

TEACHING IS AMERICA'S BUSINESS

PRESENTED TO:

NATIONAL BOARD FOR PROFESSIONAL
TEACHING STANDARDS

REMARKS BY:

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THANK YOU

BEFORE TALKING ABOUT TEACHING ISSUES, LET ME

SPEND SOME TIME ON THE MULTI-FRONT WAR WE

ARE ALL ENGAGED IN, I SEE THIS EFFORT TO

OVERHAUL OUR EDUCATION SYSTEM AND RELATED

SYSTEMS AS JUST THAT -- A WAR, A CRUSADE IN

WHICH OUR SOCIETY WILL BE DESTROYED IF WE LOSE.

DRAMATIC BUT TRUE!

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LET ME RUN DOWN A
LIST OF THOSE FRONTS WHERE ACTION OF SOME
SORT IS GOING ON,

LET'S START WITH TEACHING ITSELF - YOUR AREA

- 1, TEACHING STANDARDS
2. TEACHER COMPENSATION
- 3, REFORM OF TEACHER EDUCATION
4. TEACHER WORKING CONDITIONS

MOVE TO THOSE THINGS THAT INVOLVE TEACHERS

- 5, SCHOOL-BASED MANAGEMENT,
6. CURRICULUM IMPROVEMENT - INCLUDING MAJOR
REFORMS IN MATH AND SCIENCE,
- 7, RESTRUCTURING OF SCHOOL SYSTEM
MANAGEMENT,
8. PROGRAMS TO DEAL WITH TEENAGE
PREGNANCY, ALCOHOL, DRUGS AND VIOLENCE.

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AND LESS DIRECTLY, BUT
VERY IMPORTANT

9. MENTORING

10, PARENT EDUCATION

11. SCHOOL-BOARD STRENGTHENING

AND FINALLY THOSE THINGS NECESSARY TO MAKE
CERTAIN CHILDREN ENTERING KINGERGARTEN HAVE AT

LEAST HALF A CHANCE OF COMPLETING THEIR
EDUCATION THRU 12TH GRADE.

12. PRENATAL CARE

13. W.I.C.

14. CHILDHOOD IMMUNIZATION PROGRAM

15, HEADSTART

AND WE COULD ADD MANY MORE ITEMS TO THIS LIST
OF 15.

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NOW I SHOULD WARN YOU THAT SINCE MY FOCUS
IN EDUCATION THE LAST 10 YEARS HAS BEEN ON URBAN
CHILDREN AT RISK, I HAVE AN APOCALYPTIC VISION
OF THE FUTURE.

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AS I LOOK AT THIS PARTIAL LIST OF 15 ITEMS, I WOULD GUESS THAT PROGRESS MUST BE MADE ON AT LEAST HALF OF THEM IN THE NEXT 5 YEARS OR WE WILL NOT MAKE ANY MEANINGFUL PROGRESS ON OUR KEY OBJECTIVE WHICH IS TO PRODUCE EDUCATED YOUNG ADULTS FROM OUR PUBLIC EDUCATION SYSTEM WHO CAN PLAY A MEANINGFUL ROLE IN OUR ECONOMY AND OUR SOCIETY, THE CORRELARY - IF DOES NOT HAPPEN WE WILL NO LONGER BE IN FRONT RANK OF DEVELOPED NATIONS.

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DISTURBING FACTS ABOUT SCHOOL CHILDREN "AT
RISK" HAVE BEEN MARSHALLED TIME AND AGAIN,
HERE IS "A DAY IN THE LIVES OF AMERICAN
CHILDREN," PRESENTED BY THE CHILDREN'S DEFENSE
FUND:

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1,868 TEENS DROP OUT OF SCHOOL

988 AMERICAN CHILDREN ARE ABUSED

2,989 CHILDREN SEE THEIR PARENTS DIVORCED

1,099 TEENAGERS HAVE ABORTIONS

1,287 TEENAGERS GIVE BIRTH

110 BABIES DIE BEFORE THEIR 1ST BIRTHDAY

27 CHILDREN DIE BECAUSE OF POVERTY

5 SCHOOL-AGE YOUTHS ARE MURDERED

5 TEENS COMMIT SUICIDE

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THE FACTS ARE NOT
NEW BUT OUR INCREASING

RECOGNITION IS NEW, WE ARE BEGINNING TO

ARRIVE AT A MORE REALISTIC UNDERSTANDING OF THE
PROBLEMS FACED BY LARGE NUMBERS OF CHILDREN,

WE ARE PUTTING ASIDE THE TRADITIONAL
COMPARTIMENTALIZED VIEW THAT LOOKS AT EDUCATION
AS ONE PROBLEM, HEALTH AS ANOTHER, FAMILY INCOME
AS A THIRD,

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THE C,E,D,
"CHILDREN IN NEED" REPORT 1987 WAS THE FIRST TO
RECOGNIZE EXPLICITLY THAT EARLY

AND SUBSTAINED INTERVENTION IN THE LIVES OF
DISADVANTAGED CHILDREN IS IMPERATIVE IF THESE
CHILDREN ARE TO BE EDUCATED, CHILDREN ARE DIS-

ADVANTAGED IF THEY CANNOT TAKE ADVANTAGE OF
AVAILABLE EDUCATIONAL OPPORTUNITIES, GENERALLY
BECAUSE OF MENTAL, PHYSICAL OR CULTURAL

IMPAIRMENTS OR IF THE EDUCATIONAL RESOURCES
AVAILABLE TO THEM ARE INHERENTLY UNEQUAL,

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CONSERVATIVE ESTIMATES SHOW THAT A SHOCKING 30% OF OUR SCHOOL POPULATION ARE DISADVANTAGED WITH URBAN CENTERS RUNNING AT 50% OR HIGHER.

THE REPORT STRESSES THAT POVERTY CORRELATES CLOSELY WITH SCHOOL FAILURE, ESPECIALLY WHERE FAMILY STRUCTURE HAS BROKEN DOWN AS WELL, POOR STUDENTS ARE THREE TIMES MORE LIKELY TO BECOME DROPOUTS THAN STUDENTS FROM ECONOMICALLY ADVANTAGED HOMES, THIS IS HARDLY SURPRISING: CHILDREN OF THE POOR SUFFER MORE FREQUENTLY

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FROM ALMOST EVERY FORM
OF CHILDHOOD DEFICIENCY, INCLUDING INFANT
MORTALITY, GROSS MALNUTRITION, RECURRENT AND
UNTREATED HEALTH PROBLEMS, PSYCHOLOGICAL AND
PHYSICAL STRESS, CHILD ABUSE, AND LEARNING
DISABILITIES,

AND NOW FOR A FEW STATISTICS, WHICH I
CERTAINLY DO NOT EXPECT YOU TO REMEMBER, TO GIVE
YOU AN OVERALL IMPRESSION OF THE MAGNITUDE OF
THE PROBLEM.

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AS A GROUP, CHILDREN ARE NOW THE POOREST SEGMENT OF THE NATION'S POPULATION, THEY ARE NEARLY SEVEN TIMES AS LIKELY TO BE POOR AS THOSE OVER SIXTY-FIVE. OVER 20% OF ALL CHILDREN UNDER 18 CURRENTLY LIVE IN FAMILIES WHOSE INCOMES FALL BELOW THE POVERTY LINE, AND 25% OF ALL CHILDREN UNDER 6 ARE NOW LIVING IN POVERTY, ALMOST TWO-THIRDS OF ALL POOR CHILDREN ARE WHITE, BUT BLACKS AND HISPANICS ARE MORE LIKELY TO BE POOR: 43% OF BLACK AND 40% OF HISPANIC CHILDREN LIVE IN POVERTY, BLACK CHILDREN ARE NEARLY THREE TIMES AS LIKELY TO LIVE IN POVERTY AS WHITE CHILDREN.

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THERE HAS ALSO BEEN AN EPIDEMIC INCREASE IN THE NUMBER OF CHILDREN BORN OUTSIDE OF MARRIAGE, ONE HALF OF THESE TO TEENAGE MOTHERS WHO TEND TO HAVE PREMATURE BIRTHS BECAUSE OF INADEQUATE NUTRITION AND MEDICAL CARE, LOW BIRTH WEIGHT IS THE SINGLE BEST PREDICTOR OF WHAT'S GOING TO HAPPEN DURING THE EDUCATION PROCESS, WEIGHT BELOW 5 LBS. COMBINED WITH INADEQUATE MEDICAL CARE HAS A TERRIBLE IMPACT, TODAY BETWEEN 20 AND 25% OF OUR ANNUAL BIRTHS ARE ALMOST ASSURED OF BEING EDUCATIONALLY RETARDED OR DIFFICULT TO TEACH AS THEY GO THROUGH OUR SCHOOL SYSTEM.

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HOW DOES THIS TRANSLATE, LETS TAKE A
NATIONAL PROFILE OF THE CLASS OF 2001 WHICH
STARTED KINDERGARTEN LAST FALL,

25% LIVING BELOW POVERTY LINE

15% HAVE MENTAL OR PHYSICAL HANDICAPS

14% BORN TO TEENAGE MOTHERS

14% BORN TO UNMARRIED MOTHERS

DISASTER IS ALMOST GUARANTEED IF KIDS FALL INTO
SEVERAL CATEGORIES,

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WE ARE BEGINNING TO ADOPT A MORE
COMPREHENSIVE VIEW THAT TAKES INTO ACCOUNT THE
WAYS EDUCATION, HEALTH, NUTRITION, HOUSING,
FAMILY INCOME, SOCIAL SUPPORTS AND EVEN
POLITICAL DECISIONS ALL INTERACT TO FORM THE
ENVIRONMENT IN WHICH YOUNG PEOPLE LIVE AND THE
OPPORTUNITIES THAT ARE AVAILABLE TO THEM,
THESE ARE IMPORTANT SIGNS OF PROGRESS, BUT IF
OUR OUTLOOK HAS CHANGED, THE OBSTACLES BEFORE US
HAVE NOT CHANGED.

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ONE OF THEM IS OUR OWN HISTORY,

WHEN IT COMES TO DEVELOPING RHETORIC ABOUT
CHILDREN, I DOUBT WE HAVE AN EQUAL IN THE WORLD,
EXCEPT FOR A BRIEF PERIOD IN THE SIXTIES WHEN WE
DEVELOPED AND IMPLEMENTED A RANGE OF PROGRAMS
AIMED AT PROVIDING ALL CHILDREN WITH A
RELATIVELY EQUAL OPPORTUNITY IN LIFE, OUR RECENT
PERFORMANCE HAS NOT COME CLOSE TO OUR RHETORIC,

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TAKE INFANT MORTALITY AND CHILD HEALTH,

EVERYONE AGREES THAT CHILDREN WHO RECEIVE EARLY HEALTH CARE FARE BETTER IN LIFE THAN CHILDREN WHO DO NOT: FOR 60 YEARS WE HAVE KNOWN THAT QUALITY PRENATAL CARE CAN REDUCE INFANT MORTALITY AND ELIMINATE MANY OF THE PROBLEMS THAT LEAD TO HIGH-RISK BIRTHS AND SUBSEQUENT POOR HEALTH AMONG INFANTS, AS WELL AS PROBLEMS IN LATER LIFE THAT ARE ASSOCIATED WITH POOR CHILD HEALTH, YET THE UNITED STATES CURRENTLY RANKS 19TH AMONG INDUSTRIALIZED NATIONS IN INFANT MORTALITY, AND 15 MILLION WOMEN OF CHILDBEARING AGE HAVE NO PRIVATE OR GOVERNMENT HEALTH INSURANCE THAT COVERS MATERNITY CARE.

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IN ADDITION, WE MAKE THE HEAD-START PROGRAM AVAILABLE TO LESS THAN 20 PERCENT OF THE CHILDREN WHO NEED IT, IN SPITE OF FACT IT IS THE MOST SUCCESSFUL SOCIAL PROGRAM OF LAST QUARTER OF CENTURY, WE KNOW THAT WHEN HEAD-START KIDS GROW UP THEY ARE MORE LIKELY TO FIND JOBS, FORM STABLE FAMILIES, LESS APT TO BE ON WELFARE, LESS TROUBLE WITH LAW, WE PLACE SHARP RESTRICTIONS ON THE NUMBER OF WOMEN AND CHILDREN WHO RECEIVE THE BENEFITS OF FOOD AND NUTRITION PROGRAMS AND DRAMATICALLY LIMIT THE CHAPTER 1 ASSISTANCE WE PROVIDE OUR PUBLIC SCHOOLS IN DISADVANTAGED SCHOOL DISTRICTS,

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IF THESE AND OTHER TRENDS CONTINUE, THEN BY THE YEAR 2000, WHICH NOW IS JUST 11 YEARS AWAY, ONE OF EVERY FOUR YOUNGSTERS IN THIS COUNTRY WILL BE POOR, ONE IN FIVE WILL BE AT RISK OF BECOMING A TEENAGE PARENT, AND ONE IN 4 WILL BECOME A DROP-OUT, MOST LIKELY BEFORE JUNIOR YEAR IN HIGH SCHOOL,

THAT'S THE HISTORY WE HAVE TO OVERCOME.

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AT THE PRESENT TIME, THE MOMENT SEEMS RIGHT FOR SOME INTENSIVE EFFORTS TO IMPROVE THE EARLY LIVES OF CHILDREN, TO PUT INTO PLACE, ON A MORE EXTENSIVE SCALE THAN CURRENTLY EXISTS, PROGRAMS THAT WILL IMPROVE THE ODDS THAT CHILDREN WHO ARE DISADVANTAGED TODAY WILL HAVE A BETTER FUTURE TOMORROW,

IS OUR KNOWLEDGE COMPLETE AND EXACT? OF COURSE NOT, BUT WE DO KNOW ENOUGH TO SAVE 50%+ OF DISADVANTAGED KIDS.

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I'VE SPENT A LOT OF TIME ON THIS BECAUSE WE ARE DISCUSSING THE QUALITY OF THE CHILDREN ENTERING OUR EDUCATION SYSTEM WHICH TEACHERS AND ADMINISTRATORS MUST SOMEHOW TRANSFORM INTO EDUCATED YOUNG ADULTS WHO ARE CAPABLE OF PLAYING A MEANINGFUL ROLE IN SOCIETY, MOST IMPORTANTLY, I THINK WE'RE TALKING ABOUT SURVIVAL OF DEMOCRACY IN THE U.S.

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THE 2 TIERING OF OUR SOCIETY IS DESTROYING THE SHARED VISION OF OURSELVES TOWARD WHICH WE'VE BEEN STRIVING FOR 200 YEARS AND WHICH IS THE ESSENCE OF OUR DEMOCRATIC PROCESS, IF WE ARE NOT PREPARED TO ADDRESS THESE ISSUES, SOONER OR LATER WE WILL WIND UP IN 2 ARMED CAMPS, THE WORLD IS FULL OF TRAGIC EXAMPLES OF THIS --

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MEXICO, PHILIPPINES, PUERTO RICO, VENEZUELA --
ALL PLACES WHERE THE HAVES LIVE IN COMPOUNDS
WITH WALLS, BARBED WIRE, BROKEN GLASS AND ARMED
GUARDS, TO PROTECT THEMSELVES FROM THE HAVE
NOTS, NONE OF US WANT OUR CIVILIZATION TO BE
DESTROYED IN THIS WAY,

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AM I DISCOURAGED BY ALL OF THIS? THE ANSWER IS NO! IF WE APPLY CONCENTRATED INTELLIGENCE AND RESOURCES TO THE SOLUTION OF MAN-MADE PROBLEMS, I BELIEVE THEY CAN BE SOLVED — NOT THRU SOME ALL ENCOMPASSING THEORETICAL STRUCTURE SUCH AS EINSTEIN'S UNIFIED FIELD THEORY — BUT THRU IMPROVEMENTS AND SOLUTIONS FOCUSED ON INDIVIDUAL PROBLEMS.

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THE BEST EXAMPLE OF THIS IS THE
CONCENTRATED INTELLIGENCE BEING BROUGHT BY THIS
GROUP NOT ONLY ON IMPROVING TEACHING STANDARDS
BUT ALSO ON IMPACTING WORK BEING DONE TO IMPROVE
WORKING CONDITIONS FOR TEACHERS AND STUDENTS,
TEACHER EDUCATION AND TEACHER RECRUITMENT,
VICTORY ON ALL OF THESE FRONTS IS ABSOLUTELY
ESSENTIAL IF WE ARE GOING TO EDUCATE OUR
CHILDREN WELL,

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THIS IS PROBABLY THE EASIEST OF ALL THE REFORM MOVEMENTS UNDERWAY FOR THE BUSINESS COMMUNITY TO UNDERSTAND AND SUPPORT. IT NOT ONLY FITS THE AMERICAN FOLKLORE ABOUT TEACHERS BUT MATCHES OUR OWN EXPERIENCE, ITS ALMOST IMPOSSIBLE IN MY GENERATION TO FIND SOMEONE WHO HAS NOT HAD A LIFE CHANGING EXPERIENCE WITH A GREAT TEACHER. WHILE IT IS DIFFICULT FOR SOME PEOPLE TO MAKE THE CONNECTION BETWEEN POVERTY, MENTAL AND PHYSICAL HANDICAPS AND RESULTING LACK OF EDUCATION, NO ONE HAS ANY TROUBLE IN CONNECTING GOOD TEACHING AND GOOD EDUCATION.

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IT IS ALSO TRUE THAT THE TYPICAL BUSINESS CAN BE VIEWED AS A CONTINUOUS PROCESS OF EDUCATION, I AM NOT TALKING ABOUT THE DIRECT EDUCATION AND TRAINING PROGRAMS WHETHER THEY BE REMEDIAL FOR INCOMING EMPLOYEES OR TRADE AND PROCESS TRAINING PROGRAMS OR UNIVERSITY TYPES SUCH AS GENERAL ELECTRIC AND OTHER LARGE CORPORATIONS HAVE, I AM TALKING ABOUT THE NORMAL PROGRESSION UP THE PROMOTION LADDER

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WHICH IS ROUGHLY EQUIVALENT TO GOING FROM ONE GRADE LEVEL TO ANOTHER, GREAT MANAGERS ARE ALSO GREAT TEACHERS, SO IF I COULD TALK ABOUT THE "BUSINESS COMMUNITY" WHICH IT REALLY ISN'T, I WOULD SAY YOU HAVE ITS SUPPORT, DOES THIS MEAN MASSIVE FUNDING WILL COME FROM BUSINESS WITH THE WAVE OF AN ARM, ABSOLUTELY NOT! DAVID KEARNS, BRAD BUTLER AND I HAVE SPENT TOO LONG RAISING FUNDS TO SUPPORT VARIOUS EDUCATIONAL INITIATIVES NOT TO RECOGNIZE HOW DIFFICULT ITS,

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NOW A FEW WORDS ABOUT RISK TAKING, LIKE ALL WARS, THIS ONE INVOLVES RISKS, ONE OF THE LARGEST OF THESE IS THAT THE WINDOW OF OPPORTUNITY FOR CHANGE MAY CLOSE BEFORE WE MAKE THE NEEDED CHANGES, WE SHOULD ALL FOCUS ON NEED FOR ACTION,

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BECAUSE OF THIS RISK AND THE NEED FOR SPEEDY ACTION, WE CANNOT DO THINGS IN A NEAT, SYSTEMATIC LINEAR WAY, FOR EXAMPLE, WE CANNOT WAIT UNTIL TEACHING STANDARDS ARE SET BEFORE WE RAISE COMPENSATION; WE CANNOT WAIT UNTIL OUR SYSTEM HAS ALL FIRST CLASS TEACHERS AND ADMINISTRATORS BEFORE WE DISMEMBER CENTRAL EDUCATIONAL BUREAUCRACIES AND CREATE SCHOOL-BASED MANAGEMENT; WE CANNOT WAIT UNTIL ALL THE SIGNS ARE RIGHT BEFORE WE MAKE INSTRUCTIONAL AND CURRICULA CHANGES.

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AN OVERWHELMING REASON FOR THIS URGENCY IS THE ENORMOUS NUMBER OF PARTIALLY EDUCATED YOUNG PEOPLE THE PRESENT SYSTEM IS SPEWING OUT. UNDER AN OPTIMISTIC SCENARIO, IT WILL TAKE 10 TO 15 YEARS BEFORE WE SEE SUBSTANTIAL IMPROVEMENT IN OUR EDUCATION SYSTEM, BY THAT TIME WE WILL HAVE AT LEAST 40 YEARS OF UNDER-EDUCATED ADULTS IN THE U.S. AND THAT IS A SUBJECT THE EDUCATION REFORM DIALOGUE HASN'T EVEN TOUCHED!

OF COURSE, THE TIME PRESSURES ON YOU ARE ALSO GREAT, WITH 50% OF OUR TEACHERS RETIRING IN NEXT FEW YEARS WE ARE PRESENTED WITH A ONCE IN A LIFE-TIME OPPORTUNITY TO ENORMOUSLY UP GRADE OUR ENTIRE TEACHING CADRE, WE MUST ATTRACT AND RETAIN HIGH QUALITY TEACHERS AND ADMINISTRATORS IN PUBLIC SCHOOLS.

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YOU HAVE MADE A BRILLIANT BEGINNING WITH
CHAPTER 2 WHAT TEACHERS SHOULD KNOW AND BE
ABLE TO DO IN YOUR PUBLICATION ON INITIAL
POLICIES AND PERSPECTIVES, THIS WILL PROVIDE A
FRAMEWORK ON WHICH MOST OF EDUCATION REFORM CAN
BE ATTACHED, THE BOARD FOR PROFESSIONAL
TEACHING STANDARDS IS THE ONLY FOCUSED NATIONAL
EFFORT ON ONE OF THE MOST IMPORTANT SINGLE
ASPECTS OF EDUCATION REFORM.

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THERE IS PLENTY GOING ON BUT WITH THE EXCEPTION OF SOME KEY LEGISLATIVE ISSUES IN THE HEALTH AND POVERTY AREAS IT IS LARGELY FOCUSED ON STATE AND LOCAL PROBLEMS, THIS IS AS IT SHOULD BE, ONE OF THE STRENGTHS OF OUR SYSTEM IS THE DIVERSITY COMING FROM ITS STATE AND LOCAL BASIS, NO ONE WANTS DOMINATION BY ONE VOICE - THE FEDERAL GOVERNMENT,

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BUT THE FRAGMENTATION CAN BE FRUSTRATING WHEN TRYING TO PRESS A NATIONAL AGENDA, THIS BOARD AND ITS NATIONAL EVALUATION PROCESS STRESSING

THE IMPORTANCE OF GOOD TEACHING WILL BE A BEACON FOR MANY LOCAL PROGRAMS.

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YOUR 5 CORE PROPOSITIONS CAPTURE THE ESSENCE OF WHAT BEING A TEACHER SHOULD MEAN, IT IS ONLY ON READING THE GLOSSES IN THE FOLLOWING CHAPTERS THAT ONE GETS AN INKLING OF THE COMPLEXITIES OF PRODUCING EQUITABLE PROFESSIONAL TEACHING STANDARDS, AS A MATTER OF FACT THE TASK IS MIND BOGGLING COMPARED TO THE DEVELOPMENT OF CPA STANDARDS OR LICENSING TESTS FOR PROFESSIONAL ENGINEERS OR EVEN MEDICAL SPECIALTIES,

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NONE OF THESE STANDARDS ATTEMPT TO MEASURE THE EFFECTIVENESS OF THE RELATIONSHIP BETWEEN DOCTOR AND PATIENTS AND YET THAT RELATIONSHIP IS THE KEY TO GOOD TEACHING, THIS IS A MATTER OF SOME CONCERN, WE CANNOT LET COMPLEXITIES SLOW DOWN THE DEVELOPMENT OF ASSESSMENT PROCEDURES AND CERTIFICATION STANDARDS, I CAN ONLY HOPE THAT YOUR REGULAR REVIEW PROCESS WILL TAKE SOME OF THE HEAT OFF THE DRIVE FOR ABSOLUTE PERFECTION IN YOUR FIRST FORMULATION, YOU CANNOT AFFORD FOR ANY REASON TO FALL BEHIND YOUR TARGET DATE OF 1993 FOR INTRODUCTION OF CERTIFICATION WHICH IS ALREADY DANGEROUSLY DISTANT.

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I HAVE THIS CONSTANT SENSE OF A CLOCK TICKING INEXORABLY AND TIME RUNNING OUT, THIS IS A WAR WE CANNOT AFFORD TO LOSE ON THIS FRONT OR ANY OTHER, THE PROBLEMS AND THE SOLUTIONS HAVE A TERRIBLE URGENCY, I AM USING MILITARY TERMINOLOGY SIMPLY BECAUSE OUR COUNTRY SEEMS TO REACT ONLY TO PHYSICAL THREATS AND NEVER TO SOCIETAL THREATS.

LET ME CLOSE WITH A FEW WORDS BY CHILEAN POET, GABRIELA MISTRAL WHO WON THE NOBEL PRIZE FOR LITERATURE IN 1954, I HOPE THAT HER WORDS CAN SERVE AS A GUIDE FOR OUR EFFORTS, HERE IS WHAT SHE WROTE:

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"MANY THINGS WE NEED CAN WAIT,
THE CHILD CANNOT,
NOW IS THE TIME HIS BONES ARE
BEING FORMED,
HIS BLOOD IS BEING MADE,
HIS MIND IS BEING DEVELOPED,
TO HIM WE CANNOT SAY, 'TOMORROW,'
HIS NAME IS TODAY."

THANK YOU VERY MUCH.

