



Education Commission of the States
Hall of the States
444 North Capitol Street, Suite 248
Washington, D.C. 20001

6. DELIGHTED TO SEE US GETTING
AWAY FROM SINGLE ISSUE FOCUS
TO A KIND OF TOTAL SYSTEM
APPROACH.

a. BUT ALSO DANGERS — WILL
MAKE COST OF JOHNSON'S GREAT
SOCIETY ~~BE~~ LOOK INSIGNIFICANT

b. HOPE IS THAT STATES WILL PAY
MUCH LARGER ROLE & TOTAL COST
WILL NOT BE SO APPARENT

~~CLARENCE~~



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STATE & LOCAL SHIFTS

1. R.P.A. - 24 COUNTIES, 3 STATES
2100 MUNICIPALITIES

2. SHOULD GIVE LARGER ROLE TO BOVS.
BECAUSE OF DIRECT RELATIONSHIP TO
LOCAL COMMUNITY.

3. CHILD CARE IS EMERGING AS ISSUE
DIFFICULTIES ARE ALSO EMERGING.

PRESUMPTIONS TO TALK ABOUT BUSINESS COMMUNITY
BUT HAS TO INDUCE MORE THAN 1 INDIVIDUAL
CLOSEST THING TO CHRISTIAN METAPHORS THAT SOCI.

1. BOSS DEMOGRAPHICS ARE STARTING TO SHIFT.
2. WHAT MAKES SO RIDICULOUS ARE THE ATTEMPTS TO DRAW CONCLUSIONS RELATING TO INDIVIDUAL BUSINESS
3. BUSINESSMEN - AT LEAST GOOD ONES - CAN STILL BE BIASED BY FACTS. FRIEND IN ADVERTISING WORLD WHO USED TO SAY NO ADVERTISING PERSON EVER WANTED TO BE BIASED BY FACTS
4. THESE FACTS ARE NECESSARY IN TODAY'S BUSINESS ENVIRONMENT WHERE PEOPLE WANT TO WIN AND SPOKE THEIR HEADS ABOUT IT. CAN DENY CAN ALSO DISAGREE AS I DO, BUT THE MAIN POINT TO WIN ARGUMENT IS TO WIN ON OBJECT ECONOMIC TERMS - BE DATA DOES EXACTLY THAT!
5. CAN BEGIN TO SEE THE MAIN TRENDS
 - a. BUS. WK. ARTICLE - 35 p. on HUMAN CAPITAL ISSUES. (DISAPPEARS BUT TOO LATE TO CHANGE HONOR, POWER, EDUCATION)
 - b. BUS/HUMAN ED. FORUM - DEMANDING REFORMATION OF ATTENTION - SEP 26 - PRESS CONF. IN WASH DC. ADVOCATES THEIR OWN INTEREST - REPORT ON HUMAN CAPITAL (JUST AND HONOR), MOST IMPRESSIVE WERE ARE EDUCATION ACADEMIC
 - c. C.E.D. REPORT IN PART ON OPPORTUNITIES IN NEED -

DRAFT - 09/12/88 - CHANGE DATE EVERY DAY A CHANGE IS MADE &
DELETE ON FINAL VERSION

REMARKS BY
WILLIAM S. WOODSIDE
CHAIRMAN, THE INSTITUTE FOR EDUCATION LEADERSHIP
IN RESPONSE TO
BUD HODGKINSON'S PRESENTATION
IEL-ECS CONFERENCE ON FEDERALISM

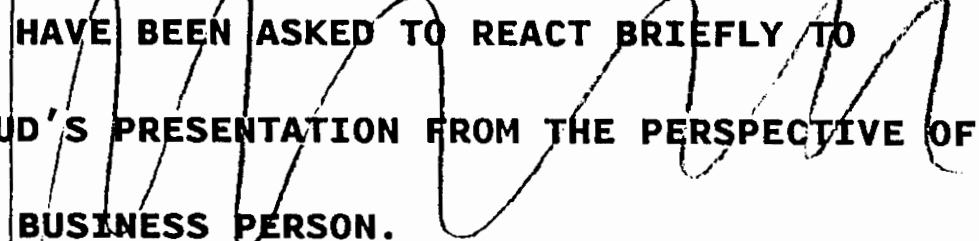
BIASED BY FACTS SPRT

AIRLIE HOUSE
AIRLIE, VA
SEPTEMBER 14, 1988

I AM STUNNED EVERY TIME I LISTEN TO BUD HODGKINSON'S UNIQUE AND COMPELLING PRESENTATION ON THIS NATION'S DRAMATICALLY CHANGING DEMOGRAPHY. HIS DATA HAVE SUCH PROFOUND IMPLICATIONS FOR OUR COLLECTIVE FUTURES. INDEED, THE RAMIFICATIONS OF THE GROWING NUMBERS OF AT-RISK CHILDREN AND FAMILIES, ESPECIALLY IN OUR GROWING STATES, REQUIRE MUCH MORE FOCUSED ATTENTION AND ACTION BY POLICYMAKERS AT EVERY LEVEL OF GOVERNMENT.

CERTAINLY, I FERVENTLY HOPE THAT A NEW
ADMINISTRATION IN WASHINGTON, BE IT
REPUBLICAN OR DEMOCRATIC, WILL BE MORE
PROACTIVE IN PROJECTING THROUGH THE UNIQUE
PULPIT OF THE NATIONAL GOVERNMENT THESE
INCREASINGLY SIGNIFICANT DEMOGRAPHIC
REALITIES.

I HAVE BEEN ASKED TO REACT BRIEFLY TO
BUD'S PRESENTATION FROM THE PERSPECTIVE OF
A BUSINESS PERSON.

A large, stylized handwritten signature in black ink is written over the text of the second paragraph. The signature consists of several large, sweeping loops and is positioned centrally over the text.

**MANY BUSINESS LEADERS AND THEIR EMPLOYEES
ARE DISTURBED THAT CHILDREN IN THIS
COUNTRY ARE HUNGRY, ILL-HOUSED, POORLY
EDUCATED, OR HOMELESS. THEY TRY ON A
PERSONAL LEVEL TO DO WHATEVER THEY CAN TO
ALLEVIATE THIS PAIN, SUFFERING AND INJUSTICE.**

**IN INSTITUTIONAL TERMS, HOWEVER, WHICH
MEANS IN TERMS OF RECOGNIZING AND ACTING
UPON A MUTUAL, LONG-RANGE INTEREST THAT
ONE SECTOR OF SOCIETY SHARE WITH ANOTHER,
CORPORATIONS ARE STILL FAR REMOVED FROM
THE SOCIAL, ECONOMIC AND EDUCATIONAL
CONCERNS AND NEEDS OF CHILDREN AND THEIR
FAMILIES.**

DESPITE THE MOVEMENT TOWARD CORPORATE INVOLVEMENT IN SOCIAL ISSUES DURING THE PAST SEVERAL YEARS, WE CONTINUE TO THINK OF OURSELVES AS ECONOMIC ENTITIES ONLY. THE IDEA THAT AN ORGANIZATION WITH A BUSINESS MANDATE ALSO CAN PLAY AN ACTIVE AND ASSERTIVE ROLE IN SOCIAL ISSUES HAS NOT REALLY TAKEN HOLD.

IN SHORT, WE SEEM UNABLE TO COME TO TERMS WITH ACTIVITIES THAT DO NOT SHOW UP IN A PROFIT-OR-LOSS STATEMENT AND THAT HAVE NO IMPACT ON OUR BOTTOM LINE.

I CANNOT QUARREL WITH ANY COMPANY THAT IS CONCERNED ABOUT ITS BOTTOM LINE. IN TODAY'S ECONOMIC CLIMATE, A CHIEF EXECUTIVE OFFICER WOULD BE REMISS IF HE OR SHE IGNORED THE BOTTOM LINE. STOCK MARKET VOLATILITY AND DROPS IN PROFITS HAVE CREATED ECONOMIC UNCERTAINTY FOR THOUSANDS OF COMPANIES. THE GROWTH OF CONGLOMERATES, MERGERS AND ACQUISITIONS -- TO SAY NOTHING OF ABSENTEE OWNERSHIP -- HAS MADE IT DIFFICULT FOR MANY CORPORATIONS TO SUSTAIN TIES THAT ONCE EXISTED BETWEEN THEMSELVES AND THEIR LOCAL COMMUNITIES.

BUT I CAN QUARREL WITH AN ALMOST RELENTLESS
AND MYOPIC OBSESSION WITH THE BOTTOM LINE.
THE BOTTOM LINE IS IMPORTANT, BUT CORPORATE
AMERICA CANNOT ALLOW THE BOTTOM LINE TO
BECOME THE ONLY STANDARD BY WHICH WE JUDGE
OURSELVES AND OUR ROLE IN SOCIETY. BUD
HODGKINSON'S DEMOGRAPHIC DATA COGENTLY
DOCUMENT THE INTERDEPENDENCE BETWEEN THE
SUCCESS OF THE PRIVATE SECTOR AND THE
ECONOMIC WELL-BEING AND EDUCATIONAL
ATTAINMENTS OF AMERICA'S CHILDREN AND
THEIR FAMILIES.

**WE CANNOT AFFORD, AND SOCIETY CANNOT
AFFORD, TO DISMISS INCREASES IN INFANT
MORTALITY BECAUSE THEY DO NOT AFFECT THE
CORPORATE BOTTOM LINE.**

**WE CANNOT AFFORD, AND SOCIETY CANNOT
AFFORD, TO DISMISS HUNGER, POOR HEALTH,
AND EDUCATIONAL RESULTS AMONG CHILDREN
BECAUSE THEY DO NOT SHOW UP IN THE
CORPORATE PROFIT AND LOSS STATEMENT.**

**WE CANNOT DISMISS, AND SOCIETY CANNOT
DISMISS, THE PROBLEMS THAT THE CHILDREN
WHO WILL ENTER THE LABOR FORCE IN THE YEAR
2000 ARE FACING TODAY BECAUSE OUR IMMEDIATE
NEED IS TO SHOW A PROFIT IN THE NEXT 90
DAYS.**

**THE CURRENT STATE OF AFFAIRS, HOWEVER,
DOES NOT HAVE TO BECOME THE PERMANENT
STATE OF AFFAIRS.**

CORPORATIONS CAN BECOME MORE DEEPLY INVOLVED IN SOCIAL ISSUES, AND PARTICULARLY EDUCATION AND CHILDREN'S ISSUES, WITHOUT SACRIFICING THEIR ECONOMIC BASE OR THEIR PROFIT MARGINS.

SOCIAL ACTIVISM AND ECONOMIC GROWTH ARE NOT BY DEFINITION INCOMPATIBLE OR MUTUALLY EXCLUSIVE. IF ANYTHING, THEY ARE JUST THE REVERSE -- COMPATIBLE AND MUTUALLY INCLUSIVE.

A RECENT REPORT BY THE COMMITTEE FOR ECONOMIC DEVELOPMENT, CHILDREN IN NEED CAME TO MUCH THE SAME CONCLUSION.

THE REPORT, WHICH FOCUSED ON THE EDUCATIONAL NEEDS OF DISADVANTAGED CHILDREN, RECEIVED CONSIDERABLE ATTENTION BECAUSE IT VIEWED THE EDUCATIONAL NEEDS OF CHILDREN WITHIN THE LARGER CONTEXT OF EVERYTHING ELSE CHILDREN NEED FOR HEALTHY GROWTH AND DEVELOPMENT. THE CED REPORT CONCLUDED THAT CHANGES WILL HAVE TO OCCUR IN THE WAY THAT SCHOOLS ARE ORGANIZED AND STRUCTURED AND IN THE WAYS THAT CHILDREN LEARN.

BUT THESE CHANGES WILL BE OF LIMITED VALUE
IF A BROAD RANGE OF EARLY AND SUSTAINED
CHILDHOOD INTERVENTION PROGRAMS ARE NOT
FIRST AVAILABLE TO THE CHILD, AND IF THERE
ARE NOT PROGRAMS AT THE OTHER END OF THE
SPECTRUM THAT THEY TO WORK WITH THOSE
CHILDREN AT RISK OF DROPPING OUT.

THAT SUCH A COMPREHENSIVE AND SWEEPING SET
OF RECOMMENDATIONS CAME FROM A GROUP WITH
SUCH A HEAVY BUSINESS COMPONENT -- THE CED
IS COMPOSED OF MORE THAN 200 BUSINESS
EXECUTIVES AND EDUCATORS -- ALSO WAS
CONSIDERED NOTABLE.

**THE MOST POWERFUL MESSAGE IN THE CED
REPORT, HOWEVER, WAS CONTAINED IN THIS
PARAGRAPH:**

**"THIS NATION CANNOT CONTINUE TO COMPETE
AND PROSPER IN THE GLOBAL ARENA WHEN
MORE THAN ONE-FIFTH OF OUR CHILDREN
LIVE IN POVERTY AND A THIRD GROW UP IN
IGNORANCE. THE NATION CAN ILL AFFORD
SUCH AN EGREGIOUS WASTE OF HUMAN
RESOURCES. ALLOWING THIS TO CONTINUE
WILL NOT ONLY IMPOVERISH THESE
CHILDREN, IT WILL IMPOVERISH OUR NATION
-- CULTURALLY, POLITICALLY,
ECONOMICALLY."**

I KNOW WHAT I THINK THIS MEANS.

**IT MEANS THAT OUR FUTURE, BOTH AS
CORPORATIONS AND AS A SOCIETY, DEPENDS
UPON THE STRENGTH OF THE ECONOMIC AND
SOCIAL FABRIC THAT WILL EXIST IN THE
FUTURE. THAT IN TURN WILL DEPEND UPON
HOW CHILDREN ARE RAISED TODAY AND THE
DEVELOPMENT OF ENLIGHTENED POLICY
RESPONSES AT EVERY GOVERNMENTAL LEVEL.**

YET TOO MANY OF US RARELY MAKE THAT CONNECTION SO VIVIDLY DOCUMENTED BY BUD HODGKINSON. WE FAIL TO FULLY RECOGNIZE THE EXTENT TO WHICH OUR SOCIAL FOUNDATION SHAPES OUR ECONOMIC FUTURE, NOT JUST IN TERMS OF THE WORKFORCE THAT WILL BE AVAILABLE TO CORPORATE AMERICA IN THE NEXT 15 TO 20 YEARS, BUT IN TERMS OF THE STRENGTH OF OUR SOCIETY AND THE UNITY OF OUR SOCIETY.

WITH A NEW ADMINISTRATION ABOUT TO TAKE OFFICE IT IS TIME THAT BOTH PRIVATE AND PUBLIC SECTOR LEADERS ASSESS THE DEMOGRAPHIC IMPERATIVES WHICH CONFRONT THIS NATION. WE MUST RECONFIGURE AND SORT OUT THE RESPECTIVE RESPONSIBILITIES OF THE NATIONAL, STATE AND LOCAL GOVERNMENTS. RHETORIC WILL NO LONGER SUFFICE. WE KNOW WHAT TO DO BUT MUST BUILD A BROADER POLITICAL COALITION TO ACHIEVE OUR OBJECTIVES.

ALTHOUGH THE RANKS OF BUSINESS LEADERS
DEEPLY INTERESTED IN EDUCATION AND
CHILDREN'S ISSUES REMAINS PRECARIOUSLY
THIN, THERE ARE GROWING NUMBERS OF PRIVATE
SECTOR LEADERS WHO CAN BE ENGAGED IN
DISCUSSIONS ON THESE CONCERNS.

WHAT WE NEED MOST OF ALL, THOUGH, IS
SOMETHING WE NEVER HAVE HAD IN THIS
COUNTRY -- A SERIOUS NATIONAL EFFORT TO
ACTUALLY IMPROVE THE EDUCATIONAL, SOCIAL
AND ECONOMIC STATUS OF CHILDREN INSTEAD
OF JUST TALKING ABOUT IT.

**AMONG ITEMS I WOULD LIST ON THIS AGENDA
INCLUDE BUT ARE NOT LIMITED TO:**

- 1. REDUCING CHILDHOOD HUNGER IN AMERICA.**

- 2. FULL PARTICIPATION IN THE WIC
PROGRAM AND SIMILAR STATE PROGRAMS.**

- 3. ACCESS TO PRENATAL CARE.**

- 4. EFFECTIVE TEENAGE PREGNANCY
PREVENTION PROGRAMS.**

5. EXPANDING HEAD START AND CHAPTER ONE
TO ALL ELIGIBLE CHILDREN.

6. MAKING QUALITY DAY CARE ACCESSIBLE TO
CHILDREN OF PARENTS WHO MUST WORK.

7. IMMUNIZING EVERY CHILD AGAINST
INFECTIOUS DISEASES.

NOT A RADICAL PROPOSAL IN THE BUNCH, BUT A
PACKAGE OF PROPOSALS, WHICH, IF IMPLEMENTED
AT APPROPRIATE LEVELS OF GOVERNMENT, WOULD
REPRESENT A MAJOR NATIONAL COMMITMENT TO
IMPROVE THE LIVES OF CHILDREN AND OUR
VIABILITY AS A SOCIETY.

THOSE OF US WHO ARGUE ON BEHALF OF A MAJOR NATIONAL EFFORT THAT WE HOPE WILL ALLOW TODAY'S CHILDREN TO SHAPE THEIR OWN FUTURE WILL BE TOLD THAT IT'S A NICE IDEA, BUT, GIVEN THE TWIN PROBLEMS OF THE DEFICIT AND THE TRADE IMBALANCE, AN IDEA WE JUST CANNOT AFFORD AT THE PRESENT TIME.

I'M AN ECONOMIST BY TRAINING, AND I'M NOT WILLING TO BUY THAT ARGUMENT.

THIS NATION HAS STRUGGLED WITH THE
RELATIONSHIP BETWEEN THE CHILD AND THE
POLITICAL SYSTEM FOR A LONG TIME. NOW
IT'S TIME TO SET THE RECORD STRAIGHT. THE
CHILDREN OF POVERTY DID NOT CREATE THE
DEFICIT. THEY SHOULD NOT BE THE ONES WHO
ARE ASKED TO PAY FOR IT.

LET'S GET OUR PRIORITIES IN ORDER ONCE AND
FOR ALL. THE CHILD IS NOT SUPPOSED TO
SERVE THE POLITICAL SYSTEM. THE POLITICAL
SYSTEM IS SUPPOSED TO SERVE THE CHILD,
HOWEVER, OUR EVER-CHANGING FEDERAL SYSTEM
EVOLVES IN THE YEARS IMMEDIATELY AHEAD.