors, if those people had been content to wait for 40 acres and a mule.

Lately, Atlanta Mayor Kasim Reed has been speaking to this same idea.

What he says talks about both Atlanta and America:

"We are not going to be what we have been for the last 50 years if we don't change, and everybody in a position to have more than two people listening to them needs to be saying that, because the time we have to make the adjustments is running out. We need to get on with it. Whether it's the deficit, education or investing in young people or immigration—we are not tackling these things in the fundamental ways required. We're just doing it piecemeal. We're just playing and surviving. And we need to be very clear where just surviving takes you: it takes you to a lifestyle of just survival."

I heard that.

And we all need to hear it.

So, since I find myself tonight—conveniently—in a position to have more than two people listening to me, let me say it a different way:

The cavalry is not coming.

Not this year. Not next year. Not ever.

WE are the cavalry.

If anybody is going to save us, it will be us.

And we better get going on that.

How?

It's going to take something really big.

Something that I, personally, am passionate about.

Something that—as evidenced by your being here tonight—is also important to you.

With it, we can turn around things around.

Without it, we're just seeing the tip of the iceberg.

I'm talking about leadership.

And if we've ever needed it, we need it now.

But where have all the leaders gone? Leaders used to be easy to find.

Reverend Martin Luther King Jr. and Malcolm X.

Cesar Chavez and Dolores Huerta.

Wong Kim Ark and Yuri Kochiyama.

Dalip Singh Saund and Russell Means.

Angelina and Sara Grimke.

All you had to do was open the paper, turn on the news, or listen to the radio.

These were the people who fought and died for our seats at the table.

But, now that we have those seats, now that we've pulled them up to the nation's table, cut ourselves generous slices of the American Pie—some of us, seconds—what now?

Where are the leaders?

Do we even need them now?

The answers are yes—and in this room.

We are the leaders today.

We are the ones we've been waiting for.

We are the ones upon whose shoulders recovery rests.

The bad news? It's a heavy burden.

The good news? We can carry it.

We have through history, and I have every belief that we are made of tough enough stuff to continue.

The entrepreneurs, the business owners, the CEOs, CIOs, CFOs, presidents, vice-presidents and principals.

But what does leadership look like in our world?

We don't lead marches.

We lead teams.

We don't have to fight for the right to vote.

But we have to set the example by doing it.

We probably won't have to go to jail. But we must start paying attention to who is going.

A few weeks ago, pre-Super Bowl, I heard an interesting story on NPR.

Yes, I'm going to make a football

analogy here, but it will be painless—I promise.

The story was about Pittsburgh Steeler quarterback Ben Roethlisberger.

Charged twice with assault, suspended by the NFL commissioner and rumored to be immature and not particularly respected by teammates, Roethlisberger is singlehandedly destroying the ironclad notion that successful quarterbacks are leaders.

Nothing in a quarterback's contract says he has to be nice to other celebrity athletes, to the media, even to his own teammates.

Yet, noted former quarterback, Ron Jaworski, just performing the duties of a quarterback extremely well can make one seem like a leader.

Well, even if you buy into the concept that just playing well makes you a leader—and I don't—that's football.

We're not playing football.

In this game, just playing well makes you a player.

Play well enough and it might make you a manager.

But if you're going to be a leader, you have to have a heck of a lot more than a great game.

Experience has taught me that a real leader has five key attributes.

One: Courage. You have to be willing to put yourself on the front lines, in the line of fire.

Two: Compassion. Lip service means nothing. People have to know that you're not out to hurt, that you care.

Three: Humility: Sometimes, you have to let your people win. You have to give up the spotlight.

Four: The ability to execute. A plan without execution is just a plan.

And five: Vision. Vision is the most important attribute of any leader.

It's about understanding what needs to be done and inspiring, motivating and teaching others.

Helping them change direction.

Making them better than they are.

To do this, you must understand what they know and what motivates them. And you do that by asking questions.

You see, it's not about the answers you give but rather the questions you ask.

And right now, we who are leaders must—we must—ask one very critical question:

What can we do to help?

Our country, our state, our cities... and our communities?

Who can we teach what we know and, clearly, have mastered?

What needs fixing in our communities and what are we going to do to fix it?

I know we can figure this out!

We are some of the smartest, most resilient, most insightful people on this planet.

We HAVE to be.

What would happen to our communities if all that talent, genius and energy became intent, focused on improving them?

What—with all we know and can do—could we make happen by channeling just some of the energy we expend on surviving as individuals into thriving as communities?

Where could we go if we assembled a crew and launched the ship we built on the voyage we charted?

If...

...we stopped asking, 'who made this mess?' and wishing they would fix it, and started doing whatever it takes to get where we need to be.

...we ceased worrying why nobody cares and hoping somebody would, and started acting like we care about ourselves and doing something about it.

...we quit dwelling on yesterday and sleepwalking through today, and started dealing with reality before it does a deal on us.

I believe in our communities.

I believe in us.

And I believe that when we put those two things together, we can be sure that the reality the world is going to deal with is the reality we create.

WE are the cavalry.

It's time to saddle up and ride.

Thank you.

# WINNER: EDUCATORS

*“Write Your Own Story”*

Writer: Aaron Hoover

Speaker: Bernie Machen, President, University of Florida



Delivered at: The Breakers Palm Beach,  
Palm Beach, Fla., April 9, 2013

Good evening, everyone. It's been quite an evening! Congratulations to all the scholars!

I have tremendous responsibilities overseeing 50,000 students, 12,500 employees and a \$4.6 billion budget. But there is nothing as rewarding for me as events such as this evening's dinner. Tonight, I am reminded of the ideal at the heart of college: Providing the best opportunities for higher learning to the most deserving students in every generation.

The Scholastic Achievement Foundation of Palm Beach County has championed that ideal for thirty-five years. For that, I want to thank the Foundation leadership here, as well as the donors behind the scholarships announced tonight.

My favorite part of this event is hearing from the students about their plans for college and their future. I am pleased ... actually, I'm thrilled ... that so many of you will attend the University of Florida. Gators of the Class of 2017, welcome! Once you get settled in Gainesville, I hope you'll come to my office so we can meet in person.

Whether you land at UF or another university this fall, there is something I deeply appreciate about this moment in your lives. Up until now, your stories have largely been written by others. For many of you, it has been your parents who have set out your hopes and dreams. But your achievements, ambitions and world views have also been shaped by family members, teachers, coaches, religious leaders and friends.

I submit to you, the transition you make when you go to college is that, for the first time, you take control of your path. You get to pick your own major, choose your own career and eventually, create your own home. At

a deeper level, you get to decide your political beliefs, determine your faith and learn through trial and error how you wish to live your lives. For the first time, in other words, you get to write your own stories.

Generally speaking, I don't like to talk about myself. In fact, I'll be honest. After nearly 10 years as UF's president, I can count on one hand the number of times I've said anything personal in a speech. But because I remember vividly my own steps and missteps from your time in life, I decided to make an exception this evening. I am going to tell you one thing that happened to me when I, like you, was starting my own story.

I promise to be brief. I have one short anecdote and a couple of simple points. Nothing fancy, and there will be no AP test when I'm done.

You may not be aware, I was a dentist before I became a university president. In fact, I'm still qualified to practice. I think of myself as dentist first, university president, second.

My interest in dentistry began when I was in high school. I had an after-school job with my uncle, who was an orthodontist. I liked working with him, and he liked me, and we mapped out my entire life together. That map put me on a path to go to dentistry school and become an orthodontist, just like him. Then, I would return to my home of Webster Groves, Missouri, where I would reach my final destination: Joining my uncle as his partner.

As time passed in his office, something dawned on me about my uncle. He was goodhearted, but he liked to be the captain, the leader. Our ship might one day bear both our names, but the writing in my heart would tell the painful truth. I would never work with him. Only for him.

In those days, you could enter dental school after two years in college. When that time came, I made a decision. Even though it meant giving up a guaranteed job in an established practice, I did not choose orthodontics. Instead, I went into pediatric dentistry.

I won't go into everything that happened after that. But while I was pursuing pediatric dentistry, I had the chance to try my hand at teaching. With time, I entered university leadership as the dean of a dentistry college. I landed a position as provost at the University of Michigan, then president of the University of Utah, where I was before I came to Florida.

I might have had a happy life as an orthodontist in Webster Groves. But I stand before you as the president of the University of Florida because of my decision to write my own story. Not a friend's story. Not my parents' story. Not my uncle's story. My story.

Judging from your plans for five years from now printed on tonight's program, I know many of you are well along this road. However, I also got to read the applications most of you submitted for the scholarships whose winners were announced earlier. While I was struck by your accomplishments, I was moved by the hardships so many of you reckon with.

There are students here whose parents have lost their homes and who have been homeless. There are immigrant students who entered school here in Palm Beach speaking almost no English. One student was bullied so ferociously she became seriously ill. Another had to get a job because her mother, the sole wage-earner in a family of four daughters, became sick and could no longer provide for her and her sisters. In fact, more than a

few of the seniors here work part-time to help single parents who can't pay the bills.

Your hardships obviously trouble you. But they should not cripple you. Because your achievements and presence here among Palm Beach County's top graduating seniors despite the odds suggests something important. It suggests you have powerful futures ahead of you.

Don't let someone else write your story, and don't let anything keep you from it. Be true to your heart, be strong, and write your own story.

I know your parents or guardians weren't invited to this dinner this evening. Having given you the advice to disregard their plans for you, I'm as happy as you that they're not around!

However, I think they would be glad to hear what I have to say next.

I have no doubt you are aware of the lackluster economy and scarcity of job opportunities for college graduates. No question, there is serious cause for concern. As the president of a university, I worry all the time about how to give our students a leg up. With all that understood, there have always been opportunities for the world's smartest and most ambitious young people—women and men such as yourselves. And as I see it, your opportunities are particularly rich now, in these remarkable times we live in.

That's because interplay between the global economy and technological change are rapidly transforming some of the world's youngest adults into some of its most influential.

Think of Mark Zuckerberg, who was a college sophomore when he created a new global paradigm for social interaction with Facebook. While Zuckerberg, now 28, may practically be ready for retirement, there are plenty of others eager to follow his lead. From Kevin Systrom of Instagram, to Pete Cashmore of Mashable, to Daniel Elk of Spotify, the Millennial generation is driving the ever-more-influential social media and much of technological change in general.

Young people are not only deciding how we talk, they're also determining what we talk about. One of today's most popular and controversial television series is HBO's *Girls*. I am sure the fans of *Girls* in this room know, the creator, and the star, is a 26-year-old, Lena Dunham.

Speaking of cultural influences, perhaps you've heard of Kickstarter, the Internet-based fundraising platform that brings together donors with creative causes. Just four years after it was started, Kickstarter has raised more than \$500 million for more than 35,000 projects. Headlines announced last year that Kickstarter was within reach of out-funding the National Endowment for the Arts. Not bad for a startup created by three men just barely over 30!

National politics may seem beyond the reach of the youngest adults. But President Obama's reputation as a great orator surely has something to do with his longtime chief speechwriter. His name is Jon Favreau. He was 27 when he penned Obama's first inaugural address.

As you cast off from your homes on your journey through college, don't let your adversities get in your way, and don't let anyone else write your story. Write your own, and know from Lena Dunham, John Favreau and others that we live in times when you can make your story great.

That brings me to my third and final point before the AP test. Kidding!

While you are about to chart your own course, there's something even more meaningful about to happen in your lives. You are about to get your first chance to chart the course of others.

You will get the chance to shape the lives of the children that come to your lives and the homes you create for them. I urge you reflect deeply on your own experiences at home, and strive to build your families as you believe families should be.

You will also get the chance to improve your community of Palm Beach

County and your state of Florida. Many of you are already moving in this direction with your ambitions to become public school teachers, water engineers, local doctors and more.

Finally, with your talents and strengths, you can have outsized influence on our nation and our world. Students in this room want to design technology that enables people with disabilities to live normal lives. They want to battle Alzheimer's disease through cutting-edge research. They want to create more helpful and humane robots. I hope you will do all those things. Because as the famous Millennials at the forefront of technology, culture and politics are proving, we live in times when you can bring positive change to all of humanity—very, very quickly.

As I wrap up, I want to return ever so briefly to that high school student working for his uncle in Webster Groves, Missouri a half century ago.

I could never have seen it then, but my decision about my direction in college led to an extraordinarily rich life. I found my passion in pediatric dentistry and then in higher education leadership. I met my wife and the love of my life, Chris. Today, we have three grown children and four beautiful grandchildren. As a university president, I have had the exquisite opportunity of helping thousands of young people launch their adulthoods.

I'll be stepping down from the presidency after a year or two. My pathway is closing, just as yours' are opening. I'm confident you will live your own extraordinarily rich lives if you keep in mind the short anecdote and the couple of points I've shared this evening.

Write your own story. Find the strength whatever your hardships to tell the powerful story within each of you. Write the best stories you can for your families, your communities and your country. Live the biographies everyone will read. Thank you!

# WINNER: ENERGY

*“Getting the Future Energy Mix Right: How the American Shale Revolution Is Changing the World”*

Writer: Brian S. Akre

Speaker: Peter Voser, CEO, Royal Dutch Shell



Delivered at: Chief Executives' Club of Boston,  
Boston, Mass., March 21, 2013

I want to begin by apologizing if any of you were expecting a stereotypical “oilman.”

I am a native of Switzerland, and I live and work in Holland, which has far more windmills and wind turbines than oil rigs.

I have spent quite a bit of time down in Texas, which is the home of our American subsidiary, Shell Oil. But honestly, I really don't look good in a cowboy hat, I obviously haven't picked up the drawl, and I am not particularly fond of whiskey.

I mention this stereotype because the issue I want to discuss today really demands that we question old assumptions. It also demands that we be realistic about where our world is heading.

I want to share with you my views on the future of energy, on the impact of the American shale revolution, and what the world needs to do now to begin addressing one of the greatest challenges mankind has ever faced.

## Where We Stand

So let me start by telling you a bit about Shell and where we stand, and maybe I can dispel a few more stereotypes.

Today Shell employs about 90,000 people in more than 70 countries around the world, including 20,000 here in the United States. About half of our employees work every day with some of the most advanced technology in the world.

In fact, last year the editors of MIT's Technology Review listed Shell as one of the world's most innovative technology companies. In our industry, we are a high-tech company.

We believe climate change is real and time is running out to take real action to reduce greenhouse gas emissions. We support governments putting

a price on carbon, through such systems as cap-and-trade.

And, yes, we do see a need to develop renewables like wind, solar and biofuels.

We also need to make our cities more energy-efficient. And we need to keep pushing the technology to make our cars and trucks consume less fuel, and facilitate the use of alternative fuels, like electricity, hydrogen, biofuels and natural gas.

At the same time, we also need to find and extract more oil and natural gas, often in more challenging, expensive locations. Now I realize that last line is what most people would expect me say. But hear me out.

The fact is our global energy system is so big, our energy consumption is on a scale so massive, and demand is growing so quickly that we will need to aggressively pursue all sources of energy for decades to come—just to keep up. When President Obama says America's energy policy should be “all of the above,” he is absolutely right.

## The Prosperity Paradox

Here are a few numbers and facts to keep in mind.

Every day, our global population increases by more than 220,000 people. That is the equivalent of adding a city of 1.5 million—more than twice the population of Boston proper—every week.

Here in the developed world, we do not readily see the impact of this. That's because most of this rapid growth is elsewhere—in China, India, Brazil and other developing nations.

As the population rises in these countries, there are also millions more people each year moving up from poverty and joining the middle class.

This increasing prosperity has been a fantastic human achievement resulting from the globalization of our economy. But it also raises some global issues that promise to become more challenging for all of us to address in the years ahead.

Most of these people are flocking to rapidly growing cities, where they are using more energy as they use their first appliances and drive their first cars. As a result, in the next seven years alone, the world's additional energy demand could be equal in size to China's entire energy demand today.

This creates what we call a “prosperity paradox.” That is when the ongoing rise in prosperity, combined with a rapidly growing population, creates stresses that over time threaten to undermine that prosperity.

These stresses are building on all of our vital systems, and our environment. The United Nations estimates by 2030 the world will need 30 percent more water, 40 percent more energy, and 50 percent more food to keep up with the increased demand. And that's not far off: A baby born today will graduate high school in 2030.

The challenge of addressing these resource needs is magnified many times by the linkages between them. Water is needed for almost all forms of energy production, energy is needed to treat and transport water, and both water and energy are needed to grow food. And the potential effects of climate change will influence all three.

To successfully address these challenges, governments, business and society at large need to address them intelligently and in unison.

## Shell Scenarios

At Shell, we spend a considerable amount of time analyzing these kinds

of trends so we can get a better handle on the future and make better decisions. It is critical, really, because unlike most other businesses, our investment decisions can take 10, 20 or even 30 years to pay off.

For the past 40 years, our scenarios team has had the mandate to look toward the future with an independent, unbiased eye.

The future is neither completely predictable nor completely random. The scenarios can at least give us the tools to anticipate what might happen and allow us to understand our options. In other words, they deepen our strategic thinking. And we share this thinking with governments, researchers, academia and the public.

In our latest report, the scenarios team analyzes how economic, social and political forces might play out through this century, and how those forces could affect the evolution of our global energy system.

At your tables you'll find copies of the report, titled "New Lens Scenarios." It goes into far more depth on each of the two scenarios than I can here, so I encourage you to take it home and dig into it. It's fascinating reading.

Here are a few highlights from the report.

By 2035, both scenarios anticipate the world's renewable energy sources growing by at least 60 percent, or even double. Yet in each scenario, fossil fuels are still likely to meet about 60 percent of global energy demand by 2060. That's because, as I noted earlier, demand is expected to grow so sharply over the next 50 years.

And the 60 percent figure is still down significantly from about 80 percent today.

One of our scenarios foresees a world strongly shaped by market forces, in which oil, natural gas and coal continue to play a major role, as do renewables after 2030. But in this scenario, action to address climate change comes slowly. As a result, coal use continues to rise for decades with a resulting rise in CO<sub>2</sub> emissions.

In another scenario, the world is strongly influenced by government

policies and the abundance of natural gas. Gas becomes the most important energy source globally by the 2030s. This is combined with coordinated global efforts to limit CO<sub>2</sub> emissions, such as government support for carbon capture and storage technology.

Again, these are scenarios, not predictions. The direction we take will depend largely on decisions being made now and through the coming decade. And as you may have guessed, there is no silver bullet.

### **The American Shale Revolution**

Fortunately, there has been some very positive news on the energy front in recent years, news that has the potential to help ease the transition to a more sustainable energy system.

Here in North America, the energy outlook is much different from what it was just a few years ago as a result of the "American shale revolution." And it is already having an impact on the rest of the world.

Combined with increased oil production in the Gulf of Mexico, the potential for major deposits in the Arctic, and the growth in tight oil and heavy oil—including oil sands—North America's energy picture is much brighter.

Improvements in the technology known as hydraulic fracturing are unlocking huge volumes of oil and gas. And this technology has the potential to do so elsewhere around the world as well.

The United States has led the world in developing this technology and is already reaping the benefits of its deployment, in terms of greater energy security, economic growth and jobs.

As recently as 2008, North America was facing the end of natural gas self-sufficiency. Prices soared and plans were made to build import terminals for liquefied natural gas, or LNG. Today those plans have been mothballed, prices are down by two-thirds and there is discussion of LNG exports.

As a low-priced fuel and chemical feedstock, natural gas and gas liquids have the potential to revitalize Amer-

ica's heavy industry and open up new markets in transportation. Now there is talk of the United States becoming energy self-sufficient by 2030.

As production of American shale oil increases, traditional oil suppliers to the United States are diverting cargoes to new markets. And because utilities have been switching to natural gas from coal to generate electricity, CO<sub>2</sub> emissions are down significantly.

In fact, according to U.S. Energy Information Agency data, natural gas has displaced nearly 10 percent of the coal used to generate electricity in the U.S. over the past two years.

And where is that coal going? To Europe!

There is a certain irony here: Cheap U.S. coal is replacing cleaner-burning natural gas in Europe. Coal, of course, produces far more CO<sub>2</sub> than natural gas. So despite a major, costly push to subsidize and develop renewables, Europe's CO<sub>2</sub> emissions were actually up last year, while here in America, they were down.

Which is more proof that government policy, or the lack of it, sometimes has unintended effects.

In Europe, there has been far less enthusiasm among policymakers for natural gas. Which to me does not make a lot of sense, because gas is the natural ally of renewables like wind and solar.

The fear among some is abundant natural gas will hinder the advance of renewables. But gas has a strong role to play as a backbone fuel as the renewable industry develops.

Wind and solar are intermittent energy sources. Natural gas can keep the electricity flowing when the sun doesn't shine and the wind fails to blow. Unlike many other energy sources, gas can be switched on and off quickly. And its global supply is increasingly diverse, which enhances energy security.

So Europe is finding out that getting the energy mix right is crucial. If you invest in renewables to lower greenhouse gas emissions, but then switch from natural gas to coal to make up the difference, have you really improved anything?

Much of Europe is also believed to hold shale resources. But some countries have been reluctant to explore for them. And with no strong government policy direction in favor of natural gas, utilities have been reluctant to invest in new plants.

France has even banned hydraulic fracturing due to environmental concerns.

The reality is hydraulic fracturing has been performed more than 1 million times over the past six decades in the United States alone. Documented instances of freshwater contamination have been extremely rare. When a well is designed and constructed correctly, groundwater will not be contaminated.

That said, our industry needs to work with governments to do a better job of addressing these concerns. Strong regulations and tough enforcement are needed to ensure all operators drill shale wells properly and protect groundwater and the environment. Shale development must be done in a demonstrably responsible way to gain public support.

At Shell, we also support regulations to disclose chemicals used in hydraulic fracturing fluids, and to promote transparency and public engagement by the shale gas industry in relation to all its activities. Here in the United States, we already publicly disclose our fracturing fluid chemicals through the FracFocus online registry, to the extent allowed under our supplier contracts.

As I said, the shale revolution does have the potential to go global. Some reports suggest China may have considerably more shale gas than the United States. Exploration is under way there to determine its potential.

China, like the United States, has an abundance of coal, but is also looking for cleaner alternatives as it deals with its rapid growth and increasing pollution.

But the growth of shale resources globally is by no means certain. The technologies, skills and policies needed for this revolution to take hold outside North America will need to be transferred and developed.

So what are the geopolitical implications of the American shale boom?

The abundance of natural gas and affordable prices are already giving the American chemical industry and energy-intensive manufacturing a global competitive advantage. Countries and regions that fail to adopt a strategy to utilize their own shale gas resources could find their manufacturing industries on the losing end.

The situation with oil is more complicated. The same technology that has led to the gas boom is being used to free up oil trapped in shale. As a result, the United States will likely import far less oil from the Middle East over the next two decades.

But most analysts expect the United States will still need to import. And it will still have an interest in ensuring global energy security.

One reason is there is limited refining capacity in the U.S. for light oil. This means some oil will need to be exported and other crudes will continue to be imported to accommodate the refining infrastructure. Overcoming this imbalance will take time and considerable investment.

But there are other practical, strategic reasons for the United States to remain engaged in the region. The European Union and Japan are key political allies who will continue to be highly dependent on Middle Eastern oil. China is expected to become more dependent as well.

Because the oil market is global, any major disruption to the flow of oil in any region would affect the global and U.S. economies. So it is hard to see a scenario in which the United States abandons its interests in the Middle East.

There is no doubt the shale revolution has been good for North America and its economic recovery, and that it has altered the region's energy picture favorably.

### **What Needs to Be Done**

But the American shale revolution alone will not get us on the road to a cleaner and more sustainable global energy system. So, in summary, what needs to be done?

First, the world needs to follow America's lead and take full advantage of the cleanest-burning fossil fuel: natural gas. The International Energy Agency estimates there is enough technically available natural gas globally to last 250 years at today's consumption levels.

Increased use of natural gas is the biggest single step the world can take today to begin reducing CO<sub>2</sub> emissions. In generating power, natural gas produces about half the CO<sub>2</sub> emissions of coal.

As I said earlier, gas is the natural ally to renewables. And its supply is increasingly diverse, which enhances energy security.

Second, governments must support development of carbon capture and storage technology to make fossil-fuel use cleaner. This is critical to take CO<sub>2</sub> out of the power sector over the next 50 years. It can help meet the demand for cleaner energy at a time when renewables are still being deployed on a relatively small scale.

But the technology remains in the early stages of development. It needs major financial support and strong mandates around the world to get off the ground.

Finally, all governments need to promote more effective, efficient urban planning and transportation. There is a tremendous opportunity for good planning to moderate the growth in energy demand, especially in the swelling cities of China, India and other high-growth nations.

It's simple, really: Cities with higher population density are more energy-efficient than sprawling cities. They encourage people to use public transport and drive less. Widespread development of more compact cities offers savings on average of 2-thousand kilometers per person annually in car use, compared with the low-density development common in many parts of the world today.

Intelligent urban planning could transform the global transport system over the next 50 years, by providing the infrastructure for cars and trucks powered by electricity, hydrogen and natural gas. The increasing use of



LNG in trucking and marine transportation here in North America is an excellent example.

Substantial efficiency gains should be targeted in other areas as well. These include retrofitting homes and commercial buildings, optimizing energy use in the heavy and petrochemical industries, and redesigning our transportation systems.

But for these things to happen, we will need far-sighted government policies and far more collaboration between governments and businesses. I don't need to tell you this is something that generally has been lacking in the West.

In fact, China has been perhaps the most pragmatic and far-sighted in setting energy policies to prepare for

a future in which demand will soar. China has set clear goals with a view towards ensuring a cleaner, more diverse and sustainable energy system.

We know the scale of the challenge ahead of us.

We know it will require a global, coordinated and intelligent response.

The time to act is now.

## WINNER: GOVERNMENT AND ENVIRONMENT/ENERGY/SUSTAINABILITY CATEGORIES

*"Climate Change, Energy and the Story of Sarah"*

Writer: Rune Kier Nielsen

Speaker: Martin Lidegaard, Minister for Climate, Energy and Building, Denmark

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Delivered at: First Global Conference on Contraception, Reproductive and Sexual Health, Copenhagen, Denmark, May 22, 2013

Your Royal Highness, distinguished guests, ladies and gentlemen.

Thank you for having me.

You might ask why the Minister of Climate, Energy and Building is here at your conference.

Let me be quite frank.

I am here for two reasons:

One: Climate change is the single largest threat against human reproductive health.

Two: You are part of the solution! And I am here to ask you to play your part.

To work with climate change is to worry about our children's future.

To work with reproductive health is to worry about our children's future.

Let us work together.

The world is growing. As you'll know, in 2050 we will reach 9 billion people on this planet and it will be 10 billion in 2100. 10 billion people: Using resources, emitting CO<sub>2</sub> and increasing global warming.

As health professionals you have a vital part to play when it comes to women's reproductive rights, family planning and contraception. When we fight climate change we tend to focus on the next ten years. That is when our global emissions of CO<sub>2</sub> will have to peak if we are to keep global warming

below two degrees Celsius and limit the most devastating consequences.

But climate change is not done after ten years. We still have a task to perform and here family planning is essential in reaching our climate targets, just as it is for woman rights and for development. The importance of your work in this field cannot be overestimated. And I want to thank you for your contribution!

It is one thing to give poor women a choice. But I will argue that the challenge lies less with the 10 billion people and more with the growing middle class: People like ourselves.

In the last decades, the global middle class has grown 1 billion. It is a tremendous success: We have taken 1 billion people out of absolute poverty! As a result, commodity prices have increased significantly since the turn of the century. We have not been able to reduce poverty and increase health in a sustainable way. The most important indicator of this is global warming.

The next 25 years the global middle class will grow another 3 billion people worldwide.

That is 3 billion people who will get their first car, buy their first house and eat their first steak. That is good for their health but it is bad for our

common climate. A growing middle class means a growing consumption of energy and a growing emission of greenhouse gasses.

My message is that when more people—uses more things—it causes more climate change. And more climate change—means more health problems—for more people.

Climate change is probably the largest health threat of our generation!

And that is why we need You on-board!

Let us say that a woman has just gotten pregnant. We will call her Sarah.

Sarah will bring her child into a warmer world and not in a good way.

When global temperatures rise 2 degrees Celsius, twice as many people will die from heat strokes.

And WHO estimates that 140.000 people already die from global warming every year by ills such as diarrhoea, malnutrition, malaria and dengue fever. By 2030 malaria will increase from 300 million to affect 470 million people every year. By 2080 dengue fever will affect an additional 2 billion people.

Pregnant women are the most exposed. Sarah lives within 60 kilometers of the sea along with more than half of the world's population.

For every one drought in the past, there will be 10 to 30 in the future.

In some African countries less rain means only half the crops by 2020.

Sarah runs a risk of malnutrition, anaemia or lack of iron which kills as much as one-in-five women during child birth.

In Lima, the Capital of Peru, the people will have to make do with half of their normal supply of water because the glaciers melt.

On a global scale more than 1 billion people lack access to clean water already.

As the warmer weather makes the drought last longer, Sarah will have to walk further to find clean water.

90% of diarrhoea is due to dirty water and bad sanitation.

She won't have time for school and so she won't learn when to go see a doctor. She might wait until it is too late.

Eclampsia is responsible for 16 % of mothers dying during child labour and it doubles the risk of children dying in the womb.

After the drought comes the flood. The risk of coastal flooding will increase ten-fold for Sarah.

For all these reasons Sarah could easily end up in the slums on the city outskirts. She is poor—and so are the

conditions which will affect her reproductive health and general wellbeing. And make her even more vulnerable to global warming.

That is the story of Sarah and Climate Change.

Obviously, human reproduction influences the challenge of climate change. And you have a central part to play.

But as the story of Sarah shows, a global rise in temperatures is the single largest threat against human reproductive health.

And here, your role is even greater.

- You can give Sarah the treatment she needs

- You can give Sarah the health education she needs

- You can give Sarah the adaptation advice she needs

And even more importantly:

- You can give Sarah the knowledge she needs about climate change.

- You can give Sarah the advice she needs about climate friendly behavior

- And you can give Sarah the choice she needs to act in her own—and our common—interest.

My brother is a doctor and he is here today. I know the authority doctors have and I wish—as a politician—I had it too.

We could use some of that authority when negotiating in the UN, when talking to industry or when convincing the public.

As a Danish politician it is hard for me to understand why it has to be so difficult.

- In Denmark we are set to be fossil fuel free by 2050.

- We will cut our emission of CO<sub>2</sub> with 40 % by 2020—half will come from wind power.

- We will use less overall energy.

And we will do it with electricity prices—excluding tax—below the European average, with economic growth and support from the business community, with steady job creation and care for our planet.

We see the symptoms every day, we know the cure by heart and we have the medicine at hand.

As doctors, you are everywhere and people listen when you speak.

People respect what you say and sometimes they even do what you tell them to.

I urge you. Let us battle climate change together

Please. Ask people to cut down on fossil fuels.

Let it be “what the doctor ordered”!  
Thank you.

## WINNER: MEDIA

*“The Theory of Everything”*

Writer: Jared Bloom

Speaker: Ryan Kavanaugh, CEO, Relativity Media



Delivered at: MIPCOM 2013 Keynote Address,  
Cannes, France, Oct. 8, 2013

Text withheld at writer's request.—ed.

# WINNER: PUBLIC POLICY INSTITUTE

*“Power”*

Writer: Daniel Rose

Speaker: Daniel Rose, Chairman, Rose Associates Inc.



Delivered at: The “Big Idea” Workshop,  
New York, N.Y., Jan. 27, 2013

“Power” is usually defined as the ability to influence the behavior of others, with “force” and “persuasion” the two conventional methods.

Niccolo Machiavelli (whose chief lesson from the Bible, he noted in *The Prince*, was that “all armed prophets have been victorious and all unarmed prophets have been destroyed”) is the protagonist of the first, known as “hard power.” “The end justifies the means” and “It is better to be feared than loved” are other Machiavelli messages.

Dale Carnegie, the gracious author of *How to Win Friends and Influence People*, is the spokesman for the second approach, known as “soft power.” “Talk in terms of the other person’s interests.” “Show respect for the other person’s opinions.” “Be a good listener.” “Let the other person feel the idea was his.”—these are some of Carnegie’s rules.

Variations on these themes are common. Robert Moses used his form of hard power to create a staggering array of New York’s bridges, parks, highways and beaches, while Jane Jacobs used her form of soft power to prevent him from extending Fifth Avenue through Washington Square Park or from putting an east-west expressway through lower Manhattan.

In today’s world, however, life is more complex; modern thinking focuses not on hard or soft but on “smart power”—the application of the full range of tools available to achieve one’s goals, with wisdom in considering strategy and shrewdness in selecting tactics. Foreign affairs challenges in a multi-polar world, for example, require diplomatic, military and economic resources and astute use of alliances, partnerships and institutions of all sorts. In the world’s military academies, along with Clausewitz’s classic *On War*,

Sun Tzu’s 2000 year old *The Art of War*—with its sophisticated balance of psychology and armament, deception and threat, short term tactics and long term strategy—is on every reading list. Generals Colin Powell and George C. Marshall felt that the thoughtful, balanced perspectives and insights of Thucydides, the ancient Athenian general, were as applicable today as when they were written 2,500 years ago. (If George W. Bush had known of the Athenian experience in Sicily he might have thought twice about a land war in Iraq and Afghanistan.)

In America’s current partisan political climate—with the “legalized bribery” of political campaign contributions, with massive expenditures on television commercials and newsprint advertising, with “public relations” the single art form in which we excel today, the ability to influence the behavior of others is more devious than ever, but results vary, depending on the cards you are dealt and the skill with which you play them.

Lyndon Johnson’s ability to pass a Civil Rights bill that John Kennedy could not is an interesting lesson, and the differing approaches to gun control legislation of Barack Obama and Bill Clinton may provide a rerun of a similar script.

President Obama, an eloquent idealist, has proposed sweeping measures that Republicans have pledged to defeat. The National Rifle Association, with vast lobbying sums at its disposal, is marshaling powerful forces in opposition. Public opinion polls show that the public is now ready for appropriate measures.

Bill Clinton, an astute political operative, points out that passing the 1994 federal assault weapons ban “de-astated” more than a dozen Demo-

cratic lawmakers in the 1994 mid-term elections, including then-Speaker of the House Tom Foley, who lost his job and his seat in Congress. Speaking to Obama’s National Finance Committee during this second inaugural weekend, Clinton advised fighting the gun control battle by “using the combination of technology, social media and personal contact the way the Obama campaign won Florida, won Ohio. Really touch people and talk to them about it.” Taking a page from Dale Carnegie’s playbook, Clinton said, “Do not patronize the passionate supporters of your opponents by looking down your noses at them. Don’t underestimate the emotional response gun controls evoke from people in rural states,” Clinton warned; “I know because I come from this world.”

Lyndon Johnson came from the anti-civil rights south, and the story of how he passed the landmark Civil Rights Act of 1964 is brilliantly told in Robert Caro’s new book *The Passage of Power*.

How he kept Judge Howard Smith, Chair of the House Rules Committee, from keeping the legislation bottled up indefinitely in committee (the south’s traditional strategy); how he played on Senator Harry Byrd’s weaknesses (taxes) and used his strengths while coopting Senator Richard Russell; how he gave Martin Luther King, Jr. a specific list of the Republican congressmen to be worked on; how he brazenly used Brown and Root’s deep-ocean drilling project called “Mohole” as a hostage; how the Steelworkers Union’s 33 lobbyists worked at his behest with those of the Electrical Workers and the Auto Workers; how Roy Wilkins was asked to repeat openly “the NAACP’s intention of purging congressmen who voted against it”; how he pleaded,

bullied, threatened—until on December 24th at 7:00 AM (so congressmen could get home for Christmas) Lyndon Johnson got the crucial vote he needed.

Will effective gun control legislation be passed soon? It could depend on how the “mechanics” are handled, and if President Obama’s team follows the suggestions of President Bill Clinton and the approach of President Lyndon Johnson.

California’s anti-gun Democratic Senator Dianne Feinstein has submitted to the Senate a stringent “winner take all” bill, while Senate Majority Leader Harry Reid said last week that an assault-weapons ban could not pass the Senate. Senator Max Baucus of Montana, the only Democrat with an A plus rating from the NRA, suggests strengthening existing gun laws effectively before tackling more stringent ones.

Given public sentiment, it seems clear that a deal can be made—if it is handled with political deftness. This is not always the case. Early in Bill Clinton’s first presidential term, I had lunch with an apoplectic Senator Daniel Patrick Moynihan, who had just received from Ira Magaziner (known as “Hillary Clinton’s Rasputin”) a report from Hillary Clinton’s secretly-conducted Task Force to Reform Health Care. “This must be passed,” said Magaziner to Moynihan, “without changing the dotting of an “i” or the crossing of a

“t.” Moynihan (in favor of a health bill) nearly wept when he said “Not a chance; not a chance.”

New York’s wonderfully effective Mayor Michael Bloomberg has achieved many important things for the city he loves, but “Congestion Pricing” was not among them. Had the new revenues from cars coming into Manhattan been specifically designated to improving mass transit in the outer boroughs, a constituency in support of the bill could have been created. As presented, the proceeds flowed to the city’s general revenues, and the bill never passed.

In the cases of Hillary Clinton’s health care bill, Mike Bloomberg’s congestion parking proposal and gun control legislation, it would be worthwhile to contemplate what Clausewitz, Sun Tzu and Thucydides might have advised.

For ordinary folks who want to influence public policy but who can’t make vast political contributions like the Koch brothers, who can’t snag the headlines Donald Trump can, who can’t imply “followership” (real or imaginary) as Al Sharpton or Jesse Jackson do—what can and should they do?

The answer is: be active rather than passive, join groups of kindred spirits, writing, speaking, communicating with public officials. As a centrist who is appalled by the extreme views of Tea

Party types on the right and Occupy Wall Streeters on the left, I acknowledge their impact and can only hope that the moderate groups I espouse—“No Labels,” “Common Cause” and others—will be heard over the extremist din.

Effective activities must have messages and messengers—specific agenda items and vehicles to promulgate them.

Whether on macro issues such as immigration, health care or climate change, or on micro issues affecting your town or borough, your local school or local zoning, your trade or professional concerns, the basics are the same:

A) Become well-informed on the issues—not just the headline generalities but on the specific details;

B) Think through carefully your long term goals, intermediate term goals, and your short term goals;

C) Know, and relate to your allies, actual or potential;

D) Understand the goals, strategies and “levers of power” of your adversaries;

E) Confer, consult, seek advice and support from kindred spirits;

F) Prepare concrete plans of action that are subject to revision as unfolding events dictate. (Clausewitz worried about “the fog of war.”)

G) Persist, persist, persist;

H) Invite me to your victory celebration.

## WINNER: TRANSPORTATION

*“Moving Electric Ahead”*

Writer: Doug Neff

Speaker: Mark Seeger, CEO, Mission Motorcycles Inc.

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Delivered at: Private Investor Pitch, Dec. 12, 2013

Text withheld at writer’s request. —ed.

# WINNER: DIVERSITY AND FAREWELL/RESIGNATION SPEECH CATEGORIES

*“The Face of Intolerance”*

Writer: Suzanne Levy

Speaker: Jet Bussemaker, Secretary of State in Education, Culture, Science and Equality, the Netherlands

Delivered at: LHBT Monument, The Hague, Netherlands, May 4, 2013



On the evening of Saturday, April the sixth, 2013, a Dutch gay man, Wilfred de Bruijn, was beaten up in Paris.

He was covered in blood, missing a tooth and the bones around his mouth were broken.

He posted an image of his wrecked face on the internet, accompanied by the text: ‘This is the face of homophobia’.

Wilfred’s face shows us the consequences of intolerance.

Of not wanting to understand, not wanting to accept that people can be different in the very core of their being.

This monument is a place to pause and reflect.

To face intolerance and look it right into the eyes, as it were.

Tonight we remember what could be the extreme consequences of excluding those who are ‘different’.

In Nazi Germany, and in other countries after the outbreak of World War Two, people with different thoughts, different beliefs, different ethnic backgrounds or a different sexual identity, were excluded from society.

Intimidated and harassed, hunted and incarcerated.

Persecuted, destroyed.

Here, in The Hague in nineteen-forty-three, the police raided a house where forty-eight homosexual men and woman had organised a masked ball.

The Dutch Nazi party newspaper Storm SS wrote about the event:

‘The homosexuals and their supporters are a pestilence in society. They must be yanked out of the soil of the Dutch garden like choking weeds, one-by-one.’

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War is the termination of a contract.

The contract that we conclude with one another to live together peacefully and in freedom.

War can sprout from the seeds of intolerance.

And intolerance can have many faces.

At the war memorials across this city tonight, we can remember these faces. Just over there is Madurodam, which was established in memory of George Maduro, a Jewish officer and resistance hero who died in Dachau.

A kilometre the other way, are the dunes of the “Waalsdorpervlakte”, where resistance fighters were executed.

Scheveningen is home to a monument to the victims of the Japanese internment camps in the Dutch East Indies.

And here, at this monument, we remember discrimination against gay people, then and now.

We remember: sixteen-year-old Tiemon Hofman, who was arrested in nineteen-forty because of his homosexual contacts, and who suffered the repercussions for the rest of his life.

We remember: William Arondéus, the courageous leader of the resistance group that attacked the Amsterdam population registry, and who was sentenced to death. Many lesbians and gay men belonged to his resistance group.

We remember: the thousands of people with alternative sexual orientations who perished in German camps because of their supposed ‘unnatural behaviour’.

And we also reflect on the gay, lesbian, bisexual and transgender people all over the world who, even today, suffer: from discriminatory legislation or from violence perpetrated by their fellow citizens.

Far away, and sometimes also, unfortunately, right next door.

And we wonder how we can turn the tide.

The theme of this year’s Remembrance Day and Liberation Day celebrations is ‘freedom is an agreement’.

That refers to treaties on paper that are meant to assure peace. And that are meant to protect citizens against violence perpetrated by all against all.

Agreements, like nations make among one another.

Agreements, like governments make to ensure their citizens’ freedom.

But it also refers to the way that we, as citizens in society, enact those agreements.

According to the philosopher Emmanuel Lévinas, we realize what freedom means when we look into the face of another.

Our own freedom is limited by our responsibility for others. We are not a collection of separate individuals. Each of us exists in relation to others.

Being open to others, accepting them in their ‘otherness’ is a prerequisite for everyone to live in harmony.

This means we must have the courage to look at each other, face to face. And that we must engage in dialogue about what our ‘otherness’ means.

This monument represents this task.

It is a ribbon that shoots up from the ground, into freedom.

The blue on the bottom stands for awareness: telling who you are and what you stand for.

The green in the middle stands for society: the twist there represents the resistance inherent to society, the conflicts that have to be overcome.

And the pink, triangular top stands for

freedom: the freedom to hold your head high and show your face, uncovered and undamaged, among your fellow citizens. The freedom to live and love according to your own terms.

As expressed in the last stanza of a poem by Anna Blaman:

I see her sweet face lifted up and this intense togetherness drives me close and closer to her—and we dance mouth to mouth and heart to heart and gentle face to gentle face.  
Let us reflect on the humiliation

of war.

But let us also reflect on the freedom to show your face.

Today.

Tomorrow.

Next year.

Always.

## WINNER: ECONOMICS

*“Turnaround: Third World Lessons for First World Growth”*

Writer: Greta Stahl

Speaker: Peter Henry, Author

//

Delivered on: Book Tour, April 9, 2013

Text withheld at writer’s request.—ed.

## WINNER: EDUCATION

*“Connecting Education to Home, School and Community”*

Writer/Speaker: David Bradley, State Senator,  
District 10, Tucson, Ariz.

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Delivered at: Arizona School Counselors Association  
Annual Meeting, Phoenix, Ariz., March 26, 2013

**G**ood Afternoon  
I am from the government and I am here to help you.

Let’s begin our brief time together bringing each other a little peace. In the chaos that is our world today it is to the counselors to bring the gift of peace to the organizations in which we find ourselves. Together let’s try to put our phones away and turn them off and together let us exercise our vagus nerves.

In an article in the *New York Times* last Sunday, *Your Phone Vs. Your Heart*, Barbara Fredrickson a clinical psychologist explains the following. “Your brain is tied to your heart by your vagus nerve. Subtle variations in your heart rate reveal the strength of this brain-heart connection, and as such, heart-rate variability provides an index of your vagal tone.

By and large, the higher your vagal tone the better. It means your body is better able to regulate the internal

systems that keep you healthy, like your cardiovascular, glucose and immune responses.

By increasing people’s vagal tone, we increase our capacity for connection, friendship and empathy.

If you don’t regularly exercise this capacity, it withers.

So the next time you see a student, a coworker or a family member spending too much of their day facing a screen, extend a hand and invite him/her back to the world of real social encounters.” You can bring people peace simply by saying hello and reconnecting them to one another.

Let’s disconnect our phones in an attempt to connect to one another.  
Thank You.

I am a counselor who happens to be in elective office. I am here to tell you that politics and counseling are pretty much the same business. In the final analysis politics is always about relationships and in the final analysis

counseling and education are always about relationships.

There is an ancient curse that condemns a person to live in interesting times. I would suggest that these are such times. It is an era where the pace of change can barely be recorded fast enough. There are monthly advances in nearly every field of scientific inquiry and endeavor. A startling statistic is that nearly fifty per cent of the items that you will use on a daily basis in the year 2020 have not yet been invented.

In the midst of this whirlwind lies the political structure and the educational institutions that we find ourselves; both of which at times seem grossly inefficient given the pace of life. Yet, in a culture that is addicted to many things, but especially speed, perhaps our role, in part, is to function as a leveling wind against the excesses of the time.

Our culture demands instant solutions. Life’s problems have to be identi-

fied and resolutions implemented in the time frame of a one hour TV show.

Politics like counseling often does not lend itself to quick fixes.

I would assert that both government and education at any level have at least one common moral imperative. It is a duty that requires a society to measure the quality of its communal life, not on its ability to ensure survival of the strongest, but on how it nurtures the survival of the weakest. I would assert that the politician and the counselor bear the same burden and must carry the same torch. A torch that I will refer to a little later on.

I believe that both politics and counseling are about providing leadership. It is the root of the word education, that is, to lead and guide.

There are many issues that demand the attention of the political process. Many of them are as perennial as our summer heat; children, healthcare, education, planning, growth, economic development, taxes, crime and safety to name a few.

All of these issues are linked. It is difficult, if not impossible, to discuss one without highlighting its relationship to another.

Each of these issues reach crisis proportions at one time or another. All crises are fraught, of course, with danger and opportunity. Our tendency is to focus on the danger and solicit and promote quick fixes that are often short-sighted. Politics should focus on the opportunity in these crises, and while it needs to respond in a timely fashion, it must also look to the long run when developing and implementing policy.

We are guilty in both politics and education to be “short on the long and long on the short” of things. Meaning, we often get bogged down in the current crisis, find and execute the quickest often cheapest solution and then fail to plan ahead for the long range ramifications of our short term decisions.

Children should be our first priority and commitment. In Arizona, a state that ranks close to the bottom in nearly every aspect of child health, welfare and educational opportunity, we must commit our resources to their well-being.

Can anyone be so foolhardy as not to see the connection between good healthcare, education and economic development? A ‘hand up’ at the right time pays dividends for decades. We know indisputably that early intervention and prevention, whether in the form of pre and peri-natal care, childhood vaccinations, early childhood education or mental health care have enormous positive effect on the trajectory of human lives. These principles apply throughout the lifespan. Counselors know this, politicians should.

Of all of the duties of government, perhaps the most compelling is providing for the education of its citizens, young and old alike. The state’s responsibility is to set the stage for learning to occur in environments that are safe, nurturing and have high behavioral and academic expectations. Additionally, the state cannot have any investment in a system that promotes inherent inequalities in the allocation of public resources. It is ludicrous to conclude that children in lower socioeconomic districts can break the cycle of poverty without adequate resources.

Despite our clamoring for objective tests to measure academic achievement, it is more important, in my humble opinion, that we create and sustain learning environments that promote character, the mastery of self-discipline and good citizenship. These are things that probably can’t be measured on any AIMS or PARCC like test.

They are qualities that are developed through the connection between a teacher, a counselor and a student who are given the time and resources to develop a relationship where learning is nurtured, where skills are identified and opportunities are developed.

When the individual needs of children are not met, especially at an early age, those children become disabled in regard to their capacity to contribute effectively to society. They eventually stumble into the work force ill prepared to reach their potential. The burden of educating them then falls to business in the best scenario and to prisons in the worst.

The central issue of our time is the same as it was in the biblical story of the Garden of Eden. When God asks Adam and Eve, Where are you? God is not asking where they physically are but She is asking where are they in the context of relationship with her? It is the question we have to constantly ask ourselves, “where are we” in the context of relationship with one another or more scientifically is our Vagus nerve being adequately and frequently exercised.

The issue in counseling and in politics is always relationship; that is what politics and counseling are all about.

We, politicians and counselors have difficult and often frustrating roles to play in life. It is not infrequent that we will see our best laid plans to help a student or a constituent fall apart as quickly as we can snap our fingers.

A young, somewhat ne’er do well, business man turned Trappist Monk named Thomas Merton cautioned people in the helping professions with these words which on first reading you may find depressing or disheartening at best.

But, listen closely, that is of course what counselors do, listen closely.

“Do not depend on the hope of results. When you are doing the sort of work you have taken on...you may have to face the fact that your work may at times be apparently worthless and even achieve no result at all, if not perhaps results opposite of what you expect. As you get used to this idea you start more and more to concentrate not on the results but on the value, the rightness, the truth of the work itself.

And there too a great deal has to be gone through, as gradually you struggle less and less for an idea and more and more for specific people. The range tends to narrow down, but it gets much more real. In the end, it is the reality of personal relationships that saves everything.”

“It is the reality of personal relationships that saves everything.” One more time, “it is the reality of personal relationships that saves everything.” Focus he says on the “value, the rightness, the truth of the work itself.”

You see, sometimes we have to put the phone down or shut the computer off and step back from the fast pace of things and focus on the “value, the rightness, the truth of the work itself” that we do. That vague nerve, that connection between heart and brain must be activated and we must first and foremost bring peace to those we serve.

Margaret Wheatley, a Harvard educated management consultant says, “Merton spoke truthfully.” Contrary to all that you hear in the education profession these days, “it isn’t outcomes that matter. It’s people, our relationships, that give meaning to our struggles” and ultimately to our profession. “If we free ourselves from hope and fear, from having to succeed, we discover that it becomes easier to love. We stop scapegoating, we stop blaming, and we stop being disappointed in each other. We realize that we truly are in this together, and that’s all that matters.”

Let me illustrate this notion of focusing on the value, the rightness and the truth of the work itself. Think of the parents in this story as the counselors whose job it is to prepare their students for the world they will face.

Airports have become such dreadful places. Simply trying to gauge when to get there has become traumatic. Too early, and you are confined to the most uncomfortable chairs ever made. Too late, and you are inevitably trapped in the security line behind an 85 year old wheel chair bound great grandmother who is being frisked for weapons.

Yet, even amidst the organized chaos of an airport there are lessons to be learned.

An older couple is seeing their daughter off at the airport. The new security rules prevent people from saying goodbye at the gate, so this ritual must be played out in huge lobbies before large crowds.

Their young daughter, perhaps in her late teens, has experienced some type of trauma in the recent past as she has a neck brace. She is weighted down with carry-on luggage. It also appears that it is painful for all concerned, particularly for the mother who cannot contain her angst.

For the next twenty plus minutes this long goodbye plays out. Mom and dad cannot mask their fear. They strain to give their daughter last minute instructions and pensively watch her make her way through the security system. They seem convinced that this is going to be a bad experience for their daughter and their anxiety and sadness are clearly evident. They reposition themselves constantly for the last gaze, the final wave; eventually surrendering to the inevitable. Their daughter is gone from their view and, it would seem, more painfully, their protection.

Father, who has heretofore been steady and strong in support of his wife and daughter, now leaves weeping, his arm wrapped around his wife who is sobbing with no thought of disguising her pain and grief.

This is a sad and heart wrenching scene to have witnessed. Yet, on reflection, this has also been a refreshing and cleansing episode. We who were witnesses had in some way a singular honor. A much needed reminder about what really matters.

Here in the hustle and strain of an airport where the concern of most people is to get this over with as quickly as possible, three people who need each other immeasurably tell us to stop. They force all present to focus on the most important purpose in this life, that is, to love one another. Love is the only thing that can bridge the barriers created by time, distance and circumstance.

These parents were simply obeying the law of love. They wanted to be with their daughter, go where she is going, do what she is doing. They were, of course, paying the price of relationship and although their hopes were thwarted, their love was not.

Now on her own their daughter is not left unprotected. Along with her baggage she carries with her the power of love. She is not alone.

In contrast, I could not help but think of the many children that you serve. Long before they came to you many were so sadly and so often left at the gate alone, there was no one to comfort and guide them, to worry about them or miss or crave their presence.

It takes special people to come forward and grab the luggage of their trauma, the baggage of their pain. So desperately they need someone to take their hand and guide them through the gate to a better life.

This is another way to look at your role in the lives of the children you serve. You are the privileged guides and guardians waiting at the gate, preparing to send your kids off to a new life. It is important to make sure they know that they will be missed and that you will anxiously be waiting for their return.

You counselors are the cardinals of the education system. That doesn’t mean you run around in a red cap or that you play football or baseball. The word cardinal literally means hinge or connector. So when I say you are the Cardinals of the education system I mean you are the connectors, you are the hinges that hold a complex system in place and in spite of itself bring it meaning.

As the theme of your conference clearly states you are the connector, the cardinal, that brings education to school, home and community.

You, the counselor in this role bring meaning to an often frustrating, difficult to understand and convoluted educational system that is literally spinning in circles trying to figure out how to reward what it tests but not necessarily testing what it truly values. It is you the counselor, you bring the value, the rightness and the truth to the children you serve. Without you this entire structure will crumble under the weight of so called accountability and at times dubious performance measures.

As I noted earlier you bear the torch, the flame of which is the cardinal virtues that your children must come to know if they are to have any chance of success in life.

Those cardinal, those connecting virtues, are Temperance, Prudence, Justice and Courage

You are the keepers of the flame.

Practicing these virtues, keeping the flame shining brightly, is difficult, because they are unrelentingly tedious and perpetually demanding values. Prudence is the virtue that disposes



practical reason to discern a true good and to choose the right means of achieving it; “the prudent man looks where he is going.” It is not to be confused with timidity or fear. It is called the charioteer of the virtues; it guides the other virtues by setting rule and measure. It is prudence that immediately guides the judgment of conscience.

Justice is the moral virtue that seeks to make things right for one’s neighbor and the community. Justice toward others disposes one to respect the rights of each and to establish in human relationships the harmony that promotes equity with regard to persons and to the common good.

Courage is the moral virtue that ensures firmness in difficulties and constancy in the pursuit of the good. Courage enables one to conquer fear, even fear of death, and to face trials and persecutions. It disposes one even to renounce and sacrifice his life in defense of a just cause.

Temperance is the moral virtue that moderates the attraction of pleasures and provides balance. It ensures the will’s mastery over instincts and keeps desires within the limits of what is honorable. The temperate person directs the sensitive appetites toward what is good and maintains a healthy discretion.

You are the heroes of the educational system. Thank you very much for standing up for your kids. Thank you for teaching them prudence. Thank you for instilling in them the courage

to face a newer world. Thank you for bringing them justice.

I hope that your conference has been fruitful, more importantly as you progress in your careers I wish you success. Don’t forget to keep exercising that Vagus nerve and remember to stick together as you face the challenges of your profession in the months and years ahead. I hope you can look back on your career by not making the mistake that the counselor in this parable makes.

There was once a man who found himself seriously injured by the side of the road. Many people passed him by, thinking him to be responsible for his own difficulties and therefore not worthy of any assistance.

In time a counselor sees the man and assists him in getting help and ensures that he is able to take care of himself.

The man is most grateful, so much so that the counselor is just hoping to get on with her journey. But the man, who appears to have only meager resources, insists on giving the counselor something.

He tells the counselor to pick up as big a handful of rocks as she can and to put the rocks in a pocket. The counselor initially refuses but the man keeps insisting so, in order to placate him, the counselor picks up a handful of rocks and places them in a pocket.

The man smiles and says to the counselor, “the next time you reach into your pocket you are going to initially be very happy and then on reflection you will become somewhat sad.”

The counselor goes about her day and it is not until late at night that the realization comes that she has a pocket full of rocks that she completely forgot about.

The young counselor reaches into her pocket and pulls out the contents and discovers that all of the rocks have all turned into solid gold.

And the words of the injured man come to mind, “you will be both happy and sad.” And sure enough the counselor is both; very happy that the rocks have turned to gold, but very sad that she did not grab more of them.

And hopefully it is so with your careers, as you look both back and forward at the same time. You should be very proud of the good work that you do and even when it seems that your work is in vain at times remember always its value, the rightness and the truth of the work itself. Take care of one another, bring peace with you wherever life takes you. When all is said and done be sure that you leave no stones behind, grab them all and finish with no regrets.

Finally, as prudence requires, I hope to enlist your guidance and counsel in the coming months and years ahead. As justice beckons, let’s work together to make it right for the children that we mutually serve. As temperance guides, let’s not succumb to divisiveness, sophomore labeling of each other or interminable screaming. As fortitude demands, let’s never give up working for the values that we share and hold sacred.

## WINNER: HEALTHCARE

*“Electronic Threats to Humane Health Care”*

Writer/Speaker: Stephen Bertman, Professor Emeritus of Languages, Literatures and Cultures, University of Windsor



Delivered at: Winthrop-University Hospital, Mineola, N.Y., Oct. 2, 2013

Early in World War II, England and Germany raced to build faster and faster planes to give them the tactical edge over each other in the battle raging in the sky. But as test pilots approached the speed of sound (about 760 miles per hour), they ran

into an unexpected force that violently shook their planes and overpowered their controls, causing the planes to disintegrate in mid-air and crash.

We call the “wall” the pilots hit the “sound barrier.” As a plane flies through the air, it generates waves of

compressed air that rush ahead of it at the speed of sound. But as the plane approaches the speed of sound, it begins to run into its own pressure waves, eventually smashing head-on into an invisible but deadly wall.

Eventually, aeronautical engineers

figured out how to “break the sound barrier.” They streamlined the plane’s nose and wings so it would knife through the air and slice right through the wall, in the process achieving supersonic speed, a speed that is now commonplace in modern aviation.

But war planes were not the only things that were speeding up in the mid-twentieth century. Everyday life was also accelerating under the sway of machines that had more and more come to dictate society’s rhythms in transportation and manufacturing. This mechanical acceleration has continued down to our own times, heightened by electronic technologies in communications and information-transfer that operate not at the speed of sound but nearly at the speed of light, 186,000 miles per second.

During the Industrial Revolution, advanced technology was first found in factories. Then it moved into people’s homes. Today we carry it around in our pockets. With each step, technology’s presence and influence became more intimate.

The speed it delivers is stimulating and exhilarating. It gives us what we need and want faster than ever before—from breaking news and online bargains to the latest in entertainment. But that same speed can also inject unprecedented stress into our lives, creating anxiety and tension that can undermine our health.

“Survey findings have consistently shown that the majority of Americans are living with moderate or high levels of stress, and while they understand that this is not healthy, they’re stymied in their efforts to make changes”—so stated a 2010 report from the American Psychological Association. Studies by sociologist John Robinson of the University of Maryland, moreover, have revealed a progressive increase in how rushed people felt their lives were, from 25% who said their lives were “rushed all the time” in 1965, to 28% in 1975, to 32% in 1985, and 35% in 1995. By 2004, the number of respondents who felt their lives were rushed all the time had begun to decline, either because of the country’s economic slowdown or,

as Robinson speculated, because a few people had somehow found a way “to resist the rat race and hurry sickness that afflicts the rest of us.”

Although jobs in the military head the list of Forbes Magazine’s/Career-Cast.com’s “Ten Most Stressful Jobs of 2013,” jobs in the health care industry apparently don’t rate, at least according to Forbes. Medical records and lab technicians were, in fact, listed among the ten least stressed-out workers. However, two posts took issue with that ranking and deserve mention. Wrote one medical lab tech: “In what world? I worked in the field for 12 years. Even in the hospital, it’s considered among the top three most stressful, right below ER nurse.....I remember telling a doctor after I graduated. His comment was ‘Oh—hope you got your roller-skates oiled!’” Wrote another: “Back when I applied to go to Med Tech school, I was informed by the professor that this field was in the same category as Air Traffic Controller for stress! Over 73% of patient diagnoses depend on lab results. We’re doing more with less while having to multitask, interface with doctors, nurses, X-ray techs, patients, administrators, and the strangling demands of regulation and licensing entities that are a never-ending plethora of stressors requiring it yesterday. Not to mention, we CAN NOT make mistakes. Much rather be an X-ray tech. From my experience, they seem to have a lot of web surfing time on their hands.”

Frazzled nurses, for their part, have their own self-help web-site: [www.StressedOutNurses.com](http://www.StressedOutNurses.com). Another nursing site, [www.MinorityNurse.com](http://www.MinorityNurse.com), lists the two top reasons for stress among nurses as work overload (“too much to do, not enough time”) and time pressure (“hurry, hurry, hurry—that’s due yesterday”). According to a recent article in *Nursing Economics*, numbered among the significant consequences of this stress are “poor decision-making, lack of concentration, apathy, [and] decreased motivation and anxiety [that] may impair job performance, possibly resulting in lethal threats to patient safety.”

Of course, stress and burnout aren’t limited to the nursing profession. In 2011, a survey of more than 2,000 physicians showed that 86% considered themselves “moderately to severely stressed and/or burnt out.” In another study of 7,000 doctors, published last year in the Archives of Internal Medicine, almost half complained of being emotionally exhausted, feeling detached from their patients and work or suffering from a low sense of accomplishment.” Said Dr. Tait D. Shanafelt, the lead author of the study and a professor of medicine at the Mayo Clinic: “We’re not talking about a few individuals who are disorganized or not functioning well under pressure; we’re talking about one out of every two doctors who have already survived rigorous training.” In another recent study, the first nationwide one ever to focus exclusively on burnout among U.S. physicians, half the doctors surveyed reported experiencing a classic symptom of burnout, an “erosion of the soul,” in part from not having enough time to deal with their patients humanely. Just this year in fact, in a nationwide poll, one out of five physicians stated that their workload frequently put their patients at risk for serious complications, even death. Of course, death is not reserved only for the patient: doctors have the highest suicide rate of any profession.

An emergency physician who calls himself “Shadowfax” recently blogged:

“A normal day at my job is hard: I’m running nonstop for 8 to 12 hours, I’m constantly interrupted, I have patients making demands on my attention and empathy, I’m saturated with information and need to make rapid decisions without adequate information, and I know that if I make an error or miss some important piece of information, the human, professional and financial consequences can be disastrous. It’s a pressure cooker. And that’s a day where things go well. A bad day can be very bad indeed. Sometimes it’s just the emotional strain of dealing with particularly difficult patients. Maybe you go through a run of giving out terrible diagnoses. Maybe

you deal with the death of a child. Or a patient who pulls at your heartstrings in some unique and personal way. Maybe someone dies on you unexpectedly. Worse, maybe someone dies on you and you're not sure if it was your fault or not. Perhaps you made an error, and that you're going to have to face accountability for it."

To be sure, speed is not the sole cause of Dr. Shadowfax's anxiety, nor is simply slowing down a cure for all his ills. Nevertheless, there's no question that unforgiving speed compounds the gnawing sense of human inadequacy that lies at the heart of his unease. Like Charlie Chaplin tightening nuts on the relentless conveyor belt in the movie "Modern Times," or Lucille Ball frantically stuffing chocolate boxes on the assembly-line in TV's "I Love Lucy," we are playing a constant and dangerous game of "catch up" that we cannot possibly win.

As it turns out, the very same principles of aeronautics that explain the sound barrier can also help us understand where so much of this debilitating stress comes from. As the velocity of everyday life increases—as we fly faster and faster through the atmosphere of daily experience—our "aircraft" encounters a turbulence it was never designed to withstand. As our speed increases, invisible pressures build up inside us, pressures strong enough to shatter the structural integrity of our personalities, our personal relationships, and our performance at work. Ultimately, we may lose control, or the "craft" we fly may disintegrate.

The simple solution, of course, is to slow down. But if we cannot slow down, the only remaining answer is to redesign our lives, to adapt structurally to our new-found speed.

But what does "adapt structurally" really mean? We are, after all, human beings, not machines. There is no metal fuselage to streamline, no wings to sweep back. What parts of our lives must we alter? And at what cost?

What lies on the other side of the barrier is not simply more speed, but another kind of us, a kind we are already becoming. Like the crew

of Capt. Kirk's Starship Enterprise, "boldly go[ing] where no man has gone before," we are approaching a velocity called "warp speed," a velocity that warps our behavior and our most basic values even as it desensitizes us to the metamorphosis we are undergoing. It is a velocity generated by our own need and sustained by the powerful technology at our touch. Making matters worse, it is a velocity approved by a society that profits from that technology, economically rewards those who remain electronically connected, and punishes those who dare to unplug. Such a system has little patience for human frailty, preferring instead that we function like well-oiled and obedient machines.

I call this type of society a "hyperculture," a culture pathologically addicted to speed, a speed that endangers human life and erodes humane values. Energized by unfeeling electrons, a hyperculture creates its own peculiar sense of urgency—not a real urgency but an artificial one just as demanding that inevitably draws us into its all-consuming vortex.

Traditionally, we Americans view technology as a magical problem-solver, especially when it is dazzling and new. Indeed, because of the countless benefits advanced technology has already bestowed upon us, we rarely consider its potential downside or unintended consequences.

The computer, for example, has been rightly revered as a wondrous tool for obtaining, storing, organizing, analyzing, and transmitting data. Yet the computer also conveys some powerfully subversive lessons that have nothing to do with its intended purposes but everything to do with its nature. And the more intimate our relationship with a computer becomes, the more these lessons sink into our souls until, like slaves, we learn to speak the language of our masters.

Because the currency of computers is data, computers implicitly teach that what is quantitative is superior to what is qualitative, that what can be expressed in numbers is more important than what cannot. Furthermore,

because the best computer is the fastest computer, anything slow is automatically labeled as inferior. Yet think for a moment about the things that best define us as human beings—patience, compassion, dedication, and love—qualities that take time to express and cannot be reduced to numbers. If the values of the computer more and more become the values of medicine, how humane will the practice of that medicine be when a patient is viewed chiefly as a storehouse of data to be summarily and impersonally accessed?

In fact, if our daily interactions are mostly with computers, we may risk losing the skill, or even desire, to communicate face to face. We may not even realize we are losing vital listening skills that could otherwise enable us hear what a patient is really saying. And we may lose the willingness to take time and listen to a vulnerable patient's narrative in a way that could permit us to better diagnose and heal.

Hippocrates, the "father of medicine" whose ancient oath is still sworn to by doctors, urged "First do no harm." Is it possible, then, that we may in fact "do harm" to a patient by treating the person in our care as something less than human?

American poet Archibald MacLeish once wrote: "We have learned the answers, all the answers. It is the question we do not know." In other words, all the facts in all the world's computers are like a million keys to a lock we have yet to find, a lock we can only find by first finding ourselves.

Information, after all, is not the same as knowledge, nor is knowledge the same as wisdom. In a world overflowing with information, we must take time to "find the pattern in the noise." In a society drowning in trivia, we must swim against the current toward what is important. Yet millions skate on the thin ice of the Internet, dressed in the 140 characters of a Tweet, afraid to stop in mid-ice because stopping would confront them with the Facebook shallowness of their own lives.

To psychologically survive in our hyperculture, many workers have devised adaptive strategies. These strategies

include eating fast, sleeping less, and self-medicating—certainly not the best prescription for success since long-term productivity inevitably requires a sound mind in a sound body.

Others multitask in the mistaken belief that when you do two things simultaneously, neither of them suffer. Research, however, has demonstrated just the opposite. While multitaskers may delude themselves into thinking they're being more efficient, and have others convinced they are as well, switching from one task to another actually wastes time and interrupts the undivided attention needed to perform a particular task extremely well. Multitaskers, moreover, are more easily distracted than those focused on a single task. Initially believing that habitual multitaskers had a special gift, Stanford University researchers studied them at work and were amazed to discover the exact opposite. In the words of the principal investigator: "Multitaskers were just lousy at everything." Interestingly enough, the term "multitasking" was originally applied to the functioning of computers, not to well-intentioned but fallible humans.

Meanwhile, countless health professionals have sought relief from the pressures and boredom of work by seeking out electronic diversions. In a hospital setting, however, such diversions can turn into dangerous distractions.

We're all familiar with the effects of talking on cell phones and texting while driving, especially among young people. In 2009, for example, 16% of all fatal crashes, and 20% of all vehicular injuries were the result of distracted driving.

In fact, when you try to talk to texting teenagers at home, it's practically impossible to get their attention. The simple reason: they're not really there; they're mentally somewhere else thanks to the electronic device in their hands. Indeed, even when they're physically together with their friends, they may be absent from each other, so preoccupied are they with making an outside connection with someone or something else.

The same sort of thing can happen, and is happening, in hospitals across North America.

The main culprit is the smartphone. On patient rounds, residents in one survey missed about 40% of clinical information because they were too focused on their phones. One shocking study revealed that smartphone use was all too common during surgical procedures. In cardiopulmonary bypass procedures, for example, 55.6% of perfusionists admitted to using their smartphones during operations. 49.2% sent text messages; 21% accessed email; 15.1% surfed the web; and 3.1% checked and posted on social networking sites. While 78.3% of the perfusionists polled expressed concern about the practice, 22.7%—one in five—did it anyway! In another study, 54% of nurse anesthetists and residents admitted accessing their computers in the OR even while they were aware that they were being observed. Most, as it turned out, were checking out vacation cruises on the Internet! Despite this, only 22% of hospitals have a policy in place restricting the personal use of mobile devices in the OR, and only 4% limit physician access to pagers and cell phone messages during surgery.

The leading critic of such risky behavior is Dr. Peter J. Papadakos, an anesthesiologist and the director of critical care at the University of Rochester Medical Center. Inspired by two articles written by New York Times reporter Matt Richtel, Dr. Papadakos has made it his mission to stop "distracted doctoring."

Papadakos narrates the following typical scenario: "The supervising attending comes onto the ward passing the unit secretary, who is texting on her smartphone. She passes the nurse, who is surfing the Web. She then stops to watch the resident, who is gaming on his tablet. As farcical as it might seem, this digital nightmare is increasingly common on hospital wards throughout the country and the world." He adds: "My gut feeling is lives are in danger." Indeed, the medical director of a surgical intensive care unit has reported seeing his colleagues during surgery using

the computer in his unit for shopping on Amazon and eBay. "You name it," he says, "I've seen it."

How can we account for such a widespread and overt dereliction of duty? The pleasurable stimulation and diversion such devices provide is one explanation as is their ability to alleviate boredom.

But another explanation lies in the fundamental nature of a hyperculture, namely its propensity to rev us up. As a result, we get antsy and can't wait to do later what we can do now, even if such behavior is inappropriate to the place we happen to be.

Even more worrisome is the proven addictive nature of these electronic devices. It is their addictive dimension that perhaps best explains their compulsory use even in situations where the users clearly know they could put peoples' lives at risk.

This year for the first time the Diagnostic and Statistical Manual of Mental Disorders will list "Internet Addiction Disorder" as a potential illness. MRI studies have revealed that the hyper-stimulation from speed-of-light technologies and their repeated use reconfigure the normal circuitry of the brain, shooting us up with dopamine while producing organic changes that persist in our brains long after use has declined. In effect, as Tony Dokoupil reports in *Newsweek*, "our digitized minds...scan like those of drug addicts." Or as Peter Whybrow, director of UCLA's Semel Institute of Neuroscience and Human Behavior, puts it, "The computer is like electronic cocaine."

No wonder, then, that most undergraduates in an experiment called "Unplugged" refused to abandon their digital devices even for a day. As a University of Maryland researcher admitted: "Most college students are not just unwilling, but functionally unable, to be without their media links to the world." No wonder too that about one-third of smartphone users flip on their phones and go online before they've even gotten out of bed in the morning, mostly to check their Facebook pages to find out who they are.

The cell phone has, in fact, spawned two new diseases: “nomophobia,” the fear of having no mobile phone handy, and “phantom vibration syndrome,” the sensation that a phone has vibrated in your pocket when, in fact, it has not. While these maladies may strike us as amusing, there’s certainly nothing laughable about health professionals who are so addicted to their screens that, out of negligence, they let patients needlessly suffer or die.

How then can we handle the debilitating stress we face every day and, at the same time, resist the seductive appeal of the electronic devices that surround us?

Our blogger friend Dr. “Shadowfax” offers us the benefit of his often-traumatic experience working in a hospital. When awful events take place, he says, convene critical incident debriefings for the whole team or, for routine events, debrief informally with a trusted partner. Be willing to talk about your mistakes with your colleagues, many of whom will give you support precisely because they’ve done the same thing or might have “but for the grace of God.” Above all, stay positive, keep a sense of perspective, and be willing to forgive yourself. And if your anxiety or guilt continues to overwhelm you, seek professional help.

Dr. Papadakos, for his part, urges us not to use a PED (personal electronic device) for personal reasons while on duty, but carry instead a separate PED exclusively dedicated to professional needs. Likewise, he says, do not use hospital computers for personal business or entertainment. He further recommends that hospitals establish and enforce rules governing the use of handheld devices in all important areas, and institute programs to educate staff members in their appropriate use.

A hospital, after all, isn’t the same as a casual restaurant or a mall. Or, at least, it didn’t used to be. But the new reality is an electronic one, a Wi-

Fi world that knows no borders, the boundaries that used to separate one place and its accepted behavior from another.

Dr. Papadakos further counsels us: avoid multitasking, but instead give your full attention to the task at hand, practicing what Dr. Bryan Vartabedian has elsewhere called “medical mindfulness.” Maintain eye-contact with your patients, says Papadakos, and explain to them, when the occasion arises, that you are entering their data into your EMR (electronic medical recorder) as a means of improving their care rather than being so focused on your EMR that you hardly look at them. And, when time permits, go outside and breathe some fresh air, taking time to speak to real human beings rather than remaining closeted with an unfeeling computer.

Dr. Papadakos’ ancient Greek ancestors would also have some advice for us. Among the pillars of ancient Greek humanism were two, carved prominently on the façade of the temple of the god Apollo at Delphi. One inscription read “Nothing in excess”; in other words, try to maintain balance in your life and don’t go to extremes. In short, practice moderation in all things. The other inscription on the temple simply said “Know thyself”: in other words, practice self-examination. Look into yourself to identify your strengths and acknowledge your weaknesses as a human being. To these two principles the ancient Greeks added yet another: “Always pursue excellence.”

It was those ancient Greeks incidentally who, some 25 centuries ago, invented science, the rational inquiry into the mysteries of the universe and of man. It was they who crafted noble philosophies and inspiring works of art and literature that have endured to this day, and laid the foundations of medicine as a humanistic pursuit. All this they did without the aid of a single computer or smartphone, in large part, I suspect, because they were unencum-

bered by the multiple distractions that all of us believe we could not possibly live without.

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Before taking your questions and comments, I would like to close my formal remarks with a brief anecdote.

I have a doctor friend who frequently ate at a neighborhood Chinese restaurant. The restaurant was owned by an old man who did not know English, and so it was managed by his son. In time, the old man developed a very bad case of emphysema, aggravated by decades of smoking.

When my friend heard he had been taken to the hospital in critical condition, he went to visit him. As he approached the bed, the old man seemed to be sleeping, so my friend the doctor stood there patiently. At last, the old man’s eyes opened and, in a very faint voice, he spoke some words in Chinese, repeating them as my friend bent closer to hear. Within seconds, he had expired.

“What had he said?” my friend wondered. “What words of ageless Oriental wisdom had he attempted to convey before he took his last breath?” Sitting in the parking lot outside the hospital, my friend scribbled the words down phonetically on a small piece of paper, as best he could remember them.

A week later he went to the same Chinese restaurant to pay his respects. Seeing the old man’s son at the cash register, he told him the curious story of his father’s last moments on earth, and of the inscrutable message the father had sought to convey.

“What were his words then?” the son asked urgently.

Uncrumbling the piece of paper, my friend read the words aloud and poignantly asked, “What did they mean?” With a look of chagrin, the young man replied, “You’re standing on my oxygen tube. Please get off!”

# WINNER: LEADERSHIP AND MANAGEMENT

*“Real Entrepreneurs Don’t Go It Alone”*

Writer: Teresa Zumwald

Speaker: Barbara Hayde, President, The Entrepreneurs Center

Delivered at: University of Dayton Annual School of Business Entrepreneurship Dinner, Dayton, Ohio, April 9, 2013

In 1959—right here in Dayton, Ohio—31 military test pilots landed at Wright Aeromedical Laboratory, determined and eager to be selected as our nation’s first astronauts.

Here they endured one of the most grueling experiences of their lives.

For six days and three nights, these 31 men were tortured to see if they could withstand extreme physical and psychological stress—and emerge all the better for it.

In the end, 24 were sent home. But seven made it through—with flying colors—and were rewarded by making history.

These seven took part in Project Mercury—America’s first manned space program—and became known as the Mercury Seven.

They were cheered. They were celebrated. They were honored as American heroes.

Now why am I telling you all this?

I believe that all the physical and psychological trials those 31 men endured weren’t much different from the ordeals entrepreneurs face as the world tests their tolerance for fear, risk and failure—roadblocks on their path to small business success.

Make no mistake: Entrepreneurs are tested every single day, every step of the way:

- Are they bold enough to risk their entire life’s savings to commercialize a new technology?
- Do they have all the right stuff to endure agonizing setbacks?
- Are they willing to put their family’s well-being on the line—with no guarantees?

Or will they fail and go home—just like those 24 unsuccessful astronauts back in 1959?

Failure. That’s the fate an entrepreneur faces today without something very

important—something called nurturing—and that’s what I want to talk to you about today.

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Good evening, everyone, and thank you for the honor of speaking to you on this day set aside every year at the University of Dayton to celebrate entrepreneurship.

Just look around this room. We have plenty to celebrate!

- Graduating seniors, their fellow classmates and freshmen recently admitted into the program, now 300 students strong;
- School of Business faculty members and their dedicated staff;
- Crotty Advisory Council members, Distinguished Speakers on entrepreneurship and community volunteers;
- And of course, our finalists in UD’s prestigious Business Plan Competition.

If you’re in this room today, you’re either an entrepreneur right now, you will be one in the future, or you’re in the business of supporting entrepreneurs.

All of us have something in common. So let’s compare notes.

What words do we use to describe entrepreneurs?

If you are an entrepreneur, you’re considered opportunistic. Courageous. Strong. Self-confident. Tenacious. Decisive.

You might even say things like, “Entrepreneurs can stand on their own two feet,” or “They can go it alone.”

But nothing could be further from the truth. If you’re an entrepreneur—whether you’re willing to admit it or not—you need nurturing. Like a seed planted in the ground, you, too, need to be fed. Nourished. Protected. Supported. And encouraged, in order to grow.

You really can’t go it alone.

I know this firsthand because of the work we do at The Entrepreneurs Center, known as TEC.

People ask me, “What is TEC? What do you do there?”

So I say I run a business technology incubator. And people automatically assume I’m a facilities manager—that I rent space to entrepreneurs, and that’s the end of it.

But that’s not at all what we do.

Everything we do at TEC is about nurturing entrepreneurs. From our Small Business Development Center, to our free Morning Mentoring program, to our volunteer “Know-How Network” of 150 professional mentors, to our commercialization software that helps entrepreneurs advance to profit, to our shared office resources—everything we do at our technology incubator is about nurturing small businesses.

There are many reasons why entrepreneurs need nurturing.

First, being an entrepreneur can be lonely. You really can’t talk to your spouse or your family about your trials and tribulations—especially on days when you’re ready to throw in the towel—because that would wreak havoc on the family unit. You need your spouse and your family to believe you know exactly what you’re doing—even though you don’t always feel that way.

Second, being an entrepreneur is a lifestyle, not a job. In reality, you’re giving up working 40 hours a week for someone else, in order to work 80 hours a week for yourself. So you need plenty of support from people who understand all this.

So now we have this very practical, “hard side” of nurturing, which includes all those incubation services we offer at TEC, plus the many diverse programs provided by our regional economic development partners.

And then there's this other "softer side" of nurturing—the kind that has to do with the human condition—that most people don't like to talk about.

That's because the softer side of nurturing can get a little messy. More than once, I've had grown men come into my office, sit down and cry—because they're scared, ready to give up and can't tell anyone else what they're going through.

True nurturing requires dealing with human frailties like this because of the intense pressures that entrepreneurs face when their reputation is on the line, their money is at risk, and their livelihood hangs in the balance.

There's another reason people "sidestep" this softer side of nurturing: because the answers to tough business problems aren't always easy—or readily apparent. For an entrepreneur who feels alone, sometimes the problems can seem bigger than life.

I remember my most challenging experience nurturing one of our clients at TEC. He had won an impressive contract but spent those contract dollars on something else—which left a shortfall to complete the work.

The money had run out. It was really a serious situation. And yes, it was overwhelming even to me, and I was the one he had come to for help.

So I pulled it together, made a few phone calls and connected him with the right people who could advise him—and they did!—all because he was associated with our business technology incubator.

I am proud to say this client listened, learned from his mistakes and is still in business after 12 years. And that's what it's all about.

Yes—nurturing can provide a way ahead when times are tough. So can you just pay for the kind of nurturing I'm talking about? The very practical, hard side of nurturing, plus all this softer stuff?

You can probably pay for some of it—after all, there are lots of business coaches around today—but you can't pay for all of it. After all—is a grown man going to pay someone so he can sit and cry in their office? Probably not.

For nurturing to be meaningful, you need to rely on people who understand your business, people who are not competing in your field and people who have no financial or emotional stake in your business, because only they have the guts to ask the tough questions no one else will ask.

That means forget your accountant, forget your banker, forget your brother-in-law who's an attorney. Look for people who have been right where you are—and in many cases, that means other entrepreneurs.

It's good when entrepreneurs take the time to nurture other entrepreneurs, and that happens a lot at TEC.

As entrepreneurs, we want to support entrepreneurs! First, because someone else gave us a leg up, and second, because we don't want anyone else to make the same mistakes we made.

Successful entrepreneurs will tell you that they grew because they were nurtured along the way.

Michael Bridges, founder of Peerless Technologies Corporation, our first client at TEC in 2000, admits that his biggest surprise in starting his business was how much he didn't know. Today his company has its own building and 260 employees, and recently announced another expansion.

For Michael Bridges—and for so many other successful small business owners—nurturing made the difference.

Just look at our own track record at TEC. In 12 years, we've incubated 85 companies. These companies—while at TEC—created 544 jobs. And folks, that's really what it's all about. Job creation. And economic development.

Once a year, when I teach a class for Professor Chelle, I review the top 10 reasons why most businesses fail. They are things you might intuitively think of: undercapitalization, bad cash flow, poor planning and dismissing the competition.

But here's the reality: To avoid this whole laundry list of things that cause businesses to fail, you must be coachable.

I talk about this right off the bat at TEC. I tell new clients straight up: "Don't come here if you think you know everything. I want you to tell me when things are going right, and I want

you to tell me when things are going wrong. You must realize you need help, and you must be willing to accept help."

Being nurtured empowers you to make decisions—and take risks—because you know someone is there with a safety net.

That was the case when one of our clients had to decide whether to buy a building to expand. He came to me, and together we reviewed everything—his needs and wants, the pros and cons—until he had the facts and confidence to proceed. Nurturing helped him to clarify his vision.

Being nurtured can give you renewed strength to look at problems as opportunities.

That happened in 2003 to one of our clients, Eric Graham of Gracar, a defense technology firm. One day Eric came into his annual business review meeting and said he was ready to quit. So his TEC team of mentors rolled up their sleeves and worked on a plan to move his company forward.

Three years later, Gracar had 75 employees and more than \$11 million in annual revenue. Eric sold Gracar, and now he's a serial entrepreneur who's launched several new technology companies.

Nurturing made the difference. It's about celebrating successes, sharing challenges and opportunities, and maintaining a positive culture—even when things go wrong—because you can still "fail forward."

At TEC, there are no judgments, no dwelling on the past and no beating people up over previous decisions. Instead, it's about picking yourself up and working together on a go-forward plan: here's what we can do, here's what you can do, and here's who to call first.

Nurturing also means having a Board of Advisers—and relying on these people. Clay Mathile once said even if he had a hot dog stand on Courthouse Square, he'd have an advisory board to make it successful.

So today—as we send our graduates out into the world; as we celebrate Clarence Bittner and Russ Gottesman as the Crotty Center's Volunteers of the Year; as we thank the many mentors who are

here with us today; and as we get ready to learn the winner of the UD Business Plan Competition—I encourage us all to do two things.

First, give help. Be willing to nurture other entrepreneurs because they need it, and because we, as a society, benefit from what they do to make our economy better.

The need to nurture entrepreneurs is great and growing. According to the Wall Street Journal, each year in the United States, more people start a business than get married or have children. That's a lot of people that need a lot of nurturing.

And second, if you're an entrepreneur, I encourage you to get help.

And please: Never worry that you're wasting someone's time vetting your ideas. Believe me: There are dozens of people right here in this room—including me!—who want to help you. In fact, they'd love to help you. All you have to do is ask.

Way too many business owners tell me they regret the times they failed to listen, the times they waited much too long before seeking help. So if you're dealing with something sticky right now, reach out. Remember: You don't have a big red Superman "S" on your chest. So be humble enough to surround yourself with smart people.

Giving help and getting help. We must never stop doing this for each other, for nurturing never ends.

Even if you've been in business for decades, you'll never be able to say, "Now I'm good! I've finally got it all figured out." That will never happen. Because every time you make a strategic change in your business, you will need help. That's why organizations like Aileron exist: to nurture entrepreneurs at the advanced stages of their businesses.

Nurturing an entrepreneur shows profound respect, and I believe all entrepreneurs deserve a great deal of respect for everything they do—for putting their lives and life savings on the line to create jobs that enhance our economy.

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Over the years, experts have debated whether entrepreneurs are born or made—or whether they're some combination of nature and nurture.

According to a 2011 report by Ernst & Young, entrepreneurs may share some common traits, but these leaders are made—not born.

In effect, nurture wins out over nature.

The report also said the three biggest barriers to small business success are funding, people and know-how.

That tells me if we provide two of these three ingredients—people and know-how—entrepreneurs are at least two-thirds of the way there to building the small businesses needed to bolster our economy.

The late Professor Albert Shapiro of The Ohio State University talked about this debate another way. He said: "Entrepreneurs are not 'born' ... rather they 'become' through the experiences of their lives."

And so I ask you to consider this: What expertise can you lend—what impact can you make—to help the entrepreneurs right here in Dayton become who they are supposed to become?

And entrepreneurs? My message to you is this: Your tolerance for fear, risk and failure will continue to be tested every step of the way on your journey toward success.

But when you continue to pass these tests—time and time again, with help from those who have gone before you—we will do the same thing for you that we did for our nation's Mercury Seven astronauts:

- We will cheer you.
- We will celebrate you.
- And we will honor you as American heroes.

Thank you.

## WINNER: PHILOSOPHY AND/OR RELIGION

*"Out of My Head"*

Writer/Speaker: Eddie Selover



Delivered at: Nerd Nite Orlando, Orlando, Fla.,  
Dec. 12, 2013

5 square miles of dunes.  
Huge mountains of sand that reach up to 900 feet high.  
And the question I asked myself was....

what was I doing there?  
not only 3,000 miles from home  
but 50 miles from Paracas....  
and Paracas is in the middle of nowhere.

Oh, yeah, I remember, it was this guy:  
Jimmy.

Paracas is a little strip of dive bars, cheap hotels, and little tour shacks...

and Jimmy is the king of Paracas

He said he'd get me a car to take me out to the dunes...

"Very nice car... a Chevro-let"

And then to ride the sands,  
a dune buggy

And I should have realized what I was in for when I saw the knob on the gear shift.

It was a skull.

The buggy was basically one big

rollbar

They strap you in tight and go speeding up one side of the dunes

You have to go fast cause it's at least a 45 degree angle, and you don't get much traction in sand

then they speed around the ridges and go plummeting down the other side ...unless... the buggy breaks down.

JIMMY!!

It was a long walk back to Paracas.  
Plenty of time to think.

Really, how DID I get here?



And I think it started with my 50th birthday, actually...

How many of you here tonight are under 30? Yeah, me too... in my head

But 50 came for me, just like it's gonna come for you someday

And I can tell you ahead of time what it's gonna BE like...

A big, giant shit cupcake.

With a candle on it.

You know how when an hourglass starts to run out

you see a little depression start to form?

A little dip that starts to get bigger, and bigger?

After a while you know it's going to collapse ,

and BOOM.

No more sand in your hourglass, baby.

Well that's what 50 feels like. That little depression starting to form.

Or in my case, a big depression.

So facing this life crisis, I did what any responsible adult would do:

I went to a bar.

One night in January a couple of years ago,

I hung out here, at St. Andrews Tavern in Longwood with my friend Derek Derek's in his 20s, but he felt the same thing I did...

the sense that there must be more out there... more to do, and have, and be

Some transcendent experience.

So we made a deal that night...

to bust out

to be the best that we could be

to start living the dream.

But how exactly do you DO that?

Well, maybe start with some baby steps.

You know, like getting out of the house.

Here's one thing I did: I started PechaKucha Night.

It's a lot like Nerd Nite, but we have about 8 or 10 speakers.

Each one has only 20 slides, and 20 seconds per slide; they can't start over... etc.

So it's like Nerd Nite on crack, basically.

A couple of years ago I was lucky enough to be asked to speak at TED

In that talk, I described how isolated I felt when I moved to Orlando and how starting PechaKucha Night had this unexpected benefit

of introducing me to some of the most interesting people in the city...

And that's one of the great benefits of events like these

where you go out and hear people speaking live in public...

you get a sense of the bigger world that's out there

and the amazing people in it

TED has really caught fire over the last few years

Because it's a forum for new, leading edge ideas and concepts

it's another international speaking event

with leaders and thinkers from Technology, Education and Design.

They hold events all over the world, just like PechaKucha Night

and the whole world can hear them because they put the talks up on their website.

500 million views and counting.

You can see any talk from around the world...

Except for THIS one, from almost a year ago.

In March of last year, a guy named Graham Hancock gave a TED talk at Whitechapel.

Graham is a journalist, author, and a researcher into ancient civilizations.

His talk lasted 18 minutes... but those 18 minutes

were the culmination of everything I just told you about

and also the starting point for the wildest adventure I've ever had.

So what was this talk about? It was about consciousness.

Graham said Consciousness is really a mystery to doctors and scientists.

They really don't know where it comes from.

The prevailing theory is that the brain generates consciousness the way a generator generates electricity...

But Graham said there's an alternate theory

That the relationship of the brain to consciousness

is more like the relationship between

a TV set and a broadcast signal

if one particular TV set is broken, the signal doesn't go away

And so rather than generating this signal of consciousness, we are receiving it and channeling it.

Nothing in neuroscience rules this out

If it's true, then what is the signal?

Where does it come from?

And are there other signals, and other frequencies we can tune into?

Graham says yes, yes there are.

And in his talk, he describes tuning into other signals

By going to the Amazon jungle and drinking something called Ayahuasca.

Ayahuasca comes from a vine called Caapi

It grows in the entire Amazon region, most commonly in Peru.

The Ayahuasca vine is pounded and then layered in a pot with the leaves of a shrub called "Chacrana"

The plant mixture is boiled for approximately six hours until only a thick, brown liquid remains.

For some people, the ceremonial healing use of ayahuasca is a way of life

For them, the brew is referred to as "La Medicina," meaning The Medicine.

And they have been using it this way for over 5,000 years.

Here's how it works from a scientific and chemical standpoint:

This is the chart the organizers wanted me to include for all of you cause

you're in Mensa and you're smart....

this is where you nerd out

have your nerdgasm

[ad lib: see, the demethylation conjugates with the bufotenine...]

Okay, I got D's in Science.

I'm going to explain it in terms I can relate to myself

We all have a chemical manufactured in our bodies called Dimethyl Tryptamine, or DMT

DMT is the most potent vision-inducing agent known...

but we don't trip on DMT all day long

because of something else in our brain called monoamine oxidase, or MAOs

Think of MAO's as bouncers standing in front of the night club of your

brain.

A psychoactive compound like DMT wants to get into the club, but the MAO bouncers won't let it.

Well, the Caapi vine contains a group of compounds called harmala alkaloids

The harmala alkaloids in caapi, give the bouncers 50 bucks to look the other way.

And you know what that means. DMT is on the list, baby! BOOM! Time to par-TAY!

But it's not a party to the natives of the Amazon.

They call Ayahuasca the spirit vine... the vine of the soul... the vine of the dead...

They use it for sacred purposes... for healing, for self knowledge, for spiritual growth...

Because when you drink it, you're not just looking at another world.

You become aware that another world is looking back at you.

Not just visions. More than visions. A deep awareness of another spiritual dimension.

But before that happens, you must be purged of your demons and blockages.

And this purging takes the form of diarrhea, sometimes,

and vomiting, always... often uncontrollably.

And the visions may be of snakes, dragons, and other terrifying entities that consume your bad energy and break down your ego.

This is not a recreational drug trip. It's 20 years of psychotherapy in 20 minutes.

The natives use the same phrase therapists do... they call it "The Work"

In his TED talk, Graham gave ayahuasca credit for curing his addictions and changing his life.

As well as showing him new realms of consciousness.

But ayahuasca is illegal in most places outside the Amazon.

And he argued that there is a war going on against this expanded state of consciousness,

By drug companies and others who want to keep us THIS state of consciousness...

happy consumers and spiritually dead

materialists.

So guess what happened?

His talk was pulled off the TED website. He was being censored.

The reason? His ideas were "un-orthodox"

There was an uproar. That's how I heard about it.

I watched a bootleg copy of his talk on You Tube, and I was fascinated.

I wanted to try Ayahuasca myself, but how was I going to get my hands on some?

Now a little while later, I was talking with my friend Freddie

Freddie believes that aliens from other planets once visited Earth, and taught ancient people how to build pyramids...

or as he likes to call them, sonic resonance chambers

He was heading off to Peru to go on a Tour

to look for evidence of alien involvement in ancient architecture, and Did I want to come along?

Well... NO. NO, I didn't.

I had a bunch of stuff to do here... in reality.

But then I took a closer look at the ad for the tour.

Two and a half weeks in Peru with none other than Graham Hancock himself.

It was a SIGN!

Except that Ayahuasca wasn't part of the tour.

If I wanted to do it, I was going to have to make that happen myself.

Could I really do that?

Travel 3,000 miles to a foreign country where I didn't speak the language to get high in the jungle?

And then I thought about that vow Derek and I had made at St. Andrews Tavern...

to bust out

to start living the dream

to have that transcendent experience...

And I realized:

yes, yes I could.

So that's how a few weeks later, I found myself here.

At the home of a shaman named Diego.

Deep in the Peruvian Andes, in a village called Pisac.

Inside his house, Diego gave us our instructions.

The ceremony would last for five or six hours, starting at 9 p.m.

We would be given a blanket, and a bucket.

The bucket was to vomit in.

The bathroom was down a path in the garden.

Nobody, he said, has ever died from ayahuasca. It's a healing medicine.

You will meet the spirit goddess herself. Nothing to fear.

Nothing to fear.

I'm only about to ingest a Schedule 1 Psychedelic

with a bunch of strangers

in the middle of the night

in the middle of the freaking Andes

And which way is the bathroom again?

We moved from his house to the ceremonial hut.

A round building with a domed roof made of thatch.

It was growing dark quickly, and you could hear coyotes howling not far away

The dogs in Diego's compound howled back at them.

Inside, me and my fellow journeyers sat around the edges of the room with our buckets.

Diego sat near the center, with a blanket in front of him, and candles, so we could see in the dark.

Notice also the roll of toilet paper and the bucket. He's done this before.

One by one, we stood up and went to him.

When it was my turn, I also stood, walked to the center of the room, knelt on the blanket.

He blessed me, and he handed me this.

It was a small cupful of brown liquid.

It tasted horrible

like forest rot and dirt, like old socks and raw sewage, like a toad in a blender.

It was all of that, but with maybe just a hint of chocolate.

I gave the traditional Amazon toast of Kausaypa—To Life!

And then I chugged it down.

I returned to my place by the wall, to

sit and wait, and see what would happen next.

Oh, yeah. Good thing I had that bucket.

After a few minutes, the light show began.

No dragons, no snakes. Nothing terrifying.

All very peaceful, in fact.

When I opened my eyes, it was gone and I was dead sober.

When I closed my eyes, I was somewhere else.

See, Ayahuasca is not really a psychedelic drug... it's what's called an En theogen...

a substance that opens you up to the sacred and the divine

After some time had passed, I became aware of a presence.

A feminine presence,

I couldn't see her but she felt very real and very close.

The natives call her Mother Ayahuasca.

She's the wisdom of the plant itself, perhaps.

She whispered in my ear.

She told me some things I needed to hear.

She showed me myself, as if from a distance

A Life Review.

Scenes from my life, like a movie, or a set of still pictures

I could watch myself interacting with other people

Like A Christmas Carol, when Scrooge gets taken by the ghost through scenes of his life.

I saw myself like I was floating above myself, watching...

What did I see?

Let's just say I wasn't always living up to my own standards.

All the grubby little things I was doing on a daily basis instead of doing what I know is right.

Searching for a transcendent experience, but failing the basic test of getting THIS experience right.

It was very humbling.

She wasn't doing it to shame me, but to teach me.

And then, there was this intense feeling of connection to the Earth

Normally, you look at a mountain, and you see rocks and dirt.

But I had a sense of the Andes themselves underneath me, supporting me and the people there

The rocks and dirt not just rocks and dirt...

But vibrating with silent love for us.

The Earth, loving us.

And I could feel I was the Earth. And I loved it back.

The ceremony ended eventually, but I couldn't sleep.

The next morning I took a long cab ride through the mountains back to Cusco,

out of my head with excitement and joy,

The joy came from being totally rooted in the present moment

being IN those mountains

but also being reminded so powerfully of what matters and what doesn't.

And that night, the very next night, I sat in a restaurant in Cusco, next to Graham Hancock, the man I'd watched on TED six months before

comparing notes about our Ayahuasca experiences. Wild.

I asked him a question. Everybody has a descriptor after his or her name, right?

Writer. Journalist. Scientist.

You've done so many things, I said. What would be the one word to put after your name?

Graham Hancock... what?

And you know what he said? "Troublemaker."

Why would he say that? What did he mean?

Why did he get pulled off the TED website?

Because he's espousing radical ideas.

The idea that consciousness might exist outside of ourselves, and we simply tune into it, is a radical idea.

The idea that there might be other dimensions—dimensions of spirit—that can be accessed through psychedelics drugs?

Even more radical.

And the most radical of all.

The idea that Western civilization, with its "war on drugs"

except for the pharmaceutical industry, which makes 900 Billion Dollars a year

Western civilization might have it all wrong...

might know LESS about who we are and our place in the cosmos

than some shaman down in Pisac with a bone in his nose.

I came away from this experience a changed man.

I used to be into politics.

I don't have much appetite for it anymore.

Right and Left, it's like getting to choose between the Big Mac and the Fish Sandwich.

They're the same thing. Slow poison that's sold as a Happy Meal.

We have bigger things to think about than these old stale choices.

We have this one planet, this one fragile ecosystem, this one life and this one chance to get it right.

I wanted to bust out and go beyond, have a transcendent experience,

but what I learned instead is to be right here.

There ARE other dimensions, and they have things to teach us

but the main thing they have to teach us is to be HERE

fully and passionately here, right now.

Because we all have this hourglass with the sand running out.

Yours might have a little more sand than mine,

but none of us has any to waste.

After a while, they fixed the dune buggy and we got back to doing what we came to do.

Sand surfing.

They stopped the buggy at the top of one of the highest dunes, and hauled boards out of the back.

We spent the afternoon doing this.

[VIDEO of sandsurfing]

It was a lot of fun.

At one point. I took a tumble... and wiping out on a sand dune is not like wiping out in the water.

You get sand all over your face, for one thing.

You know what you do after that?

You get back in the buggy and ride.

# WINNER: PUBLIC POLICY

*“Seven Unsolved Mysteries in Aging Policy”*

Writer: Jonathan Peterson  
Speaker: Debra B. Whitman, Executive Vice President for Policy, Strategy and International Affairs, AARP

Delivered at: American Society of Aging,  
Chicago, Ill., March 12, 2013



Thank you Bob, and thank you to ASA for having me today.

I'm delighted to be here, and to talk to all of you experts, because I need your help to with some of the most important, unanswered questions we face about an aging population.

I call them my seven *Unsolved Mysteries in Aging Policy*.

I am not sure if that sounds like a reality show! Or maybe a Public Television series?

Hopefully, I can be *that* entertaining. But I'll try.

For the last two decades—from working in the Social Security Administration, to Capitol Hill and now at AARP—I have been struggling with these same policy conundrums time and again.

I believe they are some of the most serious challenges we face as an aging society. And they need a lot more public discussion.

In some cases, we're still at square one, trying to figure them out.

And in others, we have some good theories. But we haven't figured out how to make the leap from theory to practice.

And that's a serious problem.

Because these issues are going to get worse until we come up with ways to address them. And the stakes are the quality of life for millions of American families.

Now, I've been in Washington for a long time. And one of my frustrations is that the political debate is so narrow.

While there's a lot of talk about aging in America, it's almost all about how the growing number of people on Medicare and Social Security will hurt the budget deficit and push up the cost of government.

It's about statistical forecasts, and rarely about what is happening in people's daily lives.

I believe we need to be more forward-looking and proactive and to view the demographic change we face not as a tidal wave to be feared but as an opportunity to be welcomed.

But we need to prepare. My goal today—with your help—is to broaden the conversation.

We can start by asking the right questions, which is what these mysteries are really all about.

The economist Paul Samuelson once said that “good questions outrank easy answers.”

I hope you'll find these to be good questions. I guarantee you the answers are not easy. [Although if anyone *does* have an easy answer, please come find me after this event, or send me an email.]

I call upon your collective wisdom both to help me find answers and also, perhaps, to add to my list of mysteries. I'm sure someone in the crowd has numbers 8, 9 and 10.

So without further delay, here are my Seven Unsolved Policy Mysteries of Aging Policy.

## **Mystery Number One: How can we encourage more people to save more for retirement?**

*Cartoon: “I retire on Friday and I haven't saved a dime. Here's your chance to become a legend.”*

Encouraging more saving is crucial, because we know the gentleman in that cartoon is far too common.

Even those who do save, often don't save nearly enough. Almost half of people over age 55 have saved less than

\$50,000 [AARP]. That's why a lot of people worry that they'll run out of savings before they die.

In many cases, they should be worried.

Remember when people used to talk about the “Golden Years?” At the rate we're going, most people's retirement savings won't even earn a bronze. The basic problem is you're on your own when it comes to saving, and we are ignoring ways to help.

So we need more people to save more. *A lot more*. And the earlier they start the better.

But how?

Many younger workers don't save—either because they can't afford to, or they think they can't afford to.

But the real problem is that we are not making it easy enough, and not encouraging those who can save to set aside even a small amount each month.

Nearly half of workers are not even offered a retirement savings plan by their employer.

Workers need more and better opportunities for saving in the workplace. But we currently have a voluntary pension system both for employers and employees.

And trust me, mandates will draw staunch opposition—we all know how popular they were in the Affordable Care Act.

Even if we could get more employers to willingly agree to offer plans, we know that it shouldn't be just any old plan.

Plan design matters. We have some good ideas that have passed the test of experience. Plans with automatic enrollment pull in many more employees. Plans with automatic escalation of contributions help people save more over time.

Policy proposals to promote workplace savings, such as automatic IRAs that rely on payroll deductions or state-based plans like California's can't come soon enough for the Baby Boom.

Simply put, we need to get many more employers engaged. And we need employees to remain in the plans long enough to build up meaningful nest eggs.

Tax reforms also can help. Today, many low-income workers do not have the same financial incentives to save as high-income workers have

We could increase tax incentives so that all workers can benefit from saving in retirement accounts. We also could have a more generous or refundable Saver's Credit. [currently capped at \$1,000 per individual]

And it's not all about policy. We need to raise public awareness that saving matters.

Let's send a message that people will benefit greatly by saving while they're young—and that they can cause themselves lasting harm by spending the money before they retire.

Somehow we need to make saving for retirement cool. [I told you this wouldn't be easy.]

But say you did manage to save over a period of many years and build up a substantial nest egg. That leads us to the tricky matter of:

### **Mystery Number Two: How do we make sure people's nest eggs will last for the rest of their lives?**

*Cartoon:* "Remember the money you were saving for a rainy day? It shrank."

Building a retirement nest egg is only part of the answer. You need to manage it properly.

And that is very hard. Imagine if they could build a GPS system to guide you through the landscape of retirement finance. It could tell you when to withdraw money. How much. What are your choices. The tradeoffs. The risks.

Instead, people have to "wing it," and they make mistakes. They take out too much money and risk running

out. Or they take out too little, which means doing without comforts and experiences they really can afford—and have waited for their whole lives.

This matters more and more at a time when defined pensions are vanishing, and retirees have little or no dependable income other than a modest Social Security benefit.

Part of the problem is that many people have *wildly wrong ideas* about their future needs.

They assume the government will pay for long-term care. As you all know, that's a big mistake, until you're impoverished.

Or they underestimate their longevity. Married individuals in decent health are often surprised to learn how long they could live.

[Currently, actuaries project that a 65-year-old man has a 41% chance of living to 85, and a 20% chance of living to 90. Women have even longer life expectancies, and married couples have the longest of all.]

People also may not realize that Medicare has limits, and their future health care bills can be tremendous.

A study by Fidelity Investments estimated that a 65-year-old couple retiring and receiving Medicare would still need savings of \$220,000 just to cover their future health expenses, including premiums, deductibles and copayments.

And that figure did not even include the potential costs of long-term care. [On average, that's more than \$80,000 a year for a private room in a nursing home, and a lot higher in some regions.]

Many say that the answer is to buy an annuity, so that the risks of longevity, interest rates and inflation are taken away. But we know that very few people make that decision, only about 6 percent of older households [Johnson, Burman and Kibes, 2004].

Annuities can be complicated and expensive. Few employers offer them as a payout option. And on top of all that, a lot of people are reluctant to turn over their life savings to buy one.

At the same time, the sad truth is that too many workers will not face the

problem of managing a nest egg—because they are heading toward their later years with little or no savings at all.

Which leads to my next Mystery of Aging Policy:

### **Mystery Number Three: How do we encourage people to work longer, while taking care of those who cannot?**

*Cartoon:* "Our retirement plan is to transfer you to our burger joint division, to supplement your Social Security."

We've all heard the stories about older workers who end up flipping burgers or becoming Wal-Mart greeters. But it's still true that delaying retirement can be a powerful way to boost financial security.

By working longer, you can build up savings instead of draw them down. You have fewer years of retirement to pay for. And it's easier to hold off claiming Social Security, which means you get bigger benefits for the rest of your life.

People should avoid claiming Social Security early, unless they really, really need the money. This is so important, I want to toss out my own solution: It's to rename the Social Security Early Eligibility Age with a term that is a bit derogatory, but not demeaning. The idea is to send a strong signal and help people understand that early claiming of Social Security is often not in their best interest.

I have yet to find the perfect term, so if anybody here has suggestions, please let me know.

Working longer also pays off for people who continue to receive employer health benefits, especially if they are not old enough to get Medicare.

So how do we encourage more people to use this powerful strategy to help themselves?

It's not so easy

Health problems, the need to be a caregiver, the physical demands of a job—or simply a lack of available employment—all can stand in the way. Studies by McKinsey & Company and others have shown that many workers—

perhaps as many as four in 10—retire sooner than they planned to.

Public attitudes are another part of the problem. Many employers think older workers cost too much or can't handle new technologies. Not enough recognize the value that mature workers offer in skill, reliability, loyalty and institutional knowledge.

During the last recession, age discrimination complaints to the Equal Employment Opportunity Commission hit an all-time high.

These misperceptions are very harmful, and they have to change. We need to make a stronger business case to recruit and retain older employees.

We want employers to understand they will benefit by offering training that boosts productivity. They can offer more policies that respond to the needs of older workers, such as flexible schedules and phased steps toward retirement.

Workers also can take steps to help themselves. One is to embrace the idea of lifelong learning. In today's economy, it's crucial for workers of all ages to keep their skills up to date.

The need to work longer will intensify as the cost of living continues to rise. Just think about medical bills.

And that brings us to:

#### **Mystery Number Four: How can we help consumers play a bigger role in managing their own health and wellness?**

*Cartoon:* "If I don't go to the doctor, he can't find anything wrong with me. That's how I stay healthy!"

Sad to say, an aging population is more prone to chronic illness. Over time, though, better health, combined with wise decisions about treatments, could save everyone a lot of money.

But this issue is about more than money.

We want people to be as healthy as possible. And when they have to deal with the health care system, we want their needs and preferences to be respected.

A key is for individuals to play a more active—and proactive—role in their health and wellness.

But a lot stands in the way.

One obstacle is the health care system itself. If we tried, it would be hard to design a more poorly functioning marketplace.

Consumers lack basic information they need to make rational decisions and seek value. They lack basic facts about cost and quality that we usually take for granted when we buy something.

Many people find it difficult to challenge or even question a doctor.

That's too bad, because patients benefit when they are engaged in their own care. They make better decisions. They are less likely to demand costly treatments that have little upside. They do a better job of managing an illness.

But getting people to be more involved in their own care will require new thinking on everyone's part.

Patients can help themselves by asking questions.

Such as: "Why do I really need that procedure? ... Is there another tried-and-true option that might be just as good for me?"

And we may need to get people to realize that the newest treatment or the newest drug in a TV commercial may not be right for them.

Doctors play a critical role by providing timely, user-friendly information, and some are starting to do just that.

Last month, 17 medical societies released more than 90 different treatment options they said doctors recommend way too often. These treatments were in a broad range of categories, including gerontology, primary care, ophthalmology and many others.

The effort is called Choosing Wisely, and it seeks to encourage doctors and patients to have meaningful conversations about treatment options that are unnecessary, lack clinical evidence or can cause actual harm to the patients.

AARP supports this effort. But it's just a start. We have not yet figured out how to make it happen on the scale that's needed.

But the answer will have to involve incentives—some for patients but mostly for health care providers.

The answer also will involve good judgment by individuals. We want more people to eat sensibly, keep in shape, and take responsible steps, such as seeking out screenings and preventive services when possible, rather than waiting for an illness to advance.

No matter what we do, the likelihood that an aging society will lead to more chronic health problems and mobility issues leads to my next Unsolved Mystery:

#### **Mystery Number Five: How will we pay for long-term services and supports, including in the home and community?**

*Cartoon:* "Your insurance won't cover a ventilator any longer, so Bob here will be giving you mouth to mouth for the next several days."

Particularly as we solve Mystery Number Four, we are heading into a world with an unprecedented number of healthy, incredibly active older people. These individuals will reap the rewards of smart lifestyle choices and modern medicine.

But as we all know, that's just part of the story.

There's no escaping the fact that in the future, when the boomers are older, demand for long-term services and supports will soar.

This mystery is really about happiness and security. Long-term services and supports help people hold onto what they cherish the most—their independence.

One study found that 70% of boomers who turned 65 in the year 2005 would need some form of long-term services and supports before they die.

I'm talking about an array of supports for people with chronic conditions and impaired mobility. These include community-based services that foster independence, as well as nursing homes and assisted living facilities for people who no longer can make it on their own.

Where all the money going to come from? Anybody out there have a few trillion dollars to spare? I didn't think so.

Many people wrongly assume that Medicare will cover long-term care. [As all of you in this room know, it does not.]

Medicaid, which was created to support people with low incomes, is the program that covers long-term care. In fact, Medicaid payments for long-term care often go to individuals who were in the middle class, and had to spend down their life savings in order to qualify.

Long-term care now accounts for almost one-third of Medicaid expenses. And that share will grow as the population ages.

Meanwhile, private, long-term care insurance continues to struggle in the marketplace for a variety of reasons, and premiums are rising rapidly.

I also want to say something about family caregivers, who are an invisible army providing an enormous amount of care at personal expense. A couple years ago, AARP estimated the economic value of this help at \$450 billion per year. That's more than the entire Medicaid program.

Yet family caregivers often pay a price in the form of lower benefits for themselves when they take Social Security or private pensions, because of time taken out of their careers. They also suffer higher levels of stress and illness than non-caregivers.

No one can claim that caregiving is an easy, unpaid job.

And research shows that today's caregivers aren't just providing meals for their loved ones and giving rides. Many are also performing complex medical tasks, often with no training or support.

It isn't fair. Advances in information and monitoring technologies might one day ease their load, but we're not there yet.

We need fresh thinking about how to structure the financing of long-term care, which will require billions of dollars just to maintain our current inadequate system.

We need to think harder about what care responsibilities should be expected of families and how we can do more to support those family caregivers.

We need to come to terms with the difficult question of how to apportion the financial risks between individuals and society.

And we need to make sure that—whatever policies are implemented—older Americans will be treated with dignity, even as we seek to economize on spending.

*That's a lot to think about.*

And it leads perfectly to the next of my mysteries. This is a troubling one, but that's no reason to avoid it. If anything, it is even more important that we address it directly:

### **Mystery Number 6: How can society best deal with growing numbers of people with diminished mental capacity?**

*Cartoon: "One elephant: 'They say an elephant never forgets.' Other elephant: 'Forgets what?'"*

The cartoon is funny, but of course this is a serious issue. As the number of older Americans increases, so will the number of people with cognitive impairments that affect their ability to function independently.

People who struggle with cognitive issues are extremely vulnerable to abuse, to exploitation, to all the consequences of impaired decision-making.

They are counting on us to protect them, even if they no longer can express the words. Yet society has not *begun* to figure out how to respond to diminished capacity in a careful, holistic way.

But if we want a world in which all people have the best chance to thrive, to have their wishes respected, to receive humane care, we need to consider a whole range of issues.

And unless we get some medical breakthroughs, this challenge is just beginning.

By some estimates, more than 5 million Americans now have Alzheimer's disease, and that number could more than double by the middle of this cen-

tury. And Alzheimer's is just one form of dementia, so these statistics vastly understate the long-term challenge.

Diminished capacity can be subtle. It can vary with the time of day. It does not have to mean a person is incapable of a good decision.

And it raises tough questions, such as:

- How do we draw the line between a decision that may seem odd, and a decision that society should prevent?
- At what point does a person become a danger to him- or herself?

These questions can bewilder families, friends, everyone who has a business, financial, clinical or legal relationship with someone whose capacity is uncertain.

People with diminished capacity are vulnerable to scams and exploitation, from strangers, from financial advisors—sadly—from their own family members.

Financial advisers face particular issues if a client's mental abilities are in doubt: Does that client really understand if an investment is suitable for them?

The possibility of diminished capacity is a major reason we need to find ways to honor people's needs and preferences, when they can no longer express them.

It's a reason that advance planning can be critical for older people, including designations of power of attorney for finances, and for health care.

A moment ago, I spoke about the role of family caregivers in providing long-term care. Caregivers provide a tremendous amount of support to relatives with dementia.

Yet for all the remarkable work they do, some are overwhelmed by the difficulties of the task. Caregivers need better training and support to deal with their loved ones who suffer cognitive impairments.

We will need a much larger workforce to help with their care. By workforce, I'm referring to a whole gamut of occupations—not only home health aides, but also nurses, doctors and others in health care.

They all need adequate training.

Like all the challenges I've mentioned so far, this one will intensify in the future. We'd be a lot better off if we can take more steps to address it before millions more families face these challenges.

Even if we don't have all the answers, we should at least start trying to agree on the questions.

And that leads me to my final Mystery of Aging Policy:

**Mystery Number 7: How do we get politicians to take a long and broad view of the needs of an aging society?**

*Cartoon: [shows traffic jam on Capitol Hill, with road signs: "Gridlock. No exit. Keep left. Keep right..."]*

In my decade on Capitol Hill I would like to think I had some tiny impact on this question. The Senate Aging Committee is a rare place, where Congress looks across the broad areas of aging policy and tries to come up with bipartisan solutions.

As Staff Director, I helped to convene hearings and draft legislation on each of these mysteries, as well as work with many of you in this room to educate members about the challenges and opportunities of an aging society.

But I could never say I moved the meter more than a tiny bit.

These issues are still handled in silos across the committees of jurisdiction, which view health programs separately from pensions, and Social Security separate from Medicare.

Interactions between the programs are rarely if ever considered.

But in the lives of real people, the interactions matter greatly. Older Americans are a lot more interested in the size of their benefits check than the separate parts for Social Security and the premiums for Medicare.

Outside the Washington Beltway, most people want answers to their challenges, not partisan rhetoric or ideology.

That's why at AARP we are calling for a conversation on retirement security that would be broadly defined—to include Social Security, pensions, health programs such as Medicare and Medicaid, long-term services and supports, and caregiving.

Because these all can interact to rattle the livelihood and well-being of families.

But we need all of your help to get elected leaders focused on the real issues that matter to their constituents and not the manufactured crisis of the moment.

So that's my list of Unsolved Mysteries in Aging Policy. They can't be fixed by just one stakeholder or one magic bullet. Answering them will require multiple strategies and certainly collaboration with many in this room today.

I also believe people can do a lot to help themselves. But only if they have the tools and the know-how.

At AARP, we're trying to help with research and advocacy and consumer education and useful tools in many of these areas. I ask that you use your networks and your resources to help, as well.

Please think about these problems. We need your initiatives, pilot projects and insights. We need your wisdom.

Usually at the end of a speech, I invite your questions. But today I want to invite your answers, as well as your questions.

They can be partial answers. They can be complete answers. They can be any ideas that pop to mind. The conversation needs to continue, long after today and long after this conference.

Because we need to find solutions to these mysteries in aging policy—hopefully for ourselves, but certainly, for our kids and future generations.

Thank you.

## WINNER: TECHNOLOGY

*"Illuminating the Future"*

Writer: Greta Stahl  
Speaker: Hugh Martin, CEO, Sensity Systems



Delivered at: a conference, May 9, 2013

Text withheld at writer's request.—ed.



# WINNER: AWARD ACCEPTANCE

*“Communication Secrets from the Corner Office”*

Writer: Sylvia Link

Speaker: Jim Grieve, Assistant Deputy Minister, Early Years,  
Ontario Ministry of Education

Delivered at: IABC Toronto Chapter Meeting,  
Toronto, Ontario, March 7, 2013



I have a confession to make—I’m thinking of writing a book. And I thought I’d take advantage of the fact that I have a captive audience of communicators to get some advice. Here’s my idea. It’s my job to send all of the four and five year olds in Ontario to kindergarten full day, with a new play-based learning curriculum, so I’m toying with writing a memoir about my own kindergarten experiences.

Here’s my working title: 50 Shades of Play.

Actually, I attended kindergarten in Aylmer, Quebec, and the only English-language kindergarten was an all-girls’ school in the Catholic convent. So 11 other five-year-old boys and I went to the convent every day. A small part of the schoolyard was designated for us boys, behind a 20-foot-high fence, while the girls had the run of the rest of the school grounds. I remember the experience vividly.

From there, with my father in the Canadian military, my family moved to a different location around the world every year, so I swiftly learned the power authentic communication. I learned the importance of very quickly making connections with my new classmates, especially those who arrived, as I did, mid-way through the year.

The early lessons of my kindergarten experience continued with me into university. I earned my tuition as a drummer and singer in a rock band, and I planned to be a dentist—like my grandfather. Then one day a friend asked me, “Do you want to spend your life staring down people’s throats?” and I realized the answer was “No!” When I thought about what I did want to spend my life doing, I realized all my interests and summer work experiences

had pre-destined me to work with children and educators.

Although I started my career as a junior high school teacher, the kindergarten world was never far away. My wife Sharon is a kindergarten teacher. And my children Susan and Scott both grew up to be kindergarten teachers too. So, in 2009 when I was invited to lead the implementation of full-day kindergarten for all four and five year olds in Ontario, along with the modernization of child care—well, clearly it’s where I belong.

In my mind, it’s our partners—the early learning educators and parents along with the school board and municipal senior staff and political leaders and First Nations partners—who are deserving of awards, much more than me. I see this great honour as recognition on their behalf as much as my own.

When I was thinking about my remarks to you this morning, I really sat myself down and had a brainstorming session with myself.

I wanted to share observations and thoughts that come from my personal leadership experience with these wonderful people—not to mention all the time I spend with young children. We could be here all day if I started talking about my experiences with the amazing kindergarten children and their teachers and educators. I do want to share some things I’ve learned about communication along the way.

And I really had to think carefully about what I could say to you that you don’t already know. Because, you look like a thoughtful, experienced, well-informed audience. From mingling earlier during the networking time, it’s clear that I could learn a great deal from each of you.

So, despite appreciating the incredible honour of the “Communicator of the Year” designation, I recognize that you’re professional communicators, so you clearly already know more about communications than I do. Hence the title of my remarks this morning—“communication secrets from the corner office.” Or, “The CEO and the Chamber of Secrets.”

In my brief time with you this morning, I plan to share some thoughts from my vantage point in the corner office. In the process, I expect I might challenge what you understand to be some core communication practices and principles. I hope you’ll feel free to challenge me and to ask me frank and provocative questions that you might not feel comfortable asking your own CEO.

There were many things I wanted to talk about this morning, but here are the three topics that I narrowed it down to:

- The importance of communicators being “at the table”
- Creating made-to-stick messages
- Understanding your audiences

As communicators, I know that you’re always being told that you need to be at the table. To be in a strategic role, you need to have a voice at the table. Well, I’m here to tell you—not only is it not essential to your strategic ability to be at the table. There is no table.

Well, I don’t mean it quite like that. There is a table. Of course, there’s a table. Some places, like government, there are lots of tables. But, as a senior leader and experienced CEO, I’m here to tell you that, if you’re on a holy grail search for the seat of organizational decisions, for the most part, they’re not made at the decision-making tables. Where do we decide things? In passing

conversations in the hallway. Over coffee. Over dinner or lunch. Now, I want to be clear. I'm not talking about the old-boys-behind-closed-doors-deals or the "19th"-hole-of-golf-green.

But, in real life, it's all about real human relationships and we naturally develop ideas and iron out problems when we talk to each other in many informal settings. Here are some quick examples:

- Dinner with an important partner got issues sorted out, so they will be able to positively contribute advice at the next formal 'table.'

- Regular informal small group chats with members of the staff where the only questions are: "What brings you joy?" and "What gets in your way?" Such sessions reveal the kernels of strategic initiatives designed to engage and improve.

- In my world, spending a day a week actually in the classroom with educators and children and bringing along policy staff is far more effective in strategic planning than dreaming about what might be good for the province's schools sitting behind a desk on the 24th floor of 900 Bay Street.

So, if you are at the table—if you are part of the formal decision-making structure of your organization—hallelujah. But you need to realize two things. First, that's not where decisions are made, for the most part. So, you need to understand how decisions are made in your organization, and find ways to influence the process when and where it is happening. Second, understand that simply being "at the table" doesn't make you strategic. Throughout my career, I've known communicators who managed to arrive "at the table" but who were not at all strategic in their contributions. I have also known others who were not "at the table" who are astonishingly strategic and impactful.

My point—be strategic where you are. How do you do that? Well, you can tap into the true decision-making structures of the organization. As well, find a communication champion—like me—who's "at the table" if you're not there. A strategic communicator

is always positively subversive and provocative. In the blog questions, I compared communicators to teachers. In kindergarten, the ECE and teacher are provocateurs—through play-based learning, they challenge each young child to extend and expand their thinking and learning. I think that communicators need to be the provocateurs of the corporate world.

But the same goes for me. Not all of my senior leader colleagues always embrace communications, and I have to be subversive—but in a good way—to push the communications agenda:

- "Great leaders stand tall, tell the truth and take the heat." says Max De Pree, author of *Leadership Jazz*

- When you think there could be a bad news story—there will be! So get the facts out immediately.

- Never confuse a memo with reality.

- Pre-survey audiences to find their real concerns and answer them in the speech.

- The highest praise a leader can ever receive—"You really listened to me."

The second core communication practice I'd like to crack open a bit this morning is the art of crafting key messages. I'm a big fan of the book *Made to Stick*, by Chip and Dan Heath. I know you've been trained to develop key messages whenever you start a new communication plan or initiative. But I have to challenge the value of most of those key messages.

Do you ever have key messages that look like this:

"The goal of the multi-year, multi-phased 21st century teaching and learning initiative is to develop a coherent policy/strategy for 21st century teaching and learning in Ontario, including innovative use of technology to support student achievement and defining a 21st century skills framework to guide provincial and local priorities such as curriculum ongoing review and implementation and professional learning"

Or do they look more like this:

"There is a proven return on investment in early learning of 7-to-1."

We've tested this second key message. Every time I speak to an audience, we do a pre and post survey. And this

second message sticks. I use it so much that recently I almost dropped it from a speech I was giving recently to school board trustees, because they had heard the message several times before, and I thought they would have message fatigue. Turns out, I was the only person with message fatigue. In the end, I left it in—as a lead-in to what I thought would be a new "made to stick" message. Through my whole speech, they were tweeting about 7-to-1—it was the sticky message.

By the way, Twitter is a great way to test what's sticking. Monitoring what people are tweeting from your CEO's speech, for example. I'll certainly be interested to see what you've been tweeting about my remarks this morning!

So, every communication, every single time out, every speech, every letter, every memo, every web page, we need to ask ourselves—what's the made-to-stick message?

Unless your key messages are sticky, you have no key messages. And if you have a page of key messages—or as I once saw, 13 pages of key messages—you don't have any key messages at all!

So, now I'm going to test your ability to spot a sticky key message. Imagine you were my speechwriter and I said I wanted to put one of the following ideas into my next speech, which one would you recommend I use:

- Pearl Jam song *Wish List* ("I wish I was a messenger and all the news was good")

- Animal caregivers dressed as pandas
- Children being sent through the mail

- Dirty windshield art
- Self licking ice-cream cone
- Robot day care

Actually, I've used them all. These have all been proven made-to-stick ideas or images that have resonated with audiences.

Finally, I know as communicators, you are all about identifying your target audiences. Are they primary or secondary, internal or external. Well, I see things differently. I certainly agree that you really need to know your audiences. But I contend that there is no

such thing as external communication. There's only internal.

Now, before I have all of you asking for a refund on the price of admission, let's take a minute to see if I can't convince you. That every audience who matters to you is some degree of internal. Let's try it out with my work. So, there are the staff in my division—I think you'll agree they're an internal audience. And staff in the rest of the Ministry. And the rest of government.

Okay, what about school board and child care staff? After all, my staff and I don't directly educate or care for a single child. If teachers and ECEs are not part of our internal audience, our initiative to roll out full-day kindergarten and modernize childcare is not going very far, is it? And what about the parents? How many of you in this room are parents? Do you want to be treated like an internal or an external audience? Like a partner or an outsider?

What about the children themselves? It wouldn't really make much sense for me to travel across the province visiting kindergarten and childcare classes from Red Lake to Renfrew and only talk to

the adults, would it? Because, I can tell you I spend as much time sitting on the floor, eye to eye with the one year olds and three year olds and five year olds. A lot of the time, I'm thinking: I sure hope I can stand back up again! But I can tell you, until you've seen a four-year-old engaged in play in a kindergarten classroom, you haven't lived.

So, who else should be counted as an external audience? What about "stakeholders?" We don't call them that. We call them partners. And that's how we think of them.

Here's the idea I want to share with you—and it comes from many years of experience. Every audience, every person, who is important in some way to your organization or your communication initiative, is really an internal audience. It's just a matter of degree. Like the game. Six degrees of Kevin Bacon. Except this is degrees of internal communication.

It's a matter of having an internal communicator's mindset. And while I'm on this topic, because I'm the diversity champion for the Ministry of Education, and because I believe so

passionately, we need to have a diversity and inclusion mindset. Whenever you think about your audiences, I encourage you to think from a diversity and inclusion lens. Culture, language, race, religion, age, differing ability, gender, sexual orientation, family type—these are just a few of the inclusion lenses to put on the communication work you do every day.

So, my subversive, made-to-stick, internal, inclusive communicators, I want to thank you for this rare opportunity to spend time with you this morning. You are like Cirque du Soleil performers—you make the most astonishing feats of bravery and talent look effortless and inevitable. Over the years, I've learned to be a better writer, a better speaker and a better leader thanks to the communicators in my professional life. The same is completely true of the communicators in my personal life who have taught me to be a better husband, son, father and now grandfather. And if, for this year, I am able to count myself as an honorary communicator, I am humbled, honoured and well pleased. Thank you.

## WINNER: CAMPAIGN SPEECH

*"Leading Lives That Matter"*

Writer: Elaine A. Tooley

Speaker: Nathan O. Hatch, President, Wake Forest University

Delivered at: Capital Campaign Event,  
Asheville, N.C., June 29, 2013

May 22, 2011. July 20, 2012. December 6, 2012.

These dates are significant. They represent challenge, despair and seemingly insurmountable odds. They capture the complexity of our time. They also reveal what is possible when compassionate leaders, committed to bettering humanity, make it their ambition to lead lives that matter.

It was a calm day on May 22, 2011, until 200 mile per hour winds struck the town of Joplin, Missouri. The catastrophic EF5 tornado ravaged the city, claimed more than 150 lives, destroyed some 7,500 residences and caused upwards of \$2.8 billion in

damage. In the midst of the devastating situation, a leader quickly emerged to rebuild that community. Her name was Jane O. Cage, a member of the Wake Forest Class of 1978.

For moviegoers in Aurora, Colorado, July 20, 2012, quickly turned from an exciting midnight screening of the film *The Dark Knight Rises*, to an inexplicable nightmare. A gunman entered the theater, killing 12 people and injuring an additional 58 victims. The University of Colorado Hospital was a key trauma center that attended to at least 30 injured and comforted distraught families. Among those kneeling and crying with the wounded was

hospital chaplain Dustin Frye, a 2010 Wake Forest graduate.

When a member of our community faced a serious health condition and needed an organ transplant, the relationship between mentor and scholar was forever sealed. For several decades, adjunct law professor David Pishko wondered when he would find an organ donor. A friend heard about Dave's situation and immediately volunteered. On December 6, 2012, Dave received the gift of a lifetime—a kidney from former student Chris Beechler, a member of the Wake Forest Law School Class of 2001.

On those three days, our graduates were poised and prepared to lead. But,

these three examples of Wake Foresters stepping forward are not unusual. Every day, Wake Forest students, Wake Forest faculty and Wake Forest alumni impact their communities and face—head on—the complicated issues of our time.

There are many who in stand in this train. I see enormously successful business leaders like Eric Wiseman, Class of 1977 and MBA Class of 1988, who has built the VF Corporation—and its many premier brands—into a powerhouse of innovation and talent development.

I think of a leader in journalism like the Class of 1981's Mike Riley, the new CEO and editor-in-chief of the Chronicle of Higher Education, who has navigated the turbulent waters of print and online journalism with great skill and purpose.

I am reminded of Amy Perko, Class of 1987, the executive director of the Knight Commission on Intercollegiate Athletics, who since her days as an honors student and an all-ACC basketball player, has been a leader on college sports issues—last year receiving a Silver Anniversary Award from the NCAA.

I know Sue Leadem, Class of 1986, has lived half of her life outside the United States, building for Goldman Sachs a global financial institution research product and pioneering as the first woman to become managing director of Goldman Sachs International.

I think of Kwasi Asare, Class of 1999, who studied computer science at Wake Forest, worked for IBM, was Associate Director of Education Technology at the U. S. Department of Education, and today develops new business opportunities for a start-up that provides affordable e-learning solutions.

Many of you in this room—just like Jane Cage, Dustin Frye, Chris Beechler and others I have mentioned—are leaders in your fields and public servants in your communities. You are explicit witness to the power and importance of a place like Wake Forest. You are leading lives that matter.

This morning, as we think about our challenge to shape lives that matter for the next generation, I would like to answer three questions:

- Why do I so strongly believe in Wake Forest?

- Why do we need a capital campaign?

- How will Wake Forest be different if these efforts are successful?

Why do I so strongly believe in Wake Forest?

Since Julie and I moved here eight years ago, this place has captured our hearts. We love what Wake Forest stands for. We love the combination of tradition and innovation that animates its life. We love the students we are privileged to know and engage. Our lives have been immeasurably enriched by the friendships we have forged in this community, and we are passionate about Wake Forest's aspirations and its promise. This is a distinct place—not copying someone else's model of what higher education should be.

I believe in Wake Forest because it fulfills the promise to mold and shape tomorrow's leaders, and it does so in three ways: 1) emphasizing character development, 2) developing the art of conversation, and 3) navigating conflict and change in a polarizing world.

First, we place significant importance on character development.

We live in a world that is fascinated by leadership. Bookstores are stocked with handbooks and advice manuals on the topic. We have seen a string of best-selling biographies of great American presidents detailing, often wistfully, how they faced and mastered the challenges of their time. I have just finished John Meachum's great study of Thomas Jefferson, but there are so many other studies available: John Adams, George Washington, Andrew Jackson, Abraham Lincoln, Teddy and Franklin Roosevelt.

We applaud leaders of the past, but we have never been more disheartened with leadership as it is practiced today. There is almost no sector in which leaders have not undergone withering criticism: politics, law, finance, medicine, business, the church.

Where are the examples of outstanding leaders of character that we wish our students to follow? Unfortunately, popular culture today exalts few heroes for young people to emulate. Instead, it pulsates with the antics of the infamous characters—anti-heroes—who break convention and don't have it together. So many television shows focus every week on dark and dysfunctional characters: House of Cards, Justified, Breaking Bad, The Tudors, The Borgias, Weeds, Dexter, Mad Men and Boardwalk Empire—all fall in the tradition of Tony Soprano which, week after week, beckons the audience to root for a flawed leader. We need to educate leaders of character, and that is the goal at Wake Forest.

Who better to educate men and women of integrity than our own leaders of character? In recent years, we have attracted marvelous leaders to Wake Forest, people of vision who came here because they saw such great promise. We have had two brilliant provosts who have done much to advance our core academic mission. We have had Dr. John McConnell, a world-class leader of medicine, integrate our medical school with the North Carolina Baptist Hospital—a remarkable feat. We have had highly reputable business leader, Steve Reinemund, integrate our business programs and inject them with energy, focus and direction. Our other deans have moved us forward in very significant ways: Jacque Fetrow in the College, Blake Morant in the Law School and Gail O'Day in Divinity. Andy Chan came here from Stanford to build something new and visionary in higher education. Jim Dunn, Hof Milam and Mark Petersen joined Wake Forest not just to manage investments, handle finances and build new resources, but because of a deep belief in the place and its promise, as does Penny Rue, who we welcome this summer. Ron Wellman has turned down offers from some of America's leading universities and sports programs because of his deep faith in the promise of this place. Reid Morgan and Mary Pugel provide enormously wise counsel and coordination.

The ambitions that animate all of these leaders, which they embody and advance, will take us to the next level. They are leaders in whom the entire Wake Forest family can have firm confidence because they carry out their work with excellence, honor and a spirit of collaboration.

Secondly, I believe in Wake Forest because of the emphasis we place on developing the art of conversation.

We live in a marvelous, almost magical age of connection. Yet our devices leave young people struggling to find a place for deep conversation and for the ability to focus and to concentrate. How do we help students develop the art of conversation on which genuine friendship and community depend? For a place like Wake Forest, conversation is at the heart of what we do because it combines ideas and human interaction, the intellectual and the personal. That is why we are deeply committed to a residential community. That is why we are building new residence halls so that more students can live together on campus.

It has been said that a great conversation across a table is worth a month's study of books. The art of conversation involves engaging the mind of another; it involves listening; it requires patience. The lives of friends and colleagues are messy, and conversing with them—coming together—requires being fully present.

Too often the modern university has exalted the intellectual over the personal. It idolizes world-class professors whether or not they have any deep interest in or commitment to students. At Wake Forest, we are attempting to combine the intellectual and the personal—and the latter is often the more elusive and difficult to sustain. Our aspiration—our challenge—is to educate students in the art of conversation so they can become leaders of connection.

I also believe in Wake Forest for a third reason. We educate leaders to navigate conflict and change in an increasingly polarizing world.

Wake Forest is a place where students become grounded, holistic

and measured in their thinking. They become capable of understanding complexity and negotiating conflicting ways of thought.

We live in a time of great division. We see it in political life, in religious life, even in the way media is delivered. Daniel Rogers, a Princeton historian, has written a prize-winning book, *Age of Fracture*, which offers an account of all the ways that our culture is centrifugal, pulling us apart, toward the individual, making it even difficult to think about the common good. On the right, we have the rise of libertarian thinking; on the left, that of identity politics that focuses on the different situations of race, class and gender. We call attention to the myriad of groups that compose society rather than the society these groups composed. Across this spectrum, there is less focus on the common good, on common hopes, dreams and aspirations. We are in danger of becoming a nation divided against itself. Charles Blow, a columnist for *The New York Times*, recently said that we “self-sort into ideological islands.”

At Wake Forest, we are striving to build a vibrant academic community that allows people of different backgrounds and convictions to live and learn together. A university is a place where academic freedom and freedom of expression are fundamental, a place that encourages community members to give voice to their beliefs, whether progressive or conservative, radical or traditional. At Wake Forest, we need to welcome real diversity of thought—even to those whose opinions we do not understand or appreciate. We can give our students the ability to disagree with courtesy and friendship. That is a balm that our nation and world desperately needs—leaders of civility.

I believe in our education—one that focuses on creating leaders of character, who embrace integrity and honor; leaders of connection, who can listen and converse; and leaders of civility, who have ballast and perspective amidst the turbulence and incoherence of our culture.

Why do we need a capital campaign?

Of the more than 600 institutions ever classified as “regional universities,” only one has ever made the leap to be listed among the Top 30 national universities—Wake Forest University. We knew then what it would take to move from a good institution to a great one. Now, we need to continue the momentum, and make a great institution exceptional.

More than any university I know, Wake Forest has used its resources to maximum advantage. We are a largely tuition-driven institution that competes in a world of endowment-rich neighbors. At a time when we are seriously trying to restrain costs, we simply cannot compete as a Top 30 university without considerable philanthropic support. Our opportunity for true distinction, for national significance and for real excellence can only come through the generosity of those who believe in this institution.

We need this campaign because we need more scholarship opportunities for students; we need to attract and retain great faculty; we need to enhance our programs and facilities. We need this campaign to move Wake Forest forward so our graduates can continue to move the world forward.

First, we need a capital campaign to provide opportunities to students. Given how our endowment per student ratio compares to our sister schools, we need more endowed scholarships. Part of being an exceptional university is also being an affordable school.

This campaign will work to provide access to hardworking students who belong at Wake Forest regardless of their ability to finance their education. Providing access to our education is simply the first step. Once students arrive on our campus, the doors of opportunity must remain open. We ask our students to come to this premier institution ready to find their passions. That discovery requires avenues to explore.

Secondly, we need a capital campaign to attract and retain great faculty and build exceptional academic departments. Most of the universities with which we compete are far ahead of us in building programs of endowed chairs.

An endowed chair is a magnificent gift to a university for three reasons. It is a great gift to students as it brings another magical presence into their lives without adding a cent to tuition. The endowment, not the regular university budget, supports the faculty member, and it does so in perpetuity. Second, an endowed chair is the highest academic award that the university can bestow on a faculty member. Universities with endowed chairs have a clear advantage in recruiting and retaining the most talented faculty. Third, the endowment is perpetual and thus, is an enduring tribute to the person who established it.

This new program will have a distinct Wake Forest feel and orientation. It seeks to recruit and reward those teacher-scholars who most exactly embody the ideals that Wake Forest has for faculty: brilliant and committed scholars who have a profound ability and commitment to teach and mentor students.

The third reason we need a capital campaign is to take on bold initiatives.

We were able to build Farrell Hall because of tremendous generosity, much of that expressed by those of you here today. In the same vein, we will need new commitments moving forward in order to transform Reynolds Gym into a modern, state-of-the-art wellness center. We trust that Wake Forest benefactors will also make it possible to renew and expand Scales Fine Arts Center and undertake a needed refurbishing of the Worrell Center for the Law School. Similarly, it will take significant donations to continue to upgrade our facilities for varsity athletics.

It is not just our facilities that need support, but our programs. In the last three years, Wake Forest has become a national leader with its Office of Personal and Career Development. The work of Andy Chan in building a support base for students to understand themselves and to make a transition from college to career has been remarkable, but dependent almost entirely on generous patrons—many of whom are here today. To date, we have raised over \$10 million for these efforts.

In similar ways, we have built a marvelous Center for Innovation, Creativi-

ty and Entrepreneurship that is housed in Wake Forest College. Through the generosity of foundations and individuals, we have been able to build a broad set of innovative programs and introduce a very popular minor in entrepreneurship.

We search for other initiatives, such as a comprehensive program in wellness and wellbeing. This fall, we will be launching a search for a leader of national stature who can shape what we do to align with educating our students in a holistic, comprehensive manner. But, we are assuming that those efforts will be dependent on those, such as yourselves, who believe in Wake Forest.

We hope for initiatives that will tie the Reynolda campus more closely to the Wake Forest School of Medicine—initiatives such as a targeted program for undergraduates in biomedical engineering. Forging stronger links between arts, sciences and medicine is a central plank in our strategic plan, but such programs will never be realized without significant external support.

Moving from a great institution to an exceptional one will take new resources, but I have no doubt that those resources will be forthcoming. I am confident because of the way that so many of you have already gone the second mile in your commitments during the campaign's quiet phase. Thank you for such tangible evidence of believing in Wake Forest.

How will Wake Forest be different if these efforts are successful?

As I mentioned, we have successfully moved from a good institution to a great institution. We understand what great graduates look like—what leading lives that matter means. Sixty thousand alumni stand as evidence. But, what will Wake Forest look like as a result of this campaign?

First, I dream of what is possible when we create opportunity.

Sometimes I stop and reflect on the difference education has made in my own life. I remember the scholarship I received that allowed me to attend a quality private institution. I was able to graduate without almost any debt. I remember the fellowship and stipend

I received for four years of doctoral study and my post-doctoral fellowship. I simply could not have pursued my dreams without being the recipient of this generous financial assistance.

Wake Forest has long been a beacon of opportunity that allows young people, who may have been of average means, to expand their horizons and fulfill their ambitions. Opportunity and mobility are deep in the Wake Forest genetic code. That promise continues as Wake Forest strives to make scholarship aid available for first-generation college students as well as for middle-income applicants whose families face increasing financial pressures.

We must find the right students to attend Wake Forest and support them in their ability to attend. Dustin Frye, the young chaplain in Colorado, was from a single-parent home and never would have been a student at Wake Forest without the help of a scholarship donor. Now, he is leading a life that matters—not just on that night in July, but every day when he cares for those in the midst of personal crisis. If our campaign is successful, we will be able to provide ample scholarships for worthy students like Dustin.

Second, I dream of what happens when we educate the whole person.

I remember the history professor that fired my imagination with tough questions and more personal attention than I deserved. I can remember the comments of an English professor on a paper on the Oxford movement about which I was quite nervous. He noted that in different form, the paper might merit publication. What a jolt of confidence that message provided.

I remember professors Art Holmes and John Murrin, whose lectures were so well crafted and artfully delivered that, unknowingly, they shifted my whole framework about what quality work meant. Even if I could not achieve that gold standard, I could work with might and means to that end.

I remember late-night discussions with friends in college debating every imaginable philosophical and religious question. Those discussions inspired

me to do things that I had not experienced before and take risks that had been inconceivable.

I remember the summer between my junior and senior year of college when I lived and served in an African-American church on the north side of Chicago and worked with young people in the Green-Crabini Homes. That experience was tough and challenging; it profoundly opened my eyes to human need and the opportunity for service.

In college and graduate school, I gained confidence. I came to know adults after whom I could pattern my life. I learned the difference between quality and mediocrity. I clarified what I believed and how that differed from the world of home and parents. In short, I had the privilege being educated as a whole person. I felt I came to know myself and my own beliefs and convictions. I discovered what I might want to do in life and how I might work to attain those goals.

I am sure many of you can tell the same story: education opened vistas never before imagined. Education took many of you who had ambition and talent and provided you with confidence and backbone. Education began to give you a voice and a framework to express your hopes and dreams. Education offered models of success and contacts that would help you up the first rungs on the ladder. Education introduced like-minded friends who shared challenges and joys, some of whom would be there for a lifetime.

I wish for nothing less than Wake Forest becoming a national model for this kind of holistic education.

Lastly, I dream of a place and people that will inspire excellence.

Wake Forest inspires excellence through the power of place. Our scenic campus is the home of championship trophies, Rhodes scholars and entrepreneurial dreams. We help students discover the ability to apply unimagined strengths in the pursuit of their passions.

Our graduates will recognize Wake Forest as the place that prepared them to lead lives of purpose and connection in the 21st century. I began this discussion by mentioning the lives of Jane Cage, Dustin Frye and Chris Beechler, three graduates who learned that life is about bigger issues than just oneself. Their lives have been about greater purposes, larger projects and more substantive visions. As David Brooks noted several years ago, giving advice to college graduates: "It's not about you."

"Most successful young people," he notes, "don't look inside and then plan a life. They look outside and find a problem, which summons their life... the graduates are also told to pursue happiness and joy. But, of course, when you read a biography of someone you admire, it's rarely the things that made them happy that compels your admiration. It's the things they did to court unhappiness—the things they did that were arduous and miserable, which sometimes cost them friends and aroused hatred. It's excellence—not happiness—that we admire most..."

"Today's grads," Brooks continues, "enter a cultural climate that preaches the self as the center of a life. But, of course, as they age, they'll discover that the tasks of a life are at the center. Fulfillment is a byproduct of how people engage their tasks and can't be pursued directly. Most of us are egotistical and most are self-concerned most of the time, but it's nonetheless true that life comes to a point only in those moments when the self dissolves into some task. The purpose in life is not to find yourself. It's to lose yourself."

We will be successful when Wake Forest—better than anyone else—is a place that opens doors of opportunity, is a campus that educates the whole person, and is a school that sends out graduates inspired to lead lives that matter.

Our position in higher education is to do much more than provide knowledge to young minds. Our responsibility is to transform students into thoughtful individuals ready to lead. When we fulfill our promise, our students change the world.

There was one date that I failed to mention at the beginning of my remarks.

June 29, 2013. Today.

Today, we will work on behalf of the next generation of Wake Foresters.

Today, we will dedicate our efforts to ensure the future of an exceptional Wake Forest University.

Today, we will commit to leading lives that matter while inspiring others to do the same.

Today, and every day.

## WINNER: COMMENCEMENT/CONVOCATION ADDRESS CATEGORIES

*"Making a Wonderful Life"*

Writer: Kim Clarke

Speaker: Mary Sue Coleman, University of Michigan

Delivered at: California Institute of Technology,  
Pasadena, Calif., June 14, 2013

**G**ood morning. I want to thank President Chameau and the Board of Trustees for the honor and privilege of addressing the Class of 2013.

Thank you, also, to the families, for supporting these students emotionally, spiritually and—ever important—financially throughout their Caltech careers.

And a special thank you to the graduates, for believing in yourselves and believing in our collective future.

I realize I'm the only thing standing between you and that future, so I will

take just a little of your time to muse about what your achievements here might portend.

You are entering the next chapter of your lives with an incredible advantage: a degree from one of the world's great universities, one with an outsized reputation for excellence—one that can claim Nobel laureates, JPL and the “Big Bang Theory.”

As president of the University of Michigan, I can report that Caltech alumni make a significant impact at our institution. Nearly 50 members of our faculty have Caltech ties, with one-third holding Michigan's most distinguished professorships in research and teaching.

That includes chemist Melanie Sanford, truly one of our star professors, who has won numerous prizes for undergraduate teaching, is a fellow of the American Association for the Advancement of Science, and a MacArthur Foundation “genius”—all before the age of 40.

And James Duderstadt, a nuclear engineer who served as Michigan's 11th president, who continues to think and act on the future of higher education.

And mathematician Philip Hanlon, who concluded a distinguished 27-year career at Michigan to this week begin a new assignment: president of Dartmouth College.

We cannot talk about Caltech at Michigan and not mention Charles Munger, whose philanthropy is transforming graduate and professional education on our campus.

Now this is just the world of Caltech in Ann Arbor. Multiply this influence nationally and globally, and you have every reason to be proud of a university that today becomes your alma mater.

With this reputation comes obligation. It's one thing to be smart—which you are. You know that, and Caltech knew it when they admitted you.

It's quite another achievement to make a lasting impression with your intellect.

One of the great graduates of this institute was Frank Capra. He was the Steven Spielberg of his generation.

Given that we're in the backyard of Hollywood, I think Capra's remarkable career provides worthy life lessons—lessons about creativity, humanity and impact—some 95 years after his commencement.

He left this campus in 1918, armed with a bachelor's degree in chemical engineering. He joined the Army, and planned to make a name for himself on the front lines of France. The Army had other plans and sent him only as far as San Francisco and a classroom, where he taught math to GIs.

Shortly thereafter, the end of the war brought a glut of veterans and no job prospects.

So he spent three years being, in effect, a bum. Those are his words, not mine. He hopped trains throughout the Southwest, played poker, hustled a bit as a salesman, and crashed in flophouses.

I realize this is probably not the best scene to paint for newly minted graduates, and certainly not one your parents want to see become reality.

But know that young Frank Capra answered a newspaper ad from a man who wanted to build a movie studio. What the heck, he thought, leaning on a Caltech class where he studied emulsions and learned a few things about cameras and film.

He talked himself into his first real job—one that involved the science of entertaining people.

“Odd,” he said years later, “how many ways an education—any kind of education—comes in handy.”

So this is the close of the first scene, where our hero—a bit down and out, but drawing on his Caltech education—shows a flair for innovation and creativity.

Do not be afraid to take yourself in an unknown direction. A little ingenuity—and the critical thinking skills of your college education—will set you on a path of discovery. And you may never look back.

Scene two: Frank Capra loved making movies. Loved telling a story and focusing on people, exploring their dreams and disappointments.

He called this new filmmaking expe-

rience “the hashish of creativity,” and he was hopelessly addicted. Fifty years after first walking into that makeshift movie studio, he said he still felt goose bumps looking through the camera's viewfinder.

It's magical.

There is a power in film, and stories, and human emotion that should always inform your work as scientists, doctors and engineers, no matter how clinical or technical.

At Michigan we recently hosted a national conference on the role of the humanities at research universities. Authors, historians, filmmakers and artists sometimes feel they are on the academic sidelines when there is so much emphasis on—and need for—innovation and entrepreneurship at places like Caltech, Michigan, Stanford and beyond.

But the truth is, the humanities are at the core of creativity. The world's thorniest problems turn on the human condition, and the humanities equip us to explore that very state.

I studied chemistry at a small liberal arts college, but my degree was a B.A., not a B.S., because I wanted to sample a broader range of subjects.

I assure you I didn't suffer one bit from not taking another chemistry course. And I learned to see the world in interesting new ways because of independent studies in metalsmithing and design. It made such an impression that I designed and made the wedding rings my husband and I wear, nearly 48 years after we graduated and married.

I can honestly say I could not do what I do today—lead a major university steeped in research - without a liberal arts background.

Every undergraduate here took humanities courses, along with plasma physics, fluid dynamics and polymer chemistry. You leave today with degrees in engineering, math, science and more, but the humanities—art, literature, history and more—will allow you to fully experience the world.

Always let the human story—what Capra called the worth of the individual—be part of your life work. You will be richer for it.



We now come to the third and final scene.

Frank Capra has just finished filming “It’s a Wonderful Life.” By now he is famous, having directed “It Happened One Night,” “Mr. Deeds Goes to Town,” and other Oscar winners.

But he believes this movie, “It’s a Wonderful Life,” is his best work. In fact, he thinks it is the greatest film anybody has made.

He did not lack for confidence.

The critics liked the movie, but didn’t love it. It lost money at the box office. And despite five Academy Award nominations, there were no Oscar statuettes for the movie.

But Frank Capra was right. “It’s a Wonderful Life” is his best work because of its powerful message that each of us touches more people than we can appreciate. And that the loss of anyone—their talent, their enthusiasm—cripples our progress as a global community.

That has never been truer than with your generation.

Our world is about to experience the ramifications, good and bad, of a youth bulge—the largest wave of young people in human history.

Half of the world’s population is 30 and younger. In Africa, the number is almost 70 percent.

Eighty-five percent of the world’s young people live in developing countries.

These are the workers, the citizens, and the decision-makers of tomorrow. These are people who will want and need decent housing, clean water, access to health care, and outlets for their ideas and creativity.

Yet unlike you, most of these young people—your global peers—have little or no connection to higher education or decent-paying jobs. Unemployed and undereducated, they have taken their angst and anger to the streets, from Egypt and Libya to Syria and Turkey.

Let me share this observation from experts at the World Bank:

“Such large numbers of young people living in developing countries present great opportunities, but also risks. These young people must be well-prepared in order to create and find good jobs.”

This is the world you must now understand and navigate, as scientists, astronomers, professors and entrepreneurs.

This is the world you must change, and for the better.

It is a place that, of course, has seen immense progress since Frank Capra and 1918, with the spread of democracy and the advancements of science.

But today’s challenges are no less daunting. There is the growing dilemma of personal privacy versus national security. One nation wrestles with childhood obesity, while others face food insecurity. And the pressure

to build sustainable, green-friendly communities is immense.

Some of these challenges will be solved with science and engineering. But technology cannot fix everything, and this is where you must—absolutely must—keep the human dimensions in full accord.

This is where the worth, and the impact, of every individual is essential.

Frank Capra made such a difference in society that today we define something that is positive and socially uplifting as “Capraesque.” It is an immense legacy, and one you—as fellow alumni—must carry forward in your careers.

Follow his script, which went like this: “I always felt the world cannot fall apart as long as free men see the rainbow, feel the rain and hear the laugh of a child.”

See the rainbow: the unexpected vista that comes with following new paths, answering an unusual job posting, or applying your talent in completely different ways.

Feel the rain: the emotion of a Monet painting, the reality of a Steinbeck novel, and the brilliance of a Shakespeare comedy.

And hear the laughter: of tomorrow’s citizens, living in a world made better because of science, technology and the compassion of educated young people like the Caltech Class of 2013.

Congratulations, and thank you again for letting me share such a special day with you.

## WINNER: DEDICATION/GROUNDBREAKING CEREMONY SPEECH

*“Are We Worthy?”*

Writer: John Morley

Speaker: U.S. Air Force Maj. Gen. (ret.) Robert Behler, Deputy Director and Chief Operating Officer, Software Engineering Institute

Delivered at: Veterans Recognition, McKeesport, Pa., Nov. 7, 2013

**T**hank you, Representative Kortz and members of the Honor Guard. But most importantly, thank you to all the military Veterans and active duty Service men and women here today and to the families and friends of our Veterans, past and present. I am honored to be here today for this

event to recognize local Veterans. Next week, as a nation, we will also observe the 60th Veterans Day, a day first called Armistice Day to mark the end of World War I at the 11th hour of the 11th day of the 11th month in 1918. Since 1954, Veterans Day has been a national holiday.

I told my wife, Colonel (ret) Naomi Behler this morning that I am giving a Veterans Day speech and asked her for advice. She is an avid reader of historical fiction and especially likes ancient history. She said: “Remember, Socrates gave long speeches, they killed him.” So my comments today

will be brief—out of self-preservation.

This morning I want to talk about some warfighters and Veterans. And some personal experiences that I have had with some genuine heroes. And ask you to think about a question that I asked myself every day that I was a commander: Am I worthy?

Colin Powell, a Veteran's veteran and former U.S. Secretary of State, tells a story about a time when he was a brigade commander back in the 1970s.

Late one night, Powell was driving from his office to his quarters at Fort Campbell, Kentucky. He saw, in the dark, a soldier walking along the road. Powell offered the soldier a ride.

"Why are you going home so late?" he asked the soldier.

"My buddies and I've been working hard to get ready for an inspector general inspection coming up," the soldier answered.

"How do you think you guys will do in the inspection?" Powell then asked.

"We'll do great," the soldier answered. "We've been working hard for weeks, and my captain, lieutenants, and sergeants have been pushing us. They've been telling us how important the inspection is; they've been working just as hard as we have." Then he said simply, "We're not going to let them down."

A simple commitment: We're not going to let them down.

That soldier was loyal to his buddies, and his leaders. Really, though, his loyalty and commitment extended to his family, his friends, his community—and, as the soldier's creed says, to "the people of the United States." Everything he did to be the best soldier he could be was a reflection of his loyalty and commitment.

John Neel, a local World War II veteran, died just a few months ago. John served our nation as a pilot in the Army Air Corps—service for which he was highly decorated including the Distinguished Flying Cross. He earned his DFC for keeping his plane on course for a "perfect run"—despite murderous anti-aircraft fire—enabling his bombardier to release bombs ac-

curately over a key railroad bridge. He returned from his wartime service to serve his community for more than 60 years. He held many civic posts, including the presidency of the West Jefferson Hills Chamber of Commerce. For many years, he was superintendent of Jefferson Memorial Cemetery. In 2010, John Neel said of his wartime service: "We were just doing our job."

We were just doing our job.

We're not going to let them down.

Simple words. But words full of meaning.

One of my mentors when I was a commander in the Air Force was General Gregory "Speedy" Martin. One of his last assignments in his 35-year career was the Commander of all U.S. Air Forces in Europe during Operation Allied Force—our NATO mission in Bosnia. Speedy told me that I needed to be "utterly humbled" by the degree of responsibility I was given as a commander.

Speedy told me (ordered me) to be sure that I had done everything I could humanly do to make sure every person I sent down range had everything they needed to be successful. The question I had to ask myself was, "Am I worthy to command?"

During three wars (Operation Allied Force, Desert Storm and Iraqi Freedom), I commanded forces that extended from Korea to the Middle East. And every day I asked myself... Am I worthy?

Today I still ask: Am I worthy? Are you worthy? Are we worthy?—of the service commitment by all our veterans. Are we delivering on the promises that we made to our veterans? And giving them the respect they deserve?

Remember the recent events in Boston last April 15? Two terrorists set off bombs near the finish line of the Boston Marathon. Three people were killed and hundreds more were injured. More than a dozen of the wounded lost limbs.

Six days after the bombing, a group of wounded warriors visited the Boston Medical Center. Two of the men, Marine Captain Cameron West who previously lost his right leg during action

in Afghanistan and Marine Sergeant Gabriel Martinez who lost both legs, shared their upbeat attitude with the Boston victims.

Think of that—these are two young, healthy men whose lives had been permanently altered because of their service to this nation, to us. They went to Boston to comfort the wounded, to continue to "give the very best" they have, a value all Marines share.

One bombing victim, Celeste Corcoran, was despondent over the recent loss of her legs, quite naturally. "I can't do anything right now," she told the Marines.

Martinez answered. "After this, you'll be more independent than you ever were. This isn't the end. This is the beginning." Captain West and Sergeant Martinez bore their sacrifice and returned to reach out to other people in need.

I ask again: Are we worthy of their sacrifice? Are we worthy of their service?

On August 8, 1996, at 2:17 p.m. my life was changed forever. A U2 plane in my command exploded in flight. The pilot, Captain Randy Roby, one of America's best and brightest, was killed in the accident. Roby was a highly qualified pilot, and he had previously received the Distinguished Flying Cross, for sustained aerial combat during Desert Storm.

It was now my turn to show whether I was worthy of command. I had to prove to my pilots that I would do everything humanly possible to find out the cause of the accident and prevent it from happening in the future. They had to believe in me as their commander. This was the experience that no commander ever wanted to face: to tell Randy's young, pregnant wife that he wasn't coming home.

That day I asked myself again, Am I worthy to command?

Not many people know about Captain Roby, about how he lived, how he died. But, I think everyone knows something of Senator John McCain's experience.

When then-Governor Ronald Reagan introduced returning POW John

McCain at a speaking engagement in 1974, the future president asked, “Where do we find such men?” He was referring to the courage that McCain exhibited during his long imprisonment in Hanoi, North Vietnam after being shot down in 1967.

McCain’s imprisonment was particularly brutal because of what he represented to his captors. McCain’s father and grandfather were Four-Star Admirals. This alone made McCain a symbol for the North Vietnamese: by humiliating him, they would make America seem weak. In the crash of his attack aircraft, an A-4E Skyhawk, McCain’s body was badly broken—both arms and his right leg broken, a shoulder crushed—but his spirit never was.

His captors tried mightily to break that spirit. They refused him care for his injuries at first. They tossed him into solitary confinement for long periods, severely tortured him, and frequently beat him.

I can attest to how important his captors thought it was to break McCain. Years after the Vietnam War ended, I was working in the U.S. Senate and took a Congressional delegation to Vietnam, to Hanoi. We visited the site where then-Captain McCain was shot down—at Truc Bach Lake.

There is a memorial there to the downing of McCain’s plane. The text on it reads (in Vietnamese): “On

October 26, 1967, Lt. John McCain in his A4 B1 was shot down in this lake.” The image at the center shows McCain (hands raised) surrendering. To the North Vietnamese, the members of the surface-to-air missile platoon that shot down McCain were heroes.

McCain would not claim that he was a hero. But he refused to cooperate with his captors, even though the beatings continued. And, when John McCain left his Hanoi prison six years later, he walked out with his head held high.

Are we worthy of courage like that?

Today, our celebration of our Veterans puts a spotlight on the question of whether we are worthy of the loyalty, sacrifice, and courage that our Veterans have shown throughout their lives—in the Service and in our communities.

But it is a question not just for today. We need to live up to being worthy of our Veterans every day. Our Veterans are hidden heroes. They are our neighbors, friends, and family members who served us. Many returned to contribute to the cities and towns in the nation they defended. We must be worthy of them, just as we honor the memory of those who served and did not return.

We can prove that we are worthy when we

- Hire our Veterans
- Take care of the needs of our Veterans’ families

- Protect the benefits that our Veterans have earned

- Support programs that aid local homeless Veterans and their families

- Support our wounded warriors

- And make sure those on active duty, and their families, have all the resources they deserve

I want to leave you with the thought expressed in a poem about soldiers. In the poem “Tommy,” Rudyard Kipling lamented over the rude treatment a British soldier received at a pub after WWI.

In the English of the common man, Kipling compared the abuse he saw in the Pub after the War with the treatment that “Tommy”—meaning soldier—received from the public during war.

“For it’s Tommy this, an’ Tommy that, an’ ‘Chuck him out, the brute!’ But it’s ‘Savior of ‘is country’ when the guns begin to shoot;

An’ it’s Tommy this, an’ Tommy that, an’ anything you please;

An’ Tommy ain’t a bloomin’ fool—you bet that Tommy sees.”

Ladies and gentlemen, our Veterans can see how we are treating them. So let us, every day, cherish our 22 million Veterans, not just when we send them to war but also when they return.

God Bless our Veterans. And may God continue to bless the United States of America.

## WINNER: EMPLOYEE MEETING

*“What I’ve Learned”*

Writers: Sol Daurella and Luke Boggs

Speaker: Sol Daurella, Chair, Coca-Cola Iberian Partners

Delivered at: Coca-Cola Women’s LINK Conference, Atlanta, Ga., Aug. 15, 2013

I’m very honored to be with you here today.

I’m also proud to be part of a system that is committed to leading.

And leading not only in terms of size and scale—as the world’s largest beverage system—but also leading with a firm commitment to:

- contribute positively to our consumers and our communities...

- create value across everything we do... and

- make a real and lasting difference.

Back in March of this year, when Muhtar [Muhtar Kent, Chairman and CEO, The Coca-Cola Company] first suggested that I participate in this conference, I was flattered, certainly.

I was also terribly worried... and spent a good bit of time trying to figure

out what had given him the impression that I would have something interesting and valuable to share with you.

This initial concern—and please do not think of this as false modesty—only grew as I learned more about the importance and priority given to this meeting by the Company and by Muhtar himself.

Ultimately, I think this created some

strong motivation for me to put together a speech for this wonderful but demanding audience I knew I could not afford to disappoint.

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Right out of the box, I want you to know I'm not an expert on these issues.

I'm not someone dedicated to studying and investigating the situation of women like a professor or other researcher.

Instead, I'm a Coca-Cola saleswoman. That's my job.

So, very quickly, I came to the conclusion that I could only handle this discussion based on my personal experience.

And, when I took some time to reflect on my experience, I was able to find ample inspiration for the message I'd like to share with you this morning.

Indeed, I will feel very well rewarded if my insights can provide a measure of inspiration for people across this room.

I hope to encourage you to—as our conference theme suggests—Speak Up, Stand Out & Take a Seat at the Table.

I also hope to speak to the men here as well... encouraging them to get involved in reducing barriers to women accessing opportunities of all kinds... personal, social and professional.

As I begin, I'd like to share with you a brief account of my background and where I've come from, both of which form the basis for me being here.

I hope they'll also give you fresh insights into my point of view.

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I was born into a family with a very strong business tradition.

This heritage stretches back to a decade before the U.S. Civil War and 35 years before Dr. John Pemberton invented the world's most refreshing beverage.

In 1851, my great grandfather started the first business, importing salted codfish from Iceland and distributing it in Spain.

Even after all these years, we con-

tinue with that business that he began more than 160 years ago.

But I must admit that I did not grow up immersed in the business of salted codfish.

On the contrary, I grew up totally immersed with the development of the Coca-Cola bottling business.

My grandfather signed his first Coca-Cola bottling agreement in Spain in 1951.

By the time I was born, my father was deeply involved with this great business and helping people Open Happiness with Coca-Cola.

The years of my childhood—the 1970s—were a time of rapid growth and expansion of the Coca-Cola business.

In fact, I remember few things that were not, at least in some way, related to Coke.

I was very fortunate to have parents who brought me up in a way that created natural connections across the family business... educating and motivating me to address my life to the business.

I was also lucky enough to assimilate the education and values my parents shared with me as I've grown and developed in this business.

Early on, I had tremendous enthusiasm for this Coca-Cola system of which we're all part of.

In the years since, I've continued to be passionate about it, with my dedication to the business generating a constant energy feedback...in other words, great personal fulfillment and happiness.

As you can imagine, I am grateful to have had this background, to have come up in this business and to continue to enjoy it.

As a result, I have an abundance of what Muhtar calls “psychic income.”

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As you know, it is not always easy for women to achieve leadership roles, in this business and many others.

Even now, I am not entirely sure I would have had the same opportunities to grow and prosper and lead in this

business if I would have had an older brother!

All kidding aside, though, I believe that the relative comfort we enjoy as professionals and leaders in this business should never stop us from trying to make things better.

Others deserve at least that much of us. The less fortunate. The impoverished. The unskilled. The young. And those who will come along in our footsteps.

I also try hard to make sure that the comfort of my life does not isolate me from the world and the harsh realities facing others—and particularly women.

There are, as you know, some very basic issues that, for other women, pose real and significant and enduring barriers to their development... and barriers even to aspirations and goals and dreams.

To my mind, we must—each one of us—have such dreams, whatever they may be.

And I say “whatever they may be” because I don't believe there is one unified definition of success and happiness.

On the contrary, there are as many individual definitions and pathways as there are people.

In the context of this conference, taking into account the profile of the audience, it makes sense to frame these concepts in terms of professional development in alignment with personal, social and family development and fulfillment.

And that's what I intend to do.

By many measures, women today are better off than at any time in history.

With greater access to education and opportunity and achievement in many, many parts of the world.

And, yet, having said that, men still run the world, in large measure.

I won't bore you with an endless list of statistics and studies along these lines.

But we all know that women's voices are not equally present in political and societal decisions that affect us all.

Women are not equally represented in leadership roles.

Women are paid less than their male counterparts.

And, while the gender gap in academic achievement in many countries has disappeared, gaps are seen to reappear as professional careers progress.

How did we get here? How did we come to this place in our journey?

Many causes are a function of nature, shaped also by society and culture.

For example, there are—fortunately—biological differences between men and women.

Not just physically, either. More and more, scientists are confirming internal differences... differences, for example, in our brain structures, which impact the way each gender acts.

Let's take a fact as simple and obvious as women being the only ones able to give birth and breastfeed their children.

This basic fact of life has been shaping societal roles and expectations since the beginning of time, imposing factors which condition the role of each gender.

Some biological imperatives, of course, have been largely overcome.

Take, for example, the example of breast feeding which, for some years now, has been technically solved.

Even so, the idea that childcare is a female responsibility remains a broadly held assumption.

In fairness, we must also analyze the consequences of this assumption on the male side.

Today, fathers who choose to devote themselves to child care rather than work outside the home must deal with, at the very least, significant negative social pressure.

In much of the world, such men would be held up to much worse in the way of ridicule and scorn.

In Spain, one of our bottlers has been recognized, multiple times, for programs promoting gender equality and conciliation policies.

And, yet, as we follow up on this progress with surveys, we find there is still a high degree of skepticism among men regarding these conciliation policies.

Even in the most advanced societies, social factors continue to condition the role of each gender.

In addition to such societal conditionings, we all tend to internalize gender stereotypes introduced in childhood.

As a result, most women and men face subtle internal barriers... barriers that in many if not most cases we are not even aware of.

To my mind, there are millions and millions of these small, assumptive barriers... things we are all used to dealing with and may even see as insignificant.

Taken as a whole, however, they create attitudes and barriers impossible to overcome.

I say impossible because we have, in many cases, so thoroughly internalized them in our lives and views of ourselves that they become imperceptible and, therefore, do not generate any desire or determination to change them.

Invisibility does not generate a will to change.

Instead, change requires determination, tenacity and perseverance.

Inertia, as expressed in Newton's first law of motion, says that an object at rest tends to stay at rest...while an object in motion tends to stay in motion.

Our lives—and our perceptions of them—have such inertia, which is not at all easy to overcome.

For me, basic issues and assumptions have not really been a barrier to my career.

I have not experienced, as many others have, a glass ceiling holding back, holding down my progress.

I have had to handle my personal and female issues.

And I have dealt with quite a different pressure: the pressure of not breaking a glass floor by not meeting the expectations built around me by the family and the company.

In other words, given my background and where I came from, not succeeding was simply not an alternative.

Along the way, I have needed to find my own way to manage my life in harmony... and find congruity in my work life and personal life.

All of our stories are different. All of our challenges... and all our solutions.

The audience today is big and varied.

And while many similar things have happened to all of us, the surrounding circumstances are often unique to each experience and each individual.

However, I would like to share with you four pillars I've relied on:

1. My family and education...
2. My partner...
3. My commitment to both my work and personal life...and
4. Determination.

In relation to family and education, you will certainly now understand why I gave you a quick overview of how I was brought up.

Our families and relatives are often a big part of our everyday lives.

Sometimes a little too big, when you consider the mix of emotions, affections, disaffections, ideological and political discussions that go into our family dynamics.

And yet understanding our families can help explain many social habits and collective attitudes.

For me, one of the distinctive elements of Catalan identity going back 500 years or more is the ancestral family model.

To avoid dividing land holdings and homes in a way that would diminish their economic potential, a single heir would inherit almost everything. After marriage, he would stay on to live and work with his parents.

If you've seen "Downton Abbey" or read just about anything by Jane Austen, you'll know what I'm talking about.

While this model has undergone profound transformations, Catalan families still place a high value on generational continuity, on passing the business from one generation to the next.

More broadly, the truth is that family values and expectations—whatever they may be for any given family—are going to have an impact on our lives and careers and the way we see ourselves.

I joked about it earlier, but the fact that my father had no male descendants was important.

My father was very far ahead of his times, in a lot of ways, but he didn't have much choice.

He imposed demanding levels of academic achievement, with an open-minded orientation, a bilingual mixed school—quite uncommon in the late 1960s in Spain—and, later, with boarding school abroad.

Of course, not graduating from university was out of the question for me.

Today, I would say that the values which determine how we bring up our children and educate them form the basis of the most valuable springboard of their lives. And this applies to any child, anywhere in the world.

As most of you know, girls are increasingly outperforming boys in academic achievements in many countries... when they are allowed to learn and compete as equals.

This, in my opinion, sets a firm foundation for the progress of not only girls and women... but also future families, companies, institutions and communities.

And we can all make a point of supporting individuals and organizations devoted to giving girls the same educational and development opportunities as boys.

I imagine that many of you were as inspired as I was by the story of young Malala Yousafzai... the Pakistani 16-year-old who was nearly killed last year when she selflessly and heroically stood up for her educational rights... and those of girls everywhere.

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Turning now to the importance of our life partners...

I know I'm not alone in understanding that finding the right partner in life and, hopefully, for life, determines, to a great extent, our own individual happiness.

For those women who choose to have a partner, I believe this choice will have a most important collateral effect on their careers.

After all, without a supportive partner, it's next to impossible to enjoy any job to the fullest, let alone craft a successful long-term career.

When both partners have challenges and expectations on top of their domes-

tic duties, there is a greater expectation of sharing—in the most equal and reasonable way—those tasks associated with family, child care and housework.

While this is easy to say, of course, it is often not at all easy to accomplish.

Even in instances when men are more willing to contribute to the couple and family in this way, social pressures routinely present obstacles.

Which means that partners often must be willing not only to get involved...but overcome social pressure as well.

Having said that, a word of warning. Particularly for those who have yet to choose a partner.

Be aware that if a relationship starts out as unequal, it is likely going to become even more unbalanced over time.

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Which brings us to the phrase “work-life balance” or “conciliation” as we say in Spain.

I personally refuse to use either term.

Why? Because “balance” implies equality, with a connotation of perfection.

And there is no middle ground with balance; there is only balance and imbalance... and an implicit need for perfection. Which is not attainable.

Conciliation, meanwhile, means “to make compatible”.

So we begin with the concepts of confrontation...opposed positions...opposite directions...matters in conflict.

The implicit view is that professional life is in conflict with personal and family life. And I reject that view.

Instead, I would rather view this in terms of “congruence”—which embraces the notion of harmony.

My approach to the term work-life balance is renaming it “congruity” in work life and personal life.

I look for ways to orchestrate my responsibilities to gain fulfillment... and help others do the same.

But all of us have two primary limiting resources: time and energy.

And managing our resources requires arranging and allocating each according to our priorities.

So it is all about priorities too.

Setting priorities is a dynamic process, as our priorities change over time, as we go from one stage of life to another.

The best way to make room for life and career is to make choices consciously.

What I mean by consciously is that you make them according to your current priorities.

And this is not at all a new concept. In fact, I'm reminded of a passage from Lewis Carroll's *Alice in Wonderland*, first published back in 1865.

Alice came to a fork in the road.

“Which road do I take?” she asked.

“Where do you want to go?” responded the Cheshire Cat.

“I don't know,” Alice answered.

“Then,” said the Cat, “it doesn't matter.”

So, our choices must be made with purpose...and knowing where we want to go.

To me, this overall approach is also very effective in managing guilt, which might otherwise be constantly tugging on my conscience.

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Much of this, however, remains in the arena of theory, not perfect practice.

Like many of you, I still struggle with the trade-offs between what I do at work... and at home.

And this is where my fourth pillar—determination—comes in.

Determination is essential.

Indeed, I'd be lying if I told you it didn't take a lot of determination to consistently deliver on behalf of both my family and my business.

And yet my need for determination pales in comparison to millions of women worldwide.

Remember the young Pakistani girl I mentioned. Her pursuit of education went beyond mere determination, becoming a symbol of defiance against militants and empowering all women, everywhere.

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Going back to where we began: everything I've shared with you this morning has been based in my own personal experience.

...Personal experience which pivots around two main axes:

- My job...which is selling Coke...
- And my personal life.

And those four pillars, which I described, are not for me alone.

Instead, they have meaning and relevance to many women, from all walks of life, all around the world.

Consider, for example, that great and unprecedented Coca-Cola vision and investment in women... 5by20. [5by20 is a Coca-Cola initiative to enable the empowerment of 5 million women entrepreneurs globally by 2020.]

And think about just one 5by20 initiative: providing solar-powered lighting kits to kiosks in Kenya.

This one innovation allows our customers—many of them women—to

extend their hours and earn more for their families.

And, just as importantly, these new lights allow women business owners to have their children with them after dark, in a place where they can do their homework.

What a wonderful thing that is!

Enabling women to:

- run their businesses...
- provide loving, responsible child-care... and
- give their children a safe, well-lit place to study at night.

In the end, the next generation enjoys a better chance to learn and grow, while experiencing mothers who are running their own businesses... caring for them... and providing for their families.

And all of us? We're part of that bright, beautiful story, along with our customers and every single person refreshed by Coca-Cola.

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Today, as we gather here, we have the chance to work together to do more for women and families and communities all across our system.

The road ahead will test us all. Our family and work commitments... our education and know-how... our partners... and, ultimately, our determination.

But, as a longtime Coca-Cola saleswoman, I know the people of this system, men and women alike.

And I know we are, together, more than up to the task of moving forward, creating value, and expanding opportunity for all.

And we begin—fresh this morning—by speaking up, standing out and knowing that now is our time.

Thank you very much!

## WINNER: EULOGY/TRIBUTE SPEECH

*"The Miracles of Kapaun"*

Writer: Michael Brady

Speaker: John McHugh, Secretary of the U.S. Army



Delivered at: The Pentagon, Washington, D.C., April 12, 2013

Secretary Hagel, General Odierno, Sergeant Major Chandler, Father Kapaun's (kah-PAWN's) family—his nephew Ray and wife, Lee; niece Angela Gerlach; nephews Kenny, David and their families. And, of course, Helen and Mary Kapaun broadcast to us live from the Sunflower state; distinguished guests, friends, welcome.

While General Odierno already recognized the Korean War POWs who shared part of their lives with Father Kapaun—and who brought his story to us—let me again offer a special welcome, and ask that everyone here pause for just a moment in a round of applause for these men who displayed such uncommon resolve amidst unspeakable horrors. Gentlemen, thank you for your service, for your inspiration, and for making this day possible for us all.

Today, we honor a remarkable soldier—a man of exceptional courage and of unbridled faith—Army Chaplain, Captain Emil Kapaun.

As Father Kapaun's name and exploits are now forever enshrined in the Hall of Heroes—a recipient of our nation's highest military award, the Medal of Honor—he joins an elite company of American heroes who put service above self, and displayed acts of personal valor above and beyond the call of duty.

But as elite and as small as his company is as a Medal of Honor recipient, Father Kapaun's story is, in itself, wholly unique. He didn't charge a pillbox, or single-handedly defeat an enemy division. Father Kapaun's only weapons were a steely defiance that inspired his fellow prisoners of war; the

words he spoke, which brought comfort to the Soldiers with whom he served; and a simple piece of purple ribbon worn around his neck, a mark of his priesthood.

But make no mistake. Father Kapaun was a Soldier in the truest sense of the word.

He volunteered for service for Korea, even after having served his country in the Chaplain's Corp during World War II. During the Korean War, he moved fearlessly between enemy fire to bring aid and comfort to the wounded and dying; and after being captured, secured food for starving POWs. Reading Father Kapaun's story, I can't help but think he was part Audi Murphy, part Father Flanagan.

In his memoir, Murphy—another Medal of Honor recipient—wrote that

when a chaplain visited the company, and prayed for “the strength of our arms and for the souls of the men who are to do...we do not consider his denomination. Helmets come off. Catholics, Jews and Protestants bow their heads and finger their weapons. It is front-line religion.”

So it was, too, in a Korean prison camp, where Catholics, Protestants, Jews and Muslims drew courage and strength and hope from a priest one survivor called the “best foot soldier” he had ever known.

He was also full of contradictions. A man of faith, he was blunt and often cursed. A servant of God, he stole food from his captors, an act he appeared to see at odds with his faith, even though it saved the lives of so many prisoners. Father Kapaun rectified this contradiction by praying to St. Dismas, the thief who was crucified at the right hand of Jesus Christ.

Yes, there’s no question that he was resourceful, a trait Father Kapaun may have perfected early in life.

There’s a story that when Father Kapaun was about seven years old, he was believed old enough to milk the family cow. Now, where I come from in upstate New York—where there are more cows than people—I can tell you that that’s a pretty big deal.

Of course, it was also important to the family, since it freed his mother to work in the fields alongside his dad. But before mom could fully hand over the reins—or, in this case, the utters—she needed to train Emil on the proper way to milk the cow. The training went very well by all accounts, and mom soon felt comfortable with handing over responsibility for milking the cow to young Emil.

On his first day without mother’s supervision, Father Kapaun led the

cow to a fence post, and tied her up, just as mom had taught him. But the cow wouldn’t let him milk her. Every time, and at every angle that little Emil tried, the cow would just step away. He stood there for just a moment, staring at the cow, trying to figure out how to make it all work. Then it hit him. The problem was that the cow was used to his mom.

So he went into the house, put on his mother’s dress, came out and milked the cow. Problem solved.

Much later in life, as we all know, Father Kapaun began the process for Sainthood in the Catholic Church. The stories surrounding that effort are captivating.

In one account, a 12-year-old’s kidneys shut down in a Wichita hospital room, an auto-immune disorder ravaging her body. Her family prayed for a miracle, and they prayed to Father Kapaun. At one point, her lungs were so damaged that doctors said even if she survived, she would be on oxygen the rest of her life. Six months after leaving the hospital, she was playing competitive soccer—no medical explanation for her recovery.

In another report, a young runner collapsed during a 5K Charity race... his arms and legs convulsed...and soon after, he lay there without a pulse or heartbeat. As the young man’s uncle—a doctor—tried feverishly to revive him, his 14 year old cousin prayed to Father Kapaun. Through a combination of fate, coincidence—some argue divine intervention—that young runner nearly presumed dead is with us today, Nick Dellasega.

And in yet another remarkable, inexplicable story, a young pole vaulter crushed his skull, and he, too, was nearly written off for dead. Not

long after his family began praying to Father Kapaun, the boy awoke, mystifying doctors. Soon he began talking and, after less than a month in the hospital, went home wearing a t-shirt bearing the words “Miracle Man.” The Miracle Man—Chase Kear—is with us today.

The Wichita Eagle carried these and other stories about Father Kapaun’s life, and in their report on the young girl, reported that a Vatican official came to check out the so-called miracle. He met with her doctors and, through an interpreter, said it was a good thing that such good Catholic doctors came forward to tell her story.

No, he was told, they’re not Catholic, they are Protestant. The Vatican official, according to the story, seemed stunned. Even the Protestants thought it was a miracle.

Regardless of one’s faith or beliefs, we know that Father Kapaun was a remarkable man who continues to inspire.

During a Palm Sunday sermon in 1941, when Father Kapaun was only 25 years old, he said that “a great leader exerts a most powerful influence over the hearts and minds of his followers.”

From a Korean Prison Camp to a Wichita hospital room to the Pentagon’s Hall of Heroes, Chaplain Emil Kapaun remains, to this day, a powerful influence, whose courage, valor and selfless sacrifice continue to exert a powerful influence over all of us, and we are grateful and humbled to honor him today.

Thank you, God bless you, and God bless the United States of America.



# WINNER: INAUGURAL SPEECH

*“The Work of the Heart”*

Writer: Aaron Hoover

Speaker: Russ Armistead, CEO, Shands Jacksonville



Delivered at: Omni Hotel,  
Jacksonville, Fla., Feb. 16, 2013

Good evening, everyone! There is only one opportunity better than that of leading an organization as important to this community as UF&Shands Jacksonville and TraumaOne. And that is the chance to lead on a path forged by someone like Jim Burkhart.

When Jim arrived at Shands Jax ten years ago, we had to borrow money to meet the payroll. Today, we have \$75 million in the bank. Last year, we moved up 25 spots in the national ranking for university hospitals to win four stars for the quality of our care. We can thank Jim, whose tenaciousness is as legendary as his Tennessee twang.

There is someone else here this evening I want you to know about. She is Susan, the love of my life, my wife of 44 years, and the proud mother and grandmother to our terrific daughter, Denise Auton, son-in-law, and two wonderful grandchildren. Susan, would you stand? Thank you.

I am honored that Dr. David Guzik, Dr. Daniel Wilson and the Shands Jacksonville board members have given me the tremendous opportunity of leading 8th Street and its signature unit, TraumaOne. I've been at Shands since 2004, and I well know the dedication and passion of this team. My number one goal is to keep our hospital healthy and moving forward so all of our employees—especially you in TraumaOne—can do the work that called you to your professions:

Save lives. Help patients recover. Make them well.

As a way of introducing myself, I would like to share my story of what I bring to your mission. More than 40

years ago, Susan and I had a son who was born with serious medical issues. I was a CPA on travel more often than I was at home. I switched careers from accounting to healthcare to be closer to Susan and our child, whose name was Bradley.

For the 21 years we were fortunate to share this earth with Bradley, my professional and personal lives rarely separated.

As I worked my way up the ladder as the numbers guy, I learned everything about insurance, tests and operations. At the same time, as Bradley's dad, I experienced the agony of waiting for results. Susan and I knew the headaches of filling out forms. We felt the bitter disappointment of bad outcomes. We experienced the pure joy of good ones.

Career-wise, I became an expert in the numbers related to academic medicine. As a dad with an ailing child, I grew to love the doctors and nurses who worked so hard to help our family.

Bradley never matured mentally past the age of 5, but he was such a warm and personable boy. Years after he died, his caregivers would still but-tonhole me with stories about how his smile and funny talk brightened their days!

I eventually reached the level of vice president, responsible for all business functions, from finance to engineering to purchasing. At the same time, while being a dad and looking out for Bradley, I knew how it felt when the bed linens were old and torn ... when too many patients were crowded into too little space ... and when equipment didn't work.

Out of those intertwined trajectories of my career and our lives grew a personal conviction that will underlie all my actions and decisions as CEO of Shands Jax. The health and wellbeing of patients depends on the health and wellbeing of the hospital. My job is to make the numbers work, so that you can do the work of the heart.

Together, we'll save lives. Help people recover. Make them better. Be a source of strength when they cannot.

My immediate goals are to improve the patient experience and provide a relief valve for the emergency department. I want to borrow money to make capital investments in the emergency department and beyond, and I want to bring perceptions in line with the reality of our excellence. Telling our story will help me marshal the powerful political forces who believe in our hospital and attract donors who know our good works first-hand.

You, TraumaOne, are my model for those good works. As everyone in this audience knows, 8th Street is a safety net hospital, and we face tough, tough challenges. You ... the doctors, nurses, pilots, surgeons, and so many other vital employees of TraumaOne... and all the healthcare professionals at Shands Jax ... you have the hardest jobs on this planet. But like me, you derive a special joy and satisfaction from aiding those in need.

I have the deepest respect for your work. I look forward to helping you do your jobs the best you can—so that we can all make TraumaOne and Shands Jacksonville the best they can be. Thank you.

# WINNER: MOTIVATIONAL SPEECH

*“Why Water Cooperation Is Essential to the Future of Our World”*

Writer: Jan Sonneveld

Speaker: Melanie Schultz van Haegen, Minister of Infrastructure and the Environment, the Netherlands

Delivered at: International Water Week 2013, Amsterdam, Netherlands, Nov. 4, 2013



Your Royal Highness,  
Your Excellencies, ladies and gentlemen,

It is a great honor for me to welcome you all to this International Water Week.

A week in which we will bring knowledge and expertise to the table from different continents, trades and walks of life.

To demonstrate why this is so important, I'd like to tell you the stories of three people:

- an elderly lady from New York City,
- a housewife from Indonesia,
- and a young student from South Africa.

The first story is about Lorraine Gore, a ninety-year-old woman who lived in the Coney Island district of Brooklyn in New York City.

When Hurricane Sandy threatened to strike her neighborhood just over a year ago, her friends urged her to leave.

She said no.

'I'm tired,' she told them, 'I don't want to go'.

Then the storm came, and Coney Island found itself under four feet of water.

When the flooding subsided, her friends went to look for her and found her in her apartment.

She hadn't survived.

Lorraine Gore was one of Sandy's three hundred victims in Cuba, Haiti and the United States, where the hurricane struck hardest.

Her tragic death reminds us that many cities in the world are located in vulnerable areas, like coasts and low-lying river deltas.

And that we have a responsibility to protect our communities and our economies.

To build resilient cities that can cope with rising sea levels and changing weather patterns.

To build defenses like dykes and storm surge barriers where they are needed most.

To plan our urban areas in such a way that the most vulnerable places are not used for crowded neighborhoods but for other functions instead.

And to make sure our disaster and evacuation plans save lives.

To that end, the Dutch water sector and the Dutch government are working closely with our friends and colleagues in the United States.

Sharing our knowledge to help build those resilient communities.

And we are eager to learn from their disaster management and rebuilding efforts.

Together, we can really make a difference.

My second story is about Tona, a forty-five year-old housewife.

She is a mother of three living in the Pluit district of Jakarta, the capital of Indonesia.

There is no piped water in her neighborhood.

So every few days Tona has to queue to buy jerrycans of clean water from vendors, who sell it from trucks.

These vendors are a real 'water mafia', making Tona pay twenty to forty times more for her clean drinking water than the wealthiest residents of Jakarta pay for piped water.

So Tona spends the equivalent of 6 dollars every month on clean water. That may not sound very expensive. But for more than 100 million Indonesians like Tona, it takes three days of hard work to earn 6 dollars.

So Tona reminds us that many communities in the world still don't

have enough clean water or proper sanitation.

And that flood protection, water quality and water scarcity are interrelated problems.

Because Jakarta is on a vulnerable delta that suffers frequent flooding.

At the same time, the district where Tona lives is sinking, due to ground water extraction, prompted in part by a lack of piped water.

She reminds us that we have a responsibility to share our riches, our knowledge and our experiences to help improve clean water supplies worldwide.

Because of people like Tona, the Dutch water sector is working in more than eighty countries around the world.

Not only in Indonesia, but in Thailand, Vietnam and Bangladesh as well.

And in Australia, Africa and Latin America.

We are eager to assist others in improving their water infrastructure, the quality of drinking water and the treatment of waste water.

And to learn from the experiences of others, so that we can improve our own knowledge too.

Again, together we can make a difference.

The third person I'd like to tell you about is Ludwick Marishane, a twenty-one-year-old student from South Africa.

He grew up in a small village, where water was scarce.

Taking a bath was difficult and involved a lot of effort.

He began to hate it and thought: why can't we invent something that will let us take a bath without water?

So at age seventeen he started researching.

He found out that five million South Africans do not have proper access to water and sanitation.

And that each year eight million people around the world go blind because they cannot wash their face every day.

Realizing this made him determined to find a solution.

He studied the composition and other scientific details of lotions and creams and in the end invented a new formula.

He now has a patent for waterless bath gel.

It's called DryBath and is now being used by people all over South Africa.

In 2011 Google named Ludwick one of the world's brightest young minds.

In his TED talk he asks us:

'I came up with this idea on a gravel road in a small village in South Africa, living on an allowance of barely 5 euros a week.

So what's stopping you?'

This young student proves that simple and unusual thoughts can lead to great innovations.

And that great innovations can have a lasting impact on millions of people. Ludwick urges us to think of new ways to tackle worldwide problems.

To invest in creativity, innovation

and sustainability.

Here, again, we can make this difference together.

These three stories tell us why International Water Week is so important.

They show us that water is the most essential element for life on earth.

Water confronts us with the most important questions we and our children face: how to ensure sufficient supplies of renewable energy, healthy food and clean water in the future.

But it's also about the best and most innovative ways of treating waste water.

The importance of bringing sanitation to communities that still live without it.

And about making our growing cities sustainable and resilient in the face of climate change.

But to me, the heart of the matter is this: all these challenges are interconnected.

We can only solve them with solutions that are connected as well.

Not only through technical innovation and combining functions.

But also by smartly organizing governance and financing to pave the way for creative and practical solutions.

A precondition that's always been key in the Netherlands.

So I'm proud and honored that my

country is hosting this conference.

I can't think of a better place to share integrated water solutions that lead to green economies.

But to me, this kind of cooperation is not enough.

That's why I'm in favor of a special United Nations program to enhance water safety around the world.

And to put water-related issues higher on the global political agenda.

If all the parties gathered here this week join forces and commit their expertise to this cause, we can really make a difference.

Ladies and gentlemen,

I hope that the stories of Lorraine, Tona and Ludwick will help us all to dedicate ourselves to new and innovative solutions.

And to improve water governance and financing within the water sector worldwide.

So let's share as much knowledge as possible to help improve the lives of millions of people.

And to remind us that this conference is about a single goal: enabling us and our children to live our lives in health, safety and prosperity.

I wish you all an enjoyable, productive and rewarding International Water Week.

Thank you very much.

## WINNER: STATE-OF-THE-INSTITUTION SPEECH

*"Inventing Our Future"*

Writer: Aaron Hoover

Speaker: Bernie Machen, President, University of Florida

Delivered at: University of Florida,  
Gainesville, Fla., Aug. 22, 2013

Good afternoon! The beginning of the fall term always reminds me how glad I am to be at this university. When I see the excitement on students' and families' faces; when I hear the band warming up; when I feel the energy of thousands of young people streaming through Turlington Plaza ... All these things remind me that college campuses truly are sanctuaries.

The poet Robert Frost used to spend his winters in Gainesville and hold poetry readings on campus. I'd like to think his experience here inspired one of his most memorable lines: "College," Frost said, "is a refuge from hasty judgment."

Yet this particular fall, we all understand the refuge of higher education is vulnerable to judgments, both hasty

and harsh. The very notion of college is under attack from the left and the right and hit by change on every front. The rise of online learning. Growing financial pressures. Open skepticism of our value.

Whether we like it or not, we need to respond. Our very existence is being challenged. And, the best way to do so is to get out front; to actively create our

future by drawing on the essence of our history.

We can't just hide from these difficult times or react to them. We need to use the principles of access ... academic excellence ... a broad liberal education ... and research for the good of the world.

We must seek to invent our own future—drawing on the strengths and missions of our past.

That future includes online education. At UF, we are creating a four-year online undergraduate program, the E-Campus. The E-Campus is part of our renewed focus on the art and science of teaching undergraduates, and we believe it will grow our historic legacy of academic excellence—both for online students and for students here on campus.

We are also seeking to invent, for these complicated times, a broad liberal education for students. We're building a UF core curriculum to create a unique shared experience for freshmen. We want to get students to think deeply about themselves and their world. This contrasts the vocational approach so en vogue, but we feel it gets at the true value of college.

Finally, we're enhancing our position among public universities, reinventing our highest tradition as a research and graduate institution that contributes science and knowledge to better our world.

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We embark on the E-Campus; on the signature undergraduate experience; and on our drive to reach the next level of research universities from a solid foundation. We are inventing the future based on the strength of the past as a public land-grant institution.

Our campus continues to grow with the opening this month of the Clinical and Translational Research Building. UF's research computing capabilities have been newly fortified with the East-side Data Center, its supercomputer HiPerGator, and our 100-gigabit connection. Shands and UF have merged as UF Health. Our Sid Martin Biotech

Incubator was named the 2013 Incubator of the Year in the world. We are within a few weeks of groundbreaking on the renovation of the signature Reitz Union.

We also have several new leaders to help shepherd UF through these uncertain times. As I call out your names, please stand:

- Julie Johnson, dean of the College of Pharmacy.
- James Lloyd, dean of the College of Veterinary Medicine.
- Anna McDaniel, dean of the College of Nursing.
- Thomas Pearson, executive vice president for research and education at UF Health
- Boyd Robinson, interim dean of the College of Dentistry.
- Matt Williams, director of sustainability.

Not attending today is Michael Reid, dean of the College of Health and Human Performance.

Thank you! Now, I believe our lawmakers also deserve some recognition for their contribution to this year's strong start.

For the first time in five years, the Legislature did not cut our budget. We actually received new base funding from the state.

Also for the first time, Governor Rick Scott and the legislature recognized UF as the state's highest-achieving university. They put their support behind UF advancing into the ranks of the top public universities. And, they made UF the state's provider of online higher education for undergraduates.

After so many tough years, this legislation will help rejuvenate some of the departments most harmed by five years of cuts. It represents a new beginning.

With that new beginning in mind, let us look closer at the E-Campus.

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By recognizing online learning as a new reality, the legislature's vision is to improve access to college and reduce its cost. By law, all Florida online students will pay only 75 percent of regular tuition.

That's the state's side of things. On our end, we begin the E-Campus with some experience, having offered online degree programs for years. In fact, we already have 7,000 online students!

Most are graduate level, but we also have 10 online quote "two-plus-two" programs. These allow associate-degree holders to attend UF online as juniors and seniors to earn their bachelor's.

For the E-Campus debut in January, we will expand five of these programs to four years. After that, we anticipate adding five more programs annually.

We are one of the first bricks-and-mortar universities out of the gate to go after first-time, first-year students. To be successful we must master two challenges.

One is to meet the Legislature's expectations by expanding our tradition of access. We need to attract students to the E-Campus! And the second challenge is to enhance our legacy of academic excellence for both the online and the traditional students.

Let me take these one at a time, starting with attracting students.

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When you look at students and graduates of UF's two-plus-twos, it's clear online programs appeal to those who otherwise could not be Gators.

In microbiology and cell science, consider Christy Richardson, a Port St. Lucie mother of three who couldn't leave family and home to move to Gainesville. Or Andrew Stygar from Vero Beach, who is the first in his family to attend college and didn't want to leave his job.

Or a young woman who earned her AA degree while still in high school and is now pursuing her UF degree while living at home with her parents.

This is 20-year-old Tanya Gorniewicz ["Gorn-a-wits"].

Tanya chose not to come to Gainesville because she wanted to stay home with her parents and because it was less expensive. But she probably would have stayed home without a financial motivation.

As she put it, quote, “There are some students who want the college life, but there are also some students like me who are more introverted.”

Let me introduce you to one final UF online student, Stephanie Oweka.

Stephanie had always dreamed of going to the state university in her home state of California, and she was thrilled when she was admitted to UC San-Diego. But she works full time. UC-SD is purely residential, with day-time classes that would force her to quit her 9-6 job.

When Stephanie, who is 23, added the cost of not working to paying UC-SD’s tuition, she found it was better to pursue her degree online.

That’s how she became the first out-of-state student in the UF microbiology program.

There are many more students in Florida like Christy, Andrew and Tan-ya. There are also many more students nationally like Stephanie. In the best tradition of our commitment to access, if these students have achieved the high standards required to enter UF, they deserve that opportunity—even if we can’t squeeze one more undergraduate onto our Gainesville campus.

We are inventing the future by drawing on the strengths of our traditions—in this case, access, which has been a UF core principle since its inception.

That brings me to how we will use the E-Campus to renew our traditional focus on teaching and the legacy of academic excellence.

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Let’s start with some basics. Students admitted to the E-Campus must have the same high grades and test scores as those admitted to our regular campus. We do not foresee this as an impediment: In my estimation, half of the students who apply to current programs could be admitted—and would be successful—if we only had space for them on campus.

Just as our E-Campus students will be as excellent as our regular students, so it is with our E-Campus faculty.

All E-Campus classes will be taught by regular faculty, not a separate group of online faculty, as occurs at other universities.

Many faculty have legitimate concerns about maintaining instructional quality, building personal connections with students online, and assessing online student performance.

While the research on online outcomes is generally positive, we will be highly sensitive to these issues as we build the E-Campus.

We understand that the transition to an online class requires a huge investment of time and energy from faculty—and we will make a parallel investment in financial support, logistics and guidance from the university. We have the resources in hand: The state provided UF \$10 million to pay for upfront costs for the E-Campus, with \$5 million annually in support costs.

That said, this new initiative is about much more than practicalities. Done right, online teaching completely reimagines that old standby, the 50-minute lecture. It challenges faculty to try bold new approaches—while challenging the university to bolster their experimentation and initiative.

This reevaluation benefits traditional students as well as those online. So say UF faculty who have tried online teaching.

Jennifer Clark is a UF senior lecturer in food and resource economics who has been teaching online classes for some time and taught one of our first Massive Open Online Classes, or MOOCs, this past year.

She says her transition to online required, quote, “a radical departure.” But as she’s become more expert, her work has helped her become more organized, a better communicator and an enthusiast of new ways of delivering instruction.

As she herself says, she’s a better teacher. And as more faculty follow in her footsteps, so UF will be a better teaching university. Again, inventing the future based on the strengths of our traditions, in this case, academic excellence.

This is also the idea behind the core curriculum for undergraduates.

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Many of you are aware that it’s been some time since we’ve thought about undergraduate education in terms of creating a shared experience that is unique to students at the University of Florida.

The legislature opened a door, giving us permission to require 12 hours of UF-only core courses. We begin this expansion by asking, ‘What is the purpose of undergraduate education?’

I’m only too aware of the political pressures to make universities even more utilitarian than we are. And given the economic difficulties, I agree that we need to prepare students for careers.

But isn’t there also value in the concept of “What is the Good Life?”—that we should help students question themselves and how they want to live? And shouldn’t we also get students to think more deeply about technology’s influence on their worldview? How about the concepts of community in a globalized world, or resiliency in the face of failure, or what the word “leadership” truly means?

These are the kinds of questions, rooted in our history of a strong liberal education, that I hope the UF core curriculum will address.

UF’s deans got the ball rolling in August with a joint proposal for two new courses, “Design for Life” and “A Sustainable Life.” It’s a start, and we will devote the coming year to discussions with faculty on the quote “Florida Core.”

Whatever curriculum we develop, this effort will join the E-Campus in forcing UF to put the spotlight back on undergraduate education. The ‘Florida Core’ will also sew together myriad faculty, disciplines and points of knowledge to elevate the undergraduate experience.

Once more, inventing the future by drawing on the strengths of our past.

That gets me to our drive to advance among the top publics.

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I'm aware that UF has sought to be considered among the nation's best universities for ... oh .... 100 years or so. I also know we've had to go it alone. Not only with fewer resources than many peers, but also without the state behind us.

This tradition ended with the legislature's acknowledgment of UF as Florida's leading research university—and its financial commitment toward us reaching the next level.

Only time will tell the impact of this alignment of the state and this university. But we will do our utmost to see that it is transformational—not only for us, but for all those whose lives are touched by our research and scholarship.

Tallahassee will give UF \$15 million annually for the next five years. We will match this amount with donor funds. The UF Foundation will provide support with an \$800 million capital campaign.

Right now, when we compare UF to the top 16 AAU public universities, it's clear that our biggest gaps relate to faculty numbers and prestige.

We are dead last in student-to-faculty ratio; dead last in number of National Academy members; 13th in faculty resources; 11th in faculty awards.

We need to improve in these standings. So, we will spend the bulk of our money on new faculty hires—including more than 100 new endowed professorships to be created by the UF Foundation's campaign.

We want new hires throughout the university, but we will invest strategically in departments or groups that have the most potential for national prominence. We will help good groups reach the tipping point to excellence, and will create new ones in areas of high demand.

As the E-Campus and the core curriculum will enhance UF's tradition of academic excellence, so this investment elevates UF in research.

It comes at an excellent time. Despite the myriad economic challenges, contracts and grants for the just-ended fiscal year are stable—falling about half a percentage point, from \$644.3 million to \$640.6 million.

We need more faculty, and more prominent faculty, to continue our performance in research funding ... and research findings! More than anything else, the faculty represents the strength of the past that will help us invent the future.

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As I wrap up, let me note that when UF was admitted . to the AAU

twenty-eight years ago, it was a recognition we were as good as the top 62 universities

This year's designation as the state's highest-performing university is different. It's a challenge, a call to action.

It's saying, 'We grant that you're our best university. We've heard your need for more resources. Now, prove to us that you can be a great university.'

I hope you'll join me in answering that call.

Let's embrace the E-Campus as a return to a focus on teaching and academic excellence—and a new opportunity for national leadership in online education.

Let's use the core curriculum to create a rich and wonderful "Florida Core" undergraduate experience in the best tradition of liberal education at UF.

And amid stiffening competition for fewer research resources, let's get behind expanding research faculty and capabilities to vault UF to the nation's best.

Toward the end of his life, Robert Frost was asked whether he had hope for the future. "Yes," he replied. "And even for the past."

Likewise, I have great hope for our future because we are inventing it according to the best strengths and highest missions of our past. Thank you, and have a wonderful year.