

BUSINESS IN EDUCATION: HOW GOOD A GRADE

PRESENTED TO THE

NEW BUSINESS INITIATIVES IN EDUCATION CONFERENCE

SPONSORED BY

THE CONFERENCE BOARD

REMARKS BY

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THE PLAZA HOTEL  
NEW YORK, NEW YORK  
MARCH 27, 1985

## CONFERENCE BOARD

THESE HAVE BEEN MOMENTOUS YEARS FOR SCHOOL  
BUSINESS PARTNERSHIPS,

ALL ACROSS THIS COUNTRY, IN CITIES BOTH LARGE  
AND SMALL, PARTNERSHIP PROGRAMS ARE FLOURISHING,

NOBODY IS KEEPING RECORDS, BUT THE NUMBER OF  
CORPORATIONS INVOLVED IN PARTNERSHIP PROGRAMS  
MUST EXCEED SEVERAL HUNDRED. AND NOT ALL OF  
THEM ARE FORTUNE 500 COMPANIES,

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THE JOIN-A-SCHOOL OR ADOPT-A-SCHOOL PROGRAMS  
SIMILAR TO THOSE THAT EXIST IN NEW YORK CITY  
HAVE RECEIVED THE MOST PUBLIC ATTENTION, BUT  
OTHER TYPES OF PROGRAMS ABOUND AS WELL,  
THERE ARE LOANED EXECUTIVE PROGRAMS IN WHICH  
SENIOR CORPORATE EXECUTIVES WORK IN A SPECIALIZED  
AREA SUCH AS ADMINISTRATION, STAFF DEVELOPMENT  
OR RESOURCE MANAGEMENT,  
THERE ARE CURRICULUM RENEWAL PROGRAMS IN WHICH  
CORPORATE SPECIALISTS WORK WITH EDUCATORS TO  
DEVELOP COURSE CURRICULA THAT REFLECT PRIVATE  
SECTOR TECHNOLOGY, STANDARDS AND PRACTICES  
THAT STUDENTS WILL ENCOUNTER WHEN THEY LEAVE  
SCHOOL,

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THERE ARE MENTOR PROGRAMS IN WHICH TEAMS OF PROFESSIONALS CONDUCT SEMINARS FOR SMALL GROUPS OF STUDENTS INTERESTED IN THEIR PARTICULAR FIELD, THIS PROGRAM HAS BEEN PARTICULARLY POPULAR WITH LAW FIRMS,

THERE ARE PROGRAMS IN WHICH BUSINESS HELPS DEVELOP MAGNET SCHOOLS TO ATTRACT STUDENTS IN FIELDS SUCH AS SCIENCE OR COMMUNICATIONS,

THERE ARE PROGRAMS IN WHICH COMPUTERS OR OTHER EXPENSIVE EQUIPMENT ARE DONATED OR LOANED TO THE SCHOOLS,

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AND THERE ARE PROGRAMS IN WHICH BUSINESS WORKS WITH INTERMEDIARY ORGANIZATIONS, SUCH AS THE JOINT COUNCILS ON ECONOMIC EDUCATION OR YOUNG AUDIENCES, TO IMPROVE PARTICULAR COURSES.

EACH PROGRAM IS IMPORTANT. THEY DEMONSTRATE THAT THE BUSINESS COMMUNITY AND THE SCHOOLS HAVE COME TOGETHER FOR THE BENEFIT OF PUBLIC EDUCATION, THEY DEMONSTRATE THAT IN COMMUNITY AFTER COMMUNITY, BUSINESS IS WORKING WITH THE SCHOOLS TO PROVIDE ASSISTANCE, OPPORTUNITY AND SUPPORT THAT THE SCHOOLS AND THEIR STUDENTS OTHERWISE MIGHT NOT RECEIVE.

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ALL OF US CAN TAKE GREAT PRIDE IN WHAT HAS BEEN ACCOMPLISHED, IN FACT, IF ANY OF US INVOLVED IN A PARTNERSHIP PROGRAM WERE ASKED TO GRADE OURSELVES AT THIS POINT, WE PROBABLY WOULD NOT BE TOO FAR OFF THE MARK IF WE GAVE OURSELVES AT LEAST A B PLUS,

I THINK, HOWEVER, THAT WE ARE DECEIVING OURSELVES IF WE BELIEVE THE TYPE OF SCHOOL-BUSINESS PARTNERSHIPS I JUST DESCRIBED CAN DRAMATICALLY IMPROVE THE MAJORITY OF OUR NATION'S PUBLIC SCHOOLS, EACH OF US CAN CITE EXAMPLES WHERE, WITH CONSIDERABLE PRIVATE SECTOR INVOLVEMENT, WE CAN TURN AROUND ONE SCHOOL, PERHAPS A NUMBER OF SCHOOLS, BUT THERE ARE THOUSANDS OF OTHER SCHOOLS AND HUNDREDS OF THOUSANDS OF CHILDREN WHO ARE NOT BEING TOUCHED BY OUR EFFORTS AND WHO WILL NOT BE TOUCHED BY OUR EFFORTS.

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WHAT ABOUT THEM?

THAT IS WHY I BELIEVE THAT WE ARE NOW AT **THE**  
STAGE WHERE WE NEED TO LOOK BEYOND OUR OWN  
INDIVIDUAL PARTNERSHIP PROGRAMS,

WE NOW NEED TO FOCUS ON SYSTEM-WIDE ISSUES  
BECAUSE THERE ARE VAST AND FUNDAMENTAL  
IMPROVEMENTS THAT MUST BE MADE WITHIN OUR  
PUBLIC SCHOOLS, AND WE NEED TO FOCUS ON THE  
POLITICAL ARENA BECAUSE THAT IS WHERE THE  
MAJOR DECISIONS ARE GOING TO BE MADE ABOUT THE  
FUNDS, PRIORITIES AND PROGRAMS THAT WILL MAKE  
OR BREAK OUR SYSTEM OF PUBLIC EDUCATION.

SOME CORPORATE COMMUNITIES ALREADY ARE MOVING  
IN THIS DIRECTION,

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THE PHILADELPHIA PARTNERSHIP HAS COMPLETED A MAJOR STUDY OF THE SCHOOL SYSTEM'S PERSONNEL MANAGEMENT PROGRAMS AND CURRENTLY IS REVIEWING SCHOOL RESOURCES AND EXPENDITURES.

THE BOSTON COMPACT' IS ANOTHER PROGRAM THAT HAS BEEN ORGANIZED TO STIMULATE SYSTEM WIDE IMPROVEMENTS IN THE PUBLIC SCHOOLS. A SPECIFIC SET OF RECIPROCAL OBLIGATIONS BINDS THE SCHOOLS AND THE CORPORATIONS THAT PARTICIPATE IN THE COMPACT.



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IN THE POLITICAL ARENA, CORPORATIONS INVOLVED  
IN THE MEMPHIS, TENNESSEE, ADOPT-A-SCHOOL  
PROGRAM ORGANIZED A PUBLIC RELATIONS CAMPAIGN  
THAT HELPED PRODUCE AN OVERWHELMING VOTE IN  
FAVOR OF A TAX INCREASE THAT PROVIDED ADDITIONAL  
MONEY FOR THAT CITY'S SCHOOL SYSTEM, MEMPHIS  
VOTERS HAD REJECTED THE TAX INCREASE IN AN  
EARLIER VOTE,

BUSINESS GROUPS IN NEW ORLEANS AND CINCINNATI  
ALSO HAVE WORKED TO HELP PASS TAX LEVIES FOR  
THE PUBLIC SCHOOLS.

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THESE ARE IMPORTANT EXAMPLES OF CORPORATE COMMUNITIES THAT ARE INVOLVED IN EDUCATIONAL ISSUES THAT REACH BEYOND A SINGLE SCHOOL, WE NEED MORE OF THEM.

BUT IN THE LONG RUN, THE EVENTUAL SUCCESS OF TODAY'S BUSINESS-SCHOOL PARTNERSHIPS -- THE GRADE THAT IS ACCORDED US, TO USE THE THEME OF THIS MEETING -- WILL DEPEND ON SOMETHING ELSE. IT WILL DEPEND UPON THE IMPACT WE HAVE ON THE DECISIONS THAT ARE MADE IN OUR STATE CAPITOLS AND IN WASHINGTON AS WELL AS IN OUR CITY HALLS.

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FOR US TO BE EFFECTIVE IT WILL MEAN MORE THAN  
TELLING OUR LOBBYISTS TO PUT IN A GOOD WORD FOR  
PUBLIC EDUCATION EVERY NOW AND THEN, IT WILL  
MEAN MORE THAN SENDING A CORPORATE EXECUTIVE TO  
WASHINGTON OR ALBANY FOR AN OCCASIONAL GOODWILL  
VISIT. IT WILL MEAN ORGANIZING OURSELVES INTO  
AN ACTIVE, SUSTAINED SUPPORT MECHANISM ON BEHALF  
OF PUBLIC EDUCATION.

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IT WILL MEAN BUILDING COALITIONS THAT SEEK

MAJOR AND PERMANENT IMPROVEMENTS IN SUCH AREAS

AS TEACHER TRAINING AND CERTIFICATION, SALARIES,

EDUCATIONAL STANDARDS FOR STUDENTS AND SPECIAL

PROGRAMS FOR THE DISADVANTAGED. IT WILL MEAN

ACTIVELY ACKNOWLEDGING THAT GOOD PUBLIC

SCHOOLS, GOOD SCHOOL BUILDINGS, GOOD SCHOOL

LIBRARIES, GOOD SCHOOL TEACHERS WILL REQUIRE

MORE OF OUR TIME, TAKE MORE EFFORT AND COST

MORE OF OUR MONEY.

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IT WILL MEAN PROVIDING OUR SYSTEM OF PUBLIC  
EDUCATION WITH SOMETHING IT DOES NOT ENJOY AT  
THE PRESENT TIME: A BASE OF PUBLIC SUPPORT  
THAT IS STRONG, SECURE AND GENEROUS; ONE IN  
WHICH OUR SCHOOLS RECEIVE -- BECAUSE OUR  
CHILDREN DESERVE IT -- THE WHOLEHEARTED AND  
UNQUALIFIED SUPPORT THEY HAVE EVERY RIGHT TO  
EXPECT FROM EVERY LEVEL OF GOVERNMENT --  
INCLUDING THE FEDERAL GOVERNMENT,

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SOME BUSINESS GROUPS IN MINNESOTA **AND** FLORIDA  
ARE MAKING EFFORTS TO BRING THE BUSINESS  
COMMUNITY TOGETHER ON STATEWIDE EDUCATIONAL  
ISSUES, ON THE WEST COAST, THE CALIFORNIA  
BUSINESS ROUNDTABLE RECENTLY AGREED TO CAMPAIGN  
ON BEHALF OF AN \$800 MILLION TAX INCREASE --  
PROVIDED THE FUNDS WERE SPENT ENTIRELY ON  
EDUCATION, THE TAX BILL PASSED,

THESE ARE PROMISING SIGNS, WE NEED TO BECOME  
ACTIVE AT THE STATE LEVEL. BUT WE ALSO MUST  
DEVELOP STRATEGIES THAT WILL ENABLE US TO  
HAVE AN IMPACT ON EDUCATIONAL POLICY AT THE  
NATIONAL LEVEL

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ONE ALTERNATIVE IS TO INSTITUTIONALIZE OUR CONCERNS BY WORKING THROUGH OUR CORPORATE LEGISLATIVE REPRESENTATIVES, THAT, HOWEVER, WOULD PLACE AN ADDITIONAL RESPONSIBILITY ON PEOPLE ALREADY HARD PRESSED FOR TIME AND RESOURCES.

A SECOND ALTERNATIVE IS TO WORK THROUGH OUR TRADE ASSOCIATIONS, THE PROBLEM HERE IS THAT TRADE ASSOCIATIONS ASSIGN THEIR HIGHEST PRIORITY TO ISSUES THAT DIRECTLY AFFECT THE DAILY BUSINESS OF THEIR MEMBERS, SOCIAL ISSUES, WHEN THEY ARE PUT ON THE TRADE ASSOCIATION AGENDA, TEND TO TAKE SECOND OR EVEN THIRD BILLING.

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A THIRD ALTERNATIVE IS TO FORM AD HOC CORPORATE  
COALITIONS IN WASHINGTON AND OUR STATE CAPITOLS,  
  
CORPORATIONS ORGANIZE THESE AD HOC -- OR  
SPECIAL PURPOSE -- COALITIONS BECAUSE THERE  
ARE TIMES IN THE PUBLIC POLICY PROCESS WHEN  
  
MORE CAN BE ACHIEVED BY HIGHLY FOCUSED COLLECTIVE  
ACTIONS THAN BY THE UNCOORDINATED EFFORTS OF  
INDIVIDUAL COMPANIES ACTING ON THEIR OWN,  
  
AD HOC COALITIONS EXIST, AND ARE EFFECTIVE, IN  
SUCH AREAS AS HEALTH CARE, INDUSTRIAL GROWTH,  
TAX REFORM AND INTERNATIONAL TRADE, WHY NOT  
ACTION COALITIONS FOR PUBLIC EDUCATION?



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SUCH COALITIONS COULD HELP BRING TO LIFE SOME OF THE RECOMMENDATIONS OF EXISTING STUDY AND ADVISORY GROUPS TO WHICH CORPORATIONS ALREADY BELONG, SUCH AS THE COMMITTEE FOR ECONOMIC DEVELOPMENT'S CURRENT STUDY OF BUSINESS AND THE SCHOOLS,

ACTION COALITIONS COULD, FOR EXAMPLE, BEGIN WORKING ON AN ADEQUATE SYSTEM OF EDUCATIONAL FUNDING. I DO NOT SIMPLY MEAN MORE FUNDING, I MEAN EQUITABLE FUNDING; FUNDS THAT ARE TARGETED TO THOSE SCHOOL DISTRICTS WHERE THE NEEDS ARE GREATEST.

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THEY ALSO COULD TAKE ACTION ON ISSUES RELATING  
TO THE PROFESSIONALIZATION OF TEACHERS.

DESPITE THE LIP SERVICE WE GIVE TO TEACHING IN  
THIS COUNTRY, IT STILL RANKS NEAR THE BOTTOM

OF THE LIST AMONG POTENTIAL CAREER PATHS FOR

OUR MOST ABLE COLLEGE GRADUATES, NO WONDER,

THERE ARE FEW MATERIAL REWARDS FOR GOOD

TEACHERS, ERNEST BOYER THE FORMER U.S.

COMMISSIONER OF EDUCATION, HIT THE NAIL ON

THE HEAD WHEN HE SAID, "YOUNG LAWYERS IF THEY

WORK HARD BECOME PARTNERS IN THE FIRM, YOUNG

DOCTORS IF THEY WORK HARD GET A SECOND YACHT,

YOUNG TEACHERS IF THEY WORK HARD GET OLD,"

CONFERENCE BOARD

**IN** SUGGESTING THIS BROADER, MORE ORGANIZED  
EFFORT ON BEHALF OF PUBLIC EDUCATION; I DO  
NOT MEAN TO MINIMIZE WHAT WE HAVE ACHIEVED IN  
THE PAST OR TRIVIALIZE THE EFFORT THAT HAS  
GONE INTO ESTABLISHING THE PARTNERSHIPS WE  
NOW HAVE,

THE ONE-ON-ONE INSTITUTIONAL RELATIONSHIPS THAT  
MARKED THE INITIAL PHASE OF THE PARTNERSHIPS  
PROVIDED US WITH A WINDOW ON THE WORLD OF  
PUBLIC EDUCATION,

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THEY MADE IT POSSIBLE FOR CORPORATIONS TO LEARN,  
ON A FIRS<sup>T</sup>HAND BASIS, THE PROBLEMS THE PUBLIC  
SCHOOLS FACE DAY IN AND DAY OUT. AND THE  
SCHOOLS, THOUGH SOMEWHAT SKEPTICAL AT THE  
BEGINNING, CAME TO RECOGNIZE THAT CORPORATIONS  
HAD SOME IMPORTANT RESOURCES AND SKILLS THAT  
COULD BENEFIT THEM.

THESE INITIAL PROGRAMS GENERATED A REMARKABLE  
OUTPOURING OF PERSONAL INVOLVEMENT AND COMMITMENT.  
IN MY OWN COMPANY, AS A RESULT OF OUR JOIN-A-SCHOOL  
PROGRAM EXPERIENCES WITH MARTIN LUTHER KING JR.  
HIGH SCHOOL, I CAN IDENTIFY PEOPLE WHO TWO YEARS  
AGO NEVER THOUGHT TWICE ABOUT THE PUBLIC SCHOOLS  
BUT WHO NOW ARE AMONG THEIR MOST ARTICULATE AND  
EFFECTIVE ADVOCATES -- BOTH WITHIN THE COMPANY  
AND WITHIN THEIR OWN COMMUNITIES.

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SCHOOL BUSINESS PARTNERSHIPS, THOUGH, HAVE  
REACHED AN IMPORTANT TURNING POINT,

SOME OF YOU MAY KNOW ABOUT A RECENT STUDY  
CONDUCTED BY DALE MANN, A PROFESSOR AT TEACHERS  
COLLEGE OF COLUMBIA UNIVERSITY,

PROFESSOR MANN STUDIED PARTNERSHIPS IN 23  
LARGE CITIES AND DETERMINED THAT THE DOLLAR  
VALUE OF THE GRANTS, GOODS AND SERVICES THE  
PRIVATE SECTOR PROVIDED IN THOSE CITIES WAS  
ABOUT \$25 MILLION A YEAR, WHILE THAT MAY  
SOUND LIKE A LOT OF MONEY, IT IS IN FACT ONLY  
A SMALL FRACTION OF THE ANNUAL COSTS OF  
REPAIRING THESE SCHOOL SYSTEMS,

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SINCE PRIVATE SECTOR FINANCIAL CONTRIBUTIONS  
COULD ONLY BE MARGINAL AT BEST, PROFESSOR MANN  
ADVISED SCHOOL LEADERS TO BE FAR MORE SYSTEMATIC  
AND THOUGHTFUL IN DEVELOPING PROGRAMS THAT  
COULD LEVERAGE THESE MARGINAL RESOURCES IN  
ORDER TO ACHIEVE THE WIDEST POSSIBLE RESULT;  
AND PARTNERSHIP PROGRAMS AS A WHOLE, HE SAID,  
COULD ONLY ACHIEVE MAXIMUM RESULTS IF THEY  
MATURED INTO LONG-TERM PROGRAMS OF POLITICAL  
SUPPORT,

"THE MOST HELPFUL OUTCOMES OF BUSINESS SCHOOL  
PARTNERSHIPS," PROFESSOR MANN WROTE, "ARE  
THOSE SORTS OF POLITICAL COALITIONS AIMED AT  
MAJOR, PERMANENT INCREASES IN FINANCIAL  
SUPPORT FOR PUBLIC SCHOOLS."

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ALTHOUGH PROFESSOR MANN ADDRESSED HIS COMMENTS  
PRIMARILY TO SCHOOL SUPERINTENDENTS, BUSINESS  
NEEDS TO HEAR HIS MESSAGE AS WELL. WE ARE NOT  
ONLY PARTNERS IN THIS VENTURE; WE ARE THE  
POWERFUL PARTNER. IF THE PARTNERSHIP PROGRAM  
ACHIEVES SUBSTANTIAL RESULTS OVER THE LONG  
HAUL, WE MAY DESERVE HALF THE CREDIT, IF IT  
FAILS, WE MAY DESERVE MORE THAN HALF THE  
BLAME.

CONFERENCE BOARD

WE NEED TO TAKE A CAREFUL LOOK AT OURSELVES.  
MANY OF US IN THE CORPORATE WORLD HAVE VIGOROUSLY  
SUPPORTED SCHOOL/BUSINESS PARTNERSHIPS. BUT,  
HAVE WE BEEN AS VIGOROUS IN OPPOSING PUBLIC  
POLICY DECISIONS WE KNEW WOULD HARM THE PUBLIC  
SCHOOLS? WE HAVE REPEATEDLY SAID OUR PARTNERSHIPS  
WERE MUCH MORE THAN SUPERFLUOUS PUBLIC RELATIONS  
GIMMICKS, BUT HAVE WE TAKEN THE STEPS AND  
ACTIONS THAT COULD HELP PROVIDE THE BROADER  
POLITICAL AND PUBLIC POLICY SUPPORT OUR  
SCHOOLS SO DESPERATELY NEED?

FRED HECHINGER, EDUCATION COLUMNIST FOR THE  
NEW YORK TIMES, WROTE ABOUT THIS DILEMMA  
FORTHRIGHTLY IN A RECENT EDITION OF THE  
HARVARD BUSINESS REVIEW,



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»1           IN THE END", HECHINGER CONCLUDED, "ALL  
THESE COOPERATIVE VENTURES WILL AMOUNT TO  
LITTLE MORE THAN PUBLIC RELATIONS UNLESS THE  
BUSINESS COMMUNITY ABANDONS ITS FREQUENTLY  
SCHIZOPHRENIC POSTURE; SUPPORTING THE LOCAL  
SCHOOLS WHILE SIMULTANEOUSLY INSTRUCTING, OR  
AT LEAST PERMITTING, ITS LOBBYISTS TO SUPPORT  
CUTS IN STATE AND FEDERAL EXPENDITURES FOR  
PUBLIC EDUCATION AND SUCH LEGISLATION AS TAX  
CREDITS FOR PARENTS WHOSE CHILDREN ATTEND  
PRIVATE SCHOOLS, COMMON SENSE SHOULD SHOW THE  
FUTILITY OF ANY CORPORATE POLICY THAT GIVES TO  
THE LOCAL SCHOOLS WITH ONE HAND AND YET TAKES  
AWAY FUNDS WITH THE OTHER,"

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THAT'S NOT THE WAY IT WAS SUPPOSED TO HAPPEN,

A FEW YEARS AGO, WHEN CORPORATIONS FIRST  
BECAME INVOLVED WITH PUBLIC SCHOOLS WE SAID

WE DID NOT BECOME INVOLVED IN PUBLIC EDUCATION  
TO LET GOVERNMENT OFF THE HOOK, WE SAID WE  
DID NOT WANT GOVERNMENT USING OUR INVOLVEMENT

AS AN EXCUSE TO IGNORE ITS OWN RESPONSIBILITIES,

WE SAID WE DID NOT WANT OUR PROGRAMS TO BECOME  
A SCREEN OF VOLUNTARISM BEHIND WHICH AN ENTIRE  
GENERATION OF YOUNG PEOPLE, TOO MANY OF THEM

UNDERPRIVILEGED, WOULD BE DENIED BASIC OPPORTUNITY  
AND JUSTICE,

CONFERENCE BOARD

IT IS TIME TO MAKE GOOD ON THOSE PROMISES.

THERE IS NO QUESTION THE JOB CAN BE DONE,  
WE NEED TO PLAY AN ACTIVIST ROLE IN WASHINGTON  
BECAUSE THE DECISIONS OF CONGRESS AND THE  
EXECUTIVE BRANCH WILL SET THE TONE FOR THE  
NATION AS A WHOLE. AND WE NEED TO PLAY AN  
ACTIVIST ROLE IN THE STATE CAPITOLS BECAUSE  
THEY ARE BECOMING NEW CENTERS OF POWER IN  
DETERMINING THE LEVEL OF FINANCIAL AND  
PROGRAMMATIC SUPPORT OUR PUBLIC SCHOOL SYSTEMS  
WILL ENJOY.

THERE IS ONLY ONE MORE QUESTION WE NEED TO ASK  
OURSELVES: WHY SHOULD WE DO IT?

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EVERYONE NEEDS TO FORM THEIR OWN ANSWER TO  
THIS QUESTION,

LET ME GIVE YOU MINE,

IN THIS ERA OF SPECIALIZATION, WITH ITS DEMAND  
FOR SHORT-TERM PAYOFFS, THERE IS A POWERFUL  
TEMPTATION FOR A CORPORATION OR ANY OTHER  
ORGANIZATION TO SHUT ITS EYES AND EARS TO ANY  
EVENT, SITUATION, INSTITUTION OR PERSON WHO  
DOES NOT RELATE TO THE IMMEDIATE BUSINESS  
AT HAND, FRANKLY, THAT'S AN AWFUL LOT OF  
PEOPLE, SITUATIONS AND INSTITUTIONS TO IGNORE,

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I HAVE LONG BELIEVED THAT OUR NATION'S LONG-  
TERM SUCCESS, OUR VERY SURVIVAL EVEN,  
DEPENDS NOT SO MUCH ON THE BUSINESS DECISIONS  
WE MAKE TODAY OP TOMORROW BUT ON THE SOCIAL  
POLICY WE DEVELOP FOR THE NEXT DECADE AND THE  
NEXT CENTURY.

WE NEED TO REMEMBER THAT WE ARE NOT JUST A  
PLURALISTIC SOCIETY; WE ALSO ARE AN  
INTERDEPENDENT SOCIETY, AND NO SOCIETY, NO  
MATTER HOW STRONG OR SECURE IT FEELS AT A  
SPECIFIC MOMENT, CAN SURVIVE IF ITS  
INSTITUTIONS AND PEOPLE LOSE SIGHT OF EACH  
OTHER, IF THEY LIVE AND WORK APART FROM ONE  
ANOTHER AND FAIL TO SEE THE GOALS THEY SHARE  
IN COMMON BOTH AS A PEOPLE AND AS A NATION.

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A FIRST-RATE SYSTEM. OF PUBLIC  
EDUCATION IS EVERY BIT AS IMPORTANT TO  
OUR FUTURE AS OUR NATIONAL. DEFENSE.  
SYSTEM, THERE SIMPLY IS NO MORE  
VALUABLE DOWN PAYMENT WE AS A NATION CAN  
• MAKE IN OUR FUTURE THAN TO INVEST IN  
EFFORTS THAT STRENGTHEN OUR ELEMENTARY  
AND SECONDARY PUBLIC SCHOOLS,

THANK YOU,