



**THIRD ANNUAL HANDY LINDSEY, JR. LECTURE
ON INCLUSIVENESS IN PHILANTHROPY**

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**HOSTED BY
CHICAGO AFRICAN AMERICANS IN PHILANTHROPY
AND THE DONORS FORUM OF CHICAGO
JULY 12, 2005
AT DU SABLE MUSEUM OF AFRICAN AMERICAN HISTORY**

LADIES AND GENTLEMEN:

I AM GREATLY HONORED TO BE INVITED HERE THIS EVENING BY CHICAGO AFRICAN AMERICANS IN PHILANTHROPY AND THE DONORS FORUM TO GIVE THE THIRD ANNUAL HANDY LINDSEY, JR. LECTURE ON INCLUSIVENESS IN PHILANTHROPY.

IT MEANS A GREAT DEAL TO ME AND I THANK YOU VERY MUCH FOR THIS OPPORTUNITY. AT THE SAME TIME, IT IS INTIMIDATING, PARTLY BECAUSE I AM NOT AN EXPERT ON INCLUSIVITY IN PHILANTHROPY, AND ALSO BECAUSE DIVERSITY AND INCLUSIVITY AROUSE STRONG VIEWS AND MISUNDERSTANDINGS BOTH INSIDE AND OUTSIDE THE WORK PLACE. AS MY WIFE AND SOME OTHERS IN THIS AUDIENCE WILL TELL YOU, I AM BLUNT AND LACK THE SENSITIVITY AND MANY OTHER ATTRIBUTES OF JOHNNY DEPP, SO IF I SHOULD OFFEND ANY OF YOU, PLEASE CUT ME A BIT OF SLACK!

I CERTAINLY HAVE OPINIONS ON INCLUSIVITY IN PHILANTHROPY AND, I HASTEN TO ADD, THEY ARE MY OWN. THEY HAVE BEEN FORMED FROM MY EXPERIENCES AND OBSERVATIONS DURING THE MORE THAN TWO-AND-A-HALF DECADES I HAVE BEEN PRIVILEGED TO WORK IN THIS FIELD – THROUGHOUT CHICAGOLAND AND ACROSS THE NATION. AS YOU MIGHT SUSPECT, I KNOW CHICAGO THE BEST.

IN THE INITIAL TWO YEARS OF THIS AWARD, TWO FRIENDS AND LONG-TIME COLLEAGUES, HANDY LINDSEY, THEN PRESIDENT OF THE FIELD FOUNDATION, AND

CLEO WILSON, EXECUTIVE DIRECTOR OF THE PLAYBOY FOUNDATION, EMPHASIZED TWO THINGS.

HANDY MADE US DRAMATICALLY AWARE OF THE PAUCITY OF PEOPLE OF COLOR AT THE EXECUTIVE LEVEL IN FOUNDATIONS, AS WELL AS THE EVEN GREATER LACK OF DIVERSITY EVIDENT ON FOUNDATION BOARDS. HE ATTRIBUTED THIS TO BOARD MEMBERS WHO WERE UNWILLING TO SHARE POWER AND VALUE THE PERSPECTIVES THAT MINORITIES BRING TO THE TABLE.

CLEO TOLD US THAT WHILE DIVERSITY CERTAINLY MEANS INCREASING MINORITY REPRESENTATION, IT MUST ALSO PROVIDE OPPORTUNITIES FOR INDIVIDUAL GROWTH AND DEVELOPMENT AND A WORK ENVIRONMENT WHERE EACH INDIVIDUAL'S PERSPECTIVE IS RESPECTED. MERE NUMBERS ARE NOT ENOUGH.

I WANT TO BUILD ON THE FOUNDATION THAT HANDY AND CLEO SO LUCIDLY PROVIDED. VERY QUICKLY, HERE ARE MY THOUGHTS.

FIRST, PHILANTHROPY IS ABOUT PROVIDING THE OPPORTUNITY FOR PEOPLE TO DEVELOP THEIR POTENTIAL, REGARDLESS OF AGE, ECONOMIC CONDITION, EDUCATION, CULTURAL OR ETHNIC BACKGROUND, AND PERSONAL TALENTS. IF WE SUBSCRIBE TO THIS POINT OF VIEW, IT INFLUENCES HOW WE APPROACH GRANT MAKING. IT GIVES US DIFFERENT ASPIRATIONS AND HOPES FOR THE NONPROFIT ORGANIZATIONS WE PARTNER WITH AND SUPPORT. IT MEANS PROVIDING FOR

GROWTH AND DEVELOPMENT FOR BOTH THE INDIVIDUAL AS WELL AS THE INSTITUTION.

EQUALLY IMPORTANT IS WHAT WE DO INSIDE THE ORGANIZATIONS WHERE WE WORK. WE'RE ALL FAMILIAR WITH THE SAYING, "CHARITY BEGINS AT HOME." WELL, I THINK "DEVELOPING HUMAN POTENTIAL BEGINS WHERE YOU WORK." THIS INCLUDES YOUR OWN POTENTIAL AS WELL AS THAT OF THE PEOPLE WHO WORK WITH YOU. GOOD MANAGERS AND GOOD EXECUTIVES IDENTIFY THE STRENGTHS AND WEAKNESSES OF THEIR EMPLOYEES. THEY THEN GO A STEP FURTHER AND PROVIDE OPPORTUNITIES TO AUGMENT THEIR TALENTS AND BOLSTER THEIR WEAKNESSES.

THIS CAN MEAN ENCOURAGING OR EVEN REQUIRING INDIVIDUALS TO TAKE, FOR EXAMPLE, A BUSINESS WRITING COURSE. WHEN I FIRST CAME INTO THE FOUNDATION WORLD, I HAD TO CHANGE ENTIRELY MY GRADUATE-SCHOOL STYLE OF WRITING AND I HAD TO LEARN THE RUDIMENTS OF NON-PROFIT ACCOUNTING. THEN, OF COURSE, I HAD TO LEARN ABOUT THE INFINITELY COMPLICATED FIELD OF PHILANTHROPY, A SUBJECT WHICH CAN NEVER BE ENTIRELY MASTERED AND IS A CONTINUOUS WORK IN PROGRESS.

THE FACT IS, ALL OF US HAVE TO LEARN NEW SKILLS OR CHANGE THE WAY IN WHICH WE OPERATE, NOT ONLY WHEN WE GET NEW JOBS, BUT THROUGHOUT OUR CAREERS...WHICH BRINGS ME TO MY SECOND THOUGHT ABOUT DIVERSITY, INCLUSIVENESS AND PHILANTHROPY: BEING ADAPTABLE IS CRUCIAL TO SUCCESS.

A FRIEND OF MINE INVOLVED WITH THE DENTAL WORLD HAS A SIMPLE MANTRA: "FLOSS OR DIE." (YES, THERE IS A CORRELATION BETWEEN NOT FLOSSING AND HEART ATTACKS.) MY MANTRA IN THIS RAPIDLY MOVING WORLD HAS NOTHING TO DO WITH DENTISTRY, BUT APPLIES, I THINK, TO MANY OTHER AREAS. IT IS, "ADAPT OR OSSIFY." THERE ARE SOME PEOPLE WHO STOP ADAPTING AT AGE TWENTY AND SOME WHO ARE STILL ADAPTING AND LEARNING AT AGE NINETY. SO, WE MUST DEVELOP POTENTIAL -- OUR OWN AND THAT OF OTHERS -- CREATE OPPORTUNITIES FOR GROWTH, AND WORK ON ADAPTING TO NEW IDEAS, PROCESSES AND PEOPLE.

TO DO THESE THINGS REQUIRES A DEGREE OF HUMILITY FROM EACH OF US. THIS IS NOT THE KIND OF HUMILITY ONCE EXHIBITED BY PAT BOONE, WHO SAID, "I'M KIND OF HUMBLE ABOUT MY SUCCESS!" IT IS THE KIND OF HUMILITY NECESSARY FOR EACH OF US TO BE SELF-ANALYTICAL. IT MEANS BEING RECEPTIVE TO CONSTRUCTIVE CRITICISM AND LEARNING FROM IT. IN A MULTICULTURAL WORLD THIS REQUIRES DIRECTNESS, HONESTY, UNDERSTANDING AND ENCOURAGEMENT. WITHOUT THAT, WE WILL NOT ACHIEVE OUR POTENTIAL WHETHER WE ARE EXECUTIVES, MANAGERS, PROGRAM STAFF OR ADMINISTRATIVE ASSISTANTS. NOR WILL WE BE ABLE TO ASSIST THOSE WHO WORK WITH US TO DEVELOP THEIR POTENTIAL.

RECENTLY, I ASKED DICK BEHRENSHAUSEN, PRESIDENT OF THE McCORMICK TRIBUNE FOUNDATION AND A RETIRED GENERAL, HOW THE ARMY HAD INTEGRATED SO SUCCESSFULLY. HE REFERRED ME TO A BOOK THAT HAD BEEN COMMISSIONED BY THE TWENTIETH CENTURY FUND, ENTITLED, ALL THAT WE CAN BE. THIS BOOK HAS

BEEN PRAISED BY WILLIAM JULIUS WILSON, FORMER PROFESSOR AT THE UNIVERSITY OF CHICAGO, NOW AT HARVARD UNIVERSITY, CLARENCE PAGE, COLIN POWELL, AND SEYMOUR MARTIN LIPSET. AS CLARENCE PAGE STATED: "IN ALL THAT WE CAN BE, THE AUTHORS DETAIL HOW THE ARMY HAS CREATED A UNIQUE CULTURE OF INTERRACIAL COOPERATION WITHOUT SETTING QUOTAS OR LOWERING STANDARDS, OFFERING POWERFUL EXAMPLES FOR THE CIVILIAN WORLD TO FOLLOW."

THIS BOOK, FIRST PUBLISHED IN 1996, FOCUSES ON THE INTEGRATION OF AFRICAN AMERICANS INTO THE US ARMY. IT WAS WRITTEN BY A WHITE GREEK AMERICAN, CHARLES MOSKOS, THEN A SOCIOLOGY PROFESSOR FROM NORTHWESTERN UNIVERSITY, AND AN AFRICAN AMERICAN, JOHN SIBLEY BUTLER, THEN CHAIRMAN OF THE DEPARTMENT OF SOCIOLOGY AT THE UNIVERSITY OF TEXAS.

I CANNOT DO THIS BOOK JUSTICE IN THE SHORT TIME AVAILABLE TO ME, BUT IT CANDIDLY AND EXPLICITLY SHOWS THAT, FROM THE LATE 1970s ONWARD, THE ARMY RECRUITED MANY MEN AND WOMEN, BOTH BLACK AND WHITE, WHO NEEDED ADDITIONAL EDUCATION AND OPPORTUNITIES TO DEVELOP THEIR POTENTIAL ONCE THEY JOINED THE ARMY. THEY RECEIVED THE SAME OPPORTUNITIES REGARDLESS OF RACE. FURTHERMORE, THE ARMY'S METHOD OF PROMOTION WAS SIMPLE. ONLY QUALIFIED PEOPLE WOULD BE CONSIDERED.

PERHAPS MOST IMPORTANT AND RELEVANT TO OUR WORLD OF PHILANTHROPY IS THE FACT THAT THE ARMY DEVELOPED A "CRITICAL MASS" OF WELL-TRAINED AND COMPETENT AFRICAN AMERICANS AND WHITES. THIS LED TO AN

INTEGRATED POPULATION OF NON COMMISSIONED OFFICERS AND OFFICERS, ALL OF WHOM KNEW THEY WERE NO BETTER AND NO WORSE THAN THEIR ETHNICALLY DIFFERENT COLLEAGUES. THIS COMBINATION OF SIGNIFICANT NUMBERS OF INDIVIDUALS ALL OF WHOM WERE WELL-QUALIFIED, RESULTED IN MINORITIES AS WELL AS WHITES RISING TO THE HIGHEST LEVELS.

I WOULD ARGUE THAT IN PHILANTHROPY WE HAVE A CRITICAL MASS OF WHITE PEOPLE BUT NOT A CRITICAL MASS OF PEOPLE OF COLOR. IF WE DO NOT, THEN HOW WILL WE HAVE ENOUGH DIVERSITY TO ASSURE THAT PEOPLE OF COLOR WILL RISE TO THE HIGHEST LEVELS IN FOUNDATIONS? UNLESS WE MAKE A PROACTIVE EFFORT TO MAKE CRITICAL MASS A REALITY, IT WILL NOT HAPPEN. FURTHERMORE, THAT CRITICAL MASS OF MINORITIES MUST BE JUST AS WELL QUALIFIED AS THOSE WHO ARE WHITE.

WHEN I WAS A YOUNG MAN I WAS TALKING TO MY FATHER ABOUT SIN. HE SAID, "IT IS NOT SO MUCH THE THINGS ONE DOES WRONG THAT MATTER. IT IS THE OPPORTUNITIES TO DO RIGHT THAT WE IGNORE WHEN THEY PRESENT THEMSELVES. THAT IS WHAT MATTERS."

IN PHILANTHROPY, WE HAVE FAILED TO FIND AND HIRE SUFFICIENT QUALIFIED PEOPLE OF COLOR. IT IS NOT THAT WE WERE AGAINST IT. WE HAVE TALKED ABOUT INCREASING THE NUMBERS BUT, WHEN THE OPPORTUNITY PRESENTED ITSELF WE HAVE NOT MADE IT A TRULY IMPORTANT, SUSTAINED PRIORITY. THE ARMY DID.

THE REASON FOR OUR FAILURE IS SIMPLE. WE HAVEN'T PUT FORTH THE REQUIRED SIGNIFICANT EXTRA EFFORT TO DO SO. THERE ARE AN OVERABUNDANCE OF WELL-QUALIFIED WHITE PEOPLE WHO APPLY FOR PROGRAM STAFF POSITIONS IN PHILANTHROPY, AND RELATIVELY FEW PERSONS OF COLOR WHO DO SO. HOW MIGHT WE CHANGE THIS?

LET ME GIVE SOME EXAMPLES. ONE SIMPLE POSSIBILITY IS TO HIRE AN INTERN WHO IS NOT WHITE. IN 1985, WHEN I WAS AT THE CHICAGO TRIBUNE COMPANY, ONE OF THE FIRST INTERNS WE HIRED WAS DAVID PESQUEIRA. HE PERSUADED ME THAT I SHOULD INTERVIEW HIM, AFTER WHICH I OFFERED HIM AN INTERNSHIP FOR SIX MONTHS. TWENTY YEARS LATER, HE IS A SENIOR PROGRAM OFFICER AT THE McCORMICK TRIBUNE FOUNDATION.

AMONG HIS ATTRIBUTES, DAVID BRINGS AT LEAST THREE DIFFERENT PERSPECTIVES TO HIS JOB. HE HAD BEEN A COMMUNITY ORGANIZER IN CHICAGO NEIGHBORHOODS, AND HE IS A LATINO AND A NATIVE AMERICAN. CONSEQUENTLY, HE HAS MADE A GREAT DIFFERENCE TO THE VARIETY OF CONTACTS THE FOUNDATION HAS DEVELOPED IN THE COMMUNITY.

SPECIFICALLY, HE HAS ENCOURAGED MANY PEOPLE AND ORGANIZATIONS TO SUBMIT PROPOSALS WHO HAD PREVIOUSLY FELT UNCOMFORTABLE OR INCAPABLE OF APPLYING TO THE FOUNDATION. THIS IS NOT BECAUSE THOSE OF US WHO ARE WHITE PUT UP A BARRICADE AGAINST PEOPLE OF COLOR. IT IS BECAUSE THE LEVEL OF COMFORT AND PERCEIVED UNDERSTANDING THAT POTENTIAL APPLICANTS RECEIVE IS

FREQUENTLY GREATER WHEN THEY CAN TALK AND DISCUSS ISSUES WITH SOMEONE WHO HAS DIRECT FAMILIARITY WITH THEIR ISSUES AND THEIR COMMUNITY.

IN 1992 AT THE McCORMICK TRIBUNE FOUNDATION, WE INSTITUTED, "INTERNSHIPS FOR DIVERSITY," A TITLE SUGGESTED TO US BY TOM CHOMICZ, LEGAL COUNCIL TO THE FOUNDATION. NAIVELY, I WAS SURPRISED AT THE NUMBER OF VERY HIGH-QUALITY AND WELL-CREDENTIALLED APPLICANTS FOR THESE POSITIONS. TWO OF THOSE WE HIRED GAINED USEFUL EXPERIENCE – ONE WENT ON TO ANOTHER FOUNDATION AFTER SEVERAL YEARS AS A PROGRAM OFFICER WITH US, THE OTHER MOVED INTO CITY GOVERNMENT.

INTERNSHIPS ARE JUST ONE WAY OF FINDING WELL-QUALIFIED MINORITIES TO WORK IN PHILANTHROPY. BETTER YET IS TO HIRE PROGRAM STAFF AT ALL LEVELS WHO HAVE NOT ONLY GOOD QUALIFICATIONS BUT ALSO GREAT POTENTIAL. AT THE McCORMICK TRIBUNE FOUNDATION WE HAVE HAD A NUMBER OF MINORITY STAFF MEMBERS WHO HAVE ADVANCED TO NEW OPPORTUNITIES. THIS HAS BEEN A SUCCESS FOR EACH OF THEM.

WHO ARE SOME OF THOSE WHO GAINED EXPERIENCE AT McCORMICK TRIBUNE FOUNDATION? PERHAPS YOU KNOW THEM: TIM RUSSELL IS NOW AT SARA LEE CORPORATION; ELLEN COLLINS BUSH HAS GONE TO THE COMMUNITY FOUNDATION OF JACKSONVILLE, MISSISSIPPI; ALICIA MENCHACA WENT TO LOYOLA UNIVERSITY; WANDA NEWELL TO THE CENTER FOR PUBLIC POLICY IN WASHINGTON

D.C.; AND MOST RECENTLY, DAWN CALLAHAN TOOK A POSITION WITH THE CHICAGO FOUNDATION FOR WOMEN.

EACH OF THESE INDIVIDUALS MOVED ON TO POSITIONS WHICH BUILT ON THEIR EXPERIENCE AND PERFORMANCE AT THE McCORMICK TRIBUNE FOUNDATION. THEY ARE EXAMPLES OF PEOPLE CONTINUING TO DEVELOP THEIR POTENTIAL, SEEKING OUT OPPORTUNITIES AND ADAPTING. WHILE WE DID NOT WANT TO LOSE THEM, THEIR NEXT STEPS WERE GREAT FOR THEIR CAREERS AND WE ARE PROUD OF THEM.

LET US FOCUS NOW ON CHICAGO -- THE CITY SOMETIMES REFERRED TO AS THE MOST RACIALLY SEGREGATED IN THE UNITED STATES. THAT DESCRIPTION WAS ORIGINALLY MADE, I BELIEVE, BECAUSE OF THE SEGREGATED NEIGHBORHOODS AND HOUSING IN OUR CITY. IT WAS NOT MADE BECAUSE OF THE RELATIVELY SCANT INCLUSIVENESS WITHIN THE PHILANTHROPY ARENA -- ALTHOUGH WE ARE BETTER THAN THE NATIONAL AVERAGE IN THAT RESPECT.

STATISTICS ON CHICAGO PHILANTHROPY -- IF WE CONSIDER THE ETHNIC MAKEUP OF THIS CITY-- HARDLY GIVE US ANYTHING TO BRAG ABOUT. IN FACT, AS A RECENT DONORS FORUM OF CHICAGO SURVEY INDICATED, IMPROVEMENTS AT FOUNDATIONS AND CORPORATE CONTRIBUTIONS PROGRAMS SINCE 1994 HAVE BEEN CLOSE TO NEGLIGIBLE. IN 2002 CAUCASIANS COMPRISED 68% OF OUR TOTAL STAFFS, COMPARED TO 69% IN 1994, A HARDLY SIGNIFICANT SHIFT OF ONE PER CENT TOWARDS ADDITIONAL MINORITIES.

SO, WHAT SHOULD WE DO? I HAVE ARGUED SO FAR THAT WE NEED TO PROVIDE OPPORTUNITIES FOR ALL PEOPLE TO DEVELOP THEIR POTENTIAL, THAT ALL OF US MUST BE ADAPTABLE, THAT WE MUST HIRE WELL-QUALIFIED STAFF AND THAT A CRITICAL MASS OF OUR STAFF MEMBERS SHOULD BE MINORITIES. THE FIRST TWO DEMAND WE IDENTIFY OPPORTUNITIES AND ENCOURAGE PROFESSIONAL DEVELOPMENT FOR ALL EMPLOYEES WHO HAVE POTENTIAL AND THE DETERMINATION TO ACHIEVE IT. HOWEVER, ACHIEVING A CRITICAL MASS OF MINORITIES IN PHILANTHROPY REQUIRES A PROACTIVE COMMITMENT FROM THE FOUNDATION AND CORPORATE CONTRIBUTIONS COMMUNITY OF CHICAGO.

THIS PARALLELS EXACTLY THE SAME APPROACH AS ANY GOOD PROGRAM AREA AT A FOUNDATION. SUCCESS REQUIRES FOCUS, RESOURCES AND SUSTAINED EFFORT OVER A NUMBER OF YEARS. WHILE LEADERSHIP AND KNOWLEDGE ARE ESSENTIAL, THEY ALONE ARE NOT SUFFICIENT. LET ME USE AN EXAMPLE FROM GRANTMAKING WHICH MAY BE HELPFUL.

LOOK AT EARLY CHILDHOOD EDUCATION. IRVING HARRIS AND OTHERS SPOKE ELOQUENTLY AND SUPPORTED EARLY CHILDHOOD EDUCATION FOR MANY YEARS BEFORE IT DEVELOPED CRITICAL MASS. THAT HAPPENED WHEN SEVERAL OTHER FOUNDATIONS AND NONPROFIT ORGANIZATIONS BESIDES IRVING'S PUT THEIR ENERGY AND DOLLARS INTO THIS EFFORT. IT RESULTED IN GREATER FINANCIAL SUPPORT OF ORGANIZATIONS WORKING IN THIS FIELD AND MORE INFORMATION REACHING THE GENERAL PUBLIC. IT WAS NOT UNTIL THE LATE NINETIES THAT EARLY CHILDHOOD EDUCATION BECAME A TOPIC OF BROAD PUBLIC INTEREST. YOU COULD

TELL IT HAD “ARRIVED” WHEN IT WAS FEATURED ON THE COVERS OF TIME AND NEWSWEEK.

WHILE THE COVERS OF TIME AND NEWSWEEK ARE NOT THE GOAL IN THIS CASE, CREATING THE CRITICAL MASS NECESSARY TO INCREASE DIVERSITY IN THE PHILANTHROPY SECTOR REQUIRES A SIGNIFICANT NUMBER OF FOUNDATIONS AND CORPORATIONS TO STEP UP TO THE PLATE AND ACT. I BELIEVE THIS IS THE BEST WAY TO BUILD MOMENTUM AND GET BROAD COMMUNITY INVOLVEMENT. ALSO, IT HAS THE ADVANTAGE THAT THIS WOULD NOT BE PERCEIVED AS ANY SINGLE FOUNDATION'S PROJECT. TO SUCCEED, IT MUST BELONG TO THE ENTIRE PHILANTHROPIC COMMUNITY OF CHICAGO.

I LEAVE YOU WITH TWO FINAL THOUGHTS. FIRST, IT IS A GREAT IRONY THAT PHILANTHROPY, OVER THE YEARS, HAS MADE SIGNIFICANT EFFORTS TO PROVIDE OPPORTUNITIES FOR MINORITIES IN BUSINESS, EDUCATION, THE ARTS, JOURNALISM AND A VARIETY OF OTHER FIELDS. SIMULTANEOUSLY, IN PHILANTHROPY, OUR EFFORTS APPEAR TO HAVE BEEN ISOLATED, UNSUSTAINED AND LACKING CRITICAL MASS. WE HAVE NOT PERFORMED UP TO STANDARD.

SECOND, RICHARD C. LEONE, PRESIDENT OF THE TWENTIETH CENTURY FUND HAS STATED: “AMERICA MAY NOT DIE IF IT FAILS TO MAKE MORE HEADWAY AGAINST RACIAL DIVISION. BUT PERHAPS SOMETHING WORSE WILL HAPPEN; IT WILL LOSE ITS SOUL.” MAKING HEADWAY IN THIS CASE IS NOT ONLY THE RIGHT THING TO DO FOR MORAL REASONS. IT IS THE RIGHT THING TO DO IF THE QUALITY OF PHILANTHROPY

IS TO IMPROVE IN OUR INCREDIBLY DIVERSE CITY AND IN AN INCREASINGLY DIVERSE NATION.

WE AND THE INSTITUTIONS FOR WHICH WE WORK CAN MAKE THIS HAPPEN, OR WE CAN DECIDE IT IS TOO MUCH TROUBLE AND JUST WALK ON BY. I HOPE ALL OF US WILL DECIDE TO PARTICIPATE AND MAKE IT HAPPEN.