

Imagining Possible Futures 2030 When Driving Forces Interact

Scenario

B Limited, disjointed, shallow, gap-filling, Band-Aid approaches exist amidst robust opportunities, strong incentives for collaboration & networks, in a creative / innovative era

LIMITED or REACTIVE
Limited, disjointed, shallow, gap-filling, Band-Aid approaches

Driver 1: Approaches to pressing social issues (education, health, retirement, employment, immigration, hunger, borders, justice)



OPTIMAL or VIGOROUS
Robust opportunities, strong incentives for collaboration & networks, creative/innovative era



Driver 2: Society's orientation to philanthropy (institutions, networks, and incentives)

OPTIMAL or VIGOROUS
Strong, integrated, deep, systemic, long-term responses

LIMITED or REACTIVE
Limits, silos, traditional approaches continue to dominate



SCENARIO B STORY CONTRIBUTIONS BY CONVERSATION 2012 PARTICIPANTS



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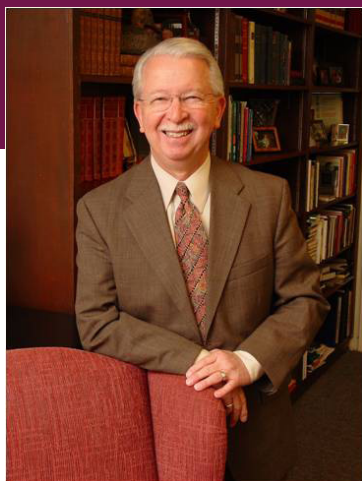
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PARTICIPANT BIO

Dr. Jay A. Barber

President Emeritus, Warner Pacific College

Dr. Jay A. Barber, Jr. is President Emeritus of Warner Pacific College in Portland, Oregon, after retiring following a twelve year stint as president.

Dr. Barber has a long-term association with Warner Pacific College. In 1964 he received his baccalaureate degree from the college and later served on the Board of Trustees. Jay received his master's degree from the University of San Francisco and the Doctor of Laws Degree (Hon.) from Anderson University. Jay also served as senior pastor of the Red Bluff, California First Church of God for 16 years, during those years Jay also served two terms as the mayor.

In 1981 he came to the administrative staff of Warner Pacific College, serving for eight years as Vice President for College Advancement and, then, as Executive Vice President. Barber returned to the college as president in 1996 to deal with a troubled institution that was deeply in debt and faced censure from the regional accrediting body. After 12 years of leadership of the institution the college for the first time in its history was debt free, had grown from 325 students to more than 1500 and was in good standing with the accrediting body.

Prior to returning to the College as president in 1996 he served as the Director of the Oregon Health Sciences University Foundation, overseeing fund raising programs for the Foundation, the largest university foundation in Oregon, including its three schools and a number of research programs. Barber directed the development of corporate, foundation and major gifts fund raising programs as well as the oversight of estate planning, planned giving

Active in the community, Barber served as a director and 2 years as chair of the Board of Directors of Mercy Corps, a relief and disaster organization based in Portland. In addition he served as chair of the Responder Life Board of Directors, a Portland based not-for-profit serving the needs of first responders and their families. In 2008 Barber was appointed the first Senior Fellow with the M.J. Murdock Charitable Trust, Vancouver, WA. Recently Jay was elected to a four-year term on the Seaside, OR City Council where Jay and his wife Jan currently reside.

Barber is currently serving as the Interim Teaching Pastor for the 3,000 member Sunset Presbyterian Church in Beaverton, Oregon.

Barber currently provides consultation services to a wide range of not-for-profit organizations in the Northwest assisting with strategic planning, fund raising strategies, board development, staff recruitment and coaching with new and emerging leaders. Recently he completed an assessment of a private religious college in Beirut, Lebanon to assist in determining growth potential in Lebanon, Syria, Jordan and Egypt necessitating travel to those regions.

This is Jay's first *GHC Conversation*.

The Northwest Coast, USA, September, 2030

By Jay Barber

The Tsunami event of a year ago September, 2029 literally has left the NW coastal areas in ruins. Following the catastrophic tsunami that struck Japan in 2010, dire predictions were being made of a possible event with wave surges reaching as high as 50 feet striking the West Coast.

The quake came at 3:00 AM on September 23 with a major 8.9 tremor in the subduction zone located 55 miles off the coast of NW Oregon. The loss of life was significant with more than 1,000 accounted for, and many still missing. A year later at this writing the entire region continues to struggle to reclaim devastated communities whose economic base had been tourism and forest products.

Comparison to Japanese Quake and Tsunami

Comparing the quake and tsunami to the 2010 event in Japan, the north coast appears to have escaped the level of infrastructure and human life loss experienced in Japan where population density was significantly higher.

According to “**Global Insight**” the scene of devastation along Japan’s northeastern coastline was staggering, and in spite of the country’s preparedness efforts, tens of thousands lost their lives. However the most significant impact on Japan turned out to be in regard to electricity generation capacity. The loss of a major nuclear reactor/generator not only caused major damage and exposure to radiation over a wide area, it resulted in a disruption over an extended period of time of electricity for homes, manufacturing and travel.

Also impacted were basic city services such as sewer treatment facilities and the provision of clean water to surviving residents.

Fortunately, no nuclear reactors were involved in the September quake on the northwest coast. In spite of that, many regions were without power for more than a month resulting from the quake and tsunami damage.

In addition to the loss of single and multi-family housing in the regions from Olympia, Washington in the north to Crescent City, California in the south, hotels and timeshare developments are destroyed. Virtually all of the import and export shipping has been shifted to other ports.

Tax Base Implications

The economic impact on the north coast region is as catastrophic in many ways as the tsunami has been to life and property in the region.

Tax Base implications are huge. Many pundits are predicting that the result will be a move back to the worldwide recession of 2007-2015. The US government continues to struggle with a weak economy, the weakened US Dollar that is still paying off two ten-year wars.

Philanthropy Implications

While all of this is happening, the US Congress, in a misguided effort to curb the growing national debt has changed much of US tax law with significant impacts on philanthropy in the United States.

Congress has undermined many of the tax provisions that encourage Americans to be involved in charitable giving.

- Removal of capital gains provisions
- Removal of tax deductibility of donations to churches, synagogues and faith-based not-for-profits.
 - Increased competition of non disaster relief not-for-profits for a steadily decreasing pool of donated funds.

Two-Class Society in North American

The economic realities in the country have witnessed the continued growth of the two-class society in North America. Since 2015, coming out of the economic recession which began in the late part of the preceding decade there has been an almost complete disappearance of the “middle-class,” leaving only the Upper and Lower classes.

The impacts on philanthropy include the closing of more than 24,000 not-for-profit organizations in the last decade. Mostly impacted by these changes have been organizations providing social services, education, scientific research and the arts.

Positive Signs for the Future!

In spite of all this, there are positive signs for the future. Regions are seeing a rise in volunteerism in impacted communities, new economies are rising, employing bartering and an almost complete reliance on communication using social media technology. Community gardens are in every community with food safety and security a major focus. With the last of the baby-boomer generation passing from the scene the millennial generation is stepping up to provide proactive and creative leadership toward a growing and positive future.

Perhaps the greatest cultural shift that is underway is that philanthropists seem to be more motivated by mission and impact upon populations served than by financial or tax benefits provided.

Back to 2012

Clearly, change is in the air in all sectors of the North American culture. The research work of the group, **The Future of Philanthropy** addresses the “Seeds of Change in Philanthropy”

and speaks of this taking place in the context of a “new ecology of social benefit.” The research states, “The pressures of this new ecology, and the need to respond to it, will shape both how philanthropy is practiced for the next generation and what philanthropy is called upon to do.”

The most striking aspect of their research addresses the global changes that are underway and confirms that traditional ways of philanthropy will soon be a way of the past.

OLD PATTERNS OR HABITS	SEEDS OF CHANGE
Giving primarily late in life	Giving throughout life
Foundations as the key institutional form	Foundations as one form among many
Social benefit equals the nonprofit sector	Social benefit can come from any sector
Philanthropy corrects for the market because the market is part of the problem	Philanthropy connects to the market, because the market is part of the solution
Older, white male leadership	Diversifying leadership
Donors focus on communities where they live or have a connection	Donors focus both close to home and on systemic global problems with equal ease
Donors fund great strategies brought to them by nonprofits	Donors have great strategies and fund great strategies
Donors set general goals	Donors set specific targets
Donors make gifts	Donors make investments, award contracts, and make gifts
Money is the resource, grants the tool	Influence is the resource, money is one tool
Donors keep grantees at arm’s length	Donors highly engaged with partners
Donors give independently	Donors give independently and give together
Donors content to do good	Donors try to assess impact
Donors learn from their own work	Donors learn from their work and share what they learn with others

Their research addresses the “world of philanthropy” and the changes that are rapidly taking place. Their findings state, “The shift of resources into private hands has generated new wealth for philanthropy and has brought many additional players and perspectives to

the creation of social benefit. This growth has increased the appetite of outsiders—the press, the public, the politicians—to look into the once-quiet, often insular world of philanthropy, while changes in media and communications have made it far easier to do so, and to publicize the results. At the same time, givers also enjoy more and better ways to learn from the past and each other. The accumulation of experience practicing philanthropy, a new emphasis on studying and sharing that experience, and new means to do so in networks of all kinds have boosted the capacity to make informed decisions.”

Change is Certain

God forbid that the Northwest would experience the kind of catastrophe I introduced at the beginning of this paper or that the Congress would enact legislation that would cripple or greatly hamper the work of not-for-profits, many who are struggling to survive.

But change is certain, as writer Robert Quinn states in his book “Deep Change,” organizations are either “going through deep change, or slow death.” The future of philanthropy and the important work of non profits hinge upon their individual ability to embrace change and grow with it.

“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”

Peter Drucker

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PARTICIPANT BIO

Patricia E. Modrzejewski

President, Providence Health & Services Foundation

Patricia E. Modrzejewski is President of the Providence Health & Services Foundation, Valley Service Area, in Southern California. The service area consists of Providence Holy Cross Foundation in Mission Hills, California; Providence Saint Joseph Foundation in Burbank, California; and Providence Tarzana Foundation in Tarzana, California. Each Foundation was established for the sole purpose of providing funding for their respective Medical Centers and outreach programs.

Ms. Modrzejewski has over 25 years of experience as a leader of non-profits. Prior to joining Providence in 1999, Ms. Modrzejewski served as Vice President for Development at Cal Start/West Start where she focused on Board and staff development on a national level. Before her position at Cal Start, Ms. Modrzejewski served as President of Mercy Foundation North. There, she developed and administered comprehensive fundraising programs for a geographic region that included three hospitals, located 100 miles apart.

In 1986, Ms. Modrzejewski became the Founding and Executive Director for Northern Valley Catholic Social Service. Under her direction, the agency grew from a single-site social services location to providing programs, which included housing, foster care, education, and counseling, in four north-state counties.

Ms. Modrzejewski has received numerous awards including "The Business Woman of the Decade," "The Business Woman of the Year," "Woman of Distinction Award," and was a nominee for the "Daniel E. Koshland Award." She received her Master of Arts degree from the University of San Francisco. She has also completed graduate work at the University of Madison; Madison, Wisconsin's Business School.

Ms. Modrzejewski has led the efforts to raise over \$130 million since she has been at Providence.

She and her husband, Bob, live in Pasadena, California and have three adult sons and five grandchildren.

This is Patricia's first GHC Conversation.

Philanthropy In 2030: a World Rocked by History, Need, and Social Change

An Analysis

By Patricia E. Modrzejewski

In the mid twentieth century the world was rocked by the publication of the book *1984* by George Orwell. In this book, the author fantasized about the totalitarian world he envisioned for the United Kingdom and the rest of the earth. He saw a place that was even more totalitarian than the world he had experienced in the years prior to World II and its aftermath. From the time of its publication, (1949) well into the 1980's, students and futurists in the United States studied his work with fear and trepidation. With each advance of the Cold War, Orwell's world appeared to be closer to reality. Interestingly enough, soon after the title year passed we saw the demise of Eastern European communism which seemed to be the last bastion of the Orwellian environment.

The world order changed soon after this as the Asian countries, led by China, rather than the European nations rose to economic and world strength. Throughout this era, the United States struggled to maintain its position as the world's number one power while endeavoring to set the stage for enlightened social programs in which the needs of all citizens could be met in progressive and social ways.

As the United States embarks on the third decade of the twenty-first century we are faced with many interesting dilemmas and challenges which have been brought about by our efforts to create a utopian, non totalitarian world where the individual is respected and cared for by the government and his neighbors. In this environment, philanthropy has become an even more important element in our country's development than ever before. We are now living in a world in which it is abundantly clear that despite all of the efforts begun by the New Deal one hundred years ago, and followed by the Great Society 35 years after, and by the myriad social efforts by subsequent presidents and Congresses that the U.S. government cannot be the sole support for these efforts. Our Founding Fathers had a strong belief that it was up to separate communities, and individuals to spearhead efforts to support the needy. We strayed from this belief as we entered the last two thirds of the twentieth century as we began to recognize that in times of major financial and social crisis the poor and the needy were not having their basic human needs met. As a result our perceptions of government changed. This belief was bolstered by the giddy years of American power growth following World War II, the strength and numbers of the baby boomer generation, and the development of the civil rights and women's movements, and the increased number of immigrants from our South and from Africa, and the Middle East rather than from traditional European roots. Each of these movements had a major impact on why we need to rethink priorities as we move through the 2030's and beyond. Our

world strength and financial wellbeing were challenged after the war when we embarked on costly and divisive wars in places such as Korea, Vietnam, Iraq, Afghanistan, Somalia, and Iran. Our social movements taxed the system even further as the baby boomers first supplied funding for Social Security and Medicare and then proceeded to exhaust the existing funds as they retired to longer post work lives than ever before. The social protest movements such as civil rights raised the need for equality in treatment and in spending to a legal and conscious level. The women's rights movements encouraged the role of women to change as they moved into the work force in greater numbers. The new immigration has also challenged us to develop ways to best meet their needs.

Throughout these years the government while initially expanding social programs and their funding base, has made a concerted effort to decrease taxes and spending in an effort to reduce an ever upward spiraling deficit. It is more imperative than ever that the giving of individuals, corporations, foundations and new sources be explored and developed if we are going to continue with viable attempts to meet the costs of:

- 1) Healthcare
- 2) Education
- 3) Retirement
- 4) Basic needs of all of our citizens

Using the above thoughts as a scaffold, it is time to look at the giving world of 2030 as it relates to the four specific areas mentioned above. In order to better facilitate this analysis the primary focus will be on Hospital Philanthropy. The beliefs and practices included here can be easily adapted to other areas of giving as well. As should be readily apparent, this is a futuristic look at what the world of 2030 might be. Dealing with and understanding the past, despite an extreme amount of knowledge and information available to us is at best subject to interpretation and is swayed by personal beliefs and understandings. The future on the other hand is a wild guess as to what paths we might choose to take.

The concept of healthcare availability for all is definitely a mid-twentieth century concept which will not disappear as we move into the second third of the 21st century. There are pivotal points in our past which are necessary to understand as we look at healthcare in 2030. In the mid twentieth century major changes to the healthcare delivery model began to emerge. First communities began to form local hospitals. These hospitals were often the result of the work of community members who went out to their neighbors with the message that a hospital was the wave of the future and would be able to provide them and their families with medical care never before thought possible. Often the doctors in the communities would form a group to provide themselves with state of the art facilities which would allow them to practice the art of healing in never before available settings and also providing them with additional income. Religious orders and church groups also

began to develop interest in providing first class care to all community members whether they were rich or poor. The key unifying element from the beginning of the community effort and the religious sponsored groups was the need for philanthropy to keep the goal alive and well.

As we moved into the mid 1960's and 1970's, the federal and state governments began to become involved in healthcare with the advent of Medicare and Medicaid programs. Many businesses in this era provided their employees with adequate medical insurance policies.

As we moved into the last two decades of the 20th century, doctors began to specialize at a rapid rate as the days of the family practitioner who made house calls began to fade. Suddenly the insurance companies became major players, often dictating what kinds of services they would pay for and what doctors their insured could see. We also saw the rise of powerful HMO groups such as Kaiser Permanente in California who offered one stop shopping services to their members.

Commencing with the last decade of the twentieth century and continuing on into the first three decades of this century the single stand alone hospital began to disappear being replaced by the multihospital system which at times created acute care settings with specialties to eliminate duplication of services and expensive equipment. Doctors who once were among the highest paid professionals in the working world saw their rates cut by federal and state mandates as well as insurance company decrees. Suddenly doctors with specialties such as internal medicine, cardiology or pediatrics saw their rates slashed and found that they could no longer function well as independents and now joined groups of similar physicians.

Beginning with the Bill Clinton administration in the 1990's the federal government tried to mandate healthcare reforms with little or no success. In 2010, the Barack Obama administration did pass healthcare reform mandates which took full effect in 2014 (sixteen years ago.) This reform was a half-hearted attempt at change, mandating that all citizens have the option of receiving insurance from employers or at a reduced rate from the federal government. This effort met with predictable failure as many employers began to opt out of expensive insurance programs for cheaper government ones. This program also put the squeeze on the hospitals and the physicians by reducing the rates they could receive. The result was the further reduction of facilities as hospitals closed or were absorbed by bigger systems. Many more physicians moved to employment by hospitals thus sacrificing their independent status for the more secure environment of regular hours and normal life of an employee rather than independent contractor.

Throughout the teens and twenties of this century there have been repeated attempts at additional reforms, none with any great success since the political party out of power as is traditional in a democratic/republican environment suspiciously questions the need for

additional spending in a world in which deficits continue to rise and the number of taxpayers continues to decline. The one bond holding the present healthcare world together is philanthropy.

Without this philanthropy, hospitals will cease to function since they no longer receive enough money for patient care to pay for their existence. Building and upgrades are also dependent on philanthropy since funds available to even the largest systems have long since been squeezed by the need to reimburse hospitals for the medical care they have been provided.

In order to survive, hospitals have begun to understand they need to incorporate philanthropy into their fabric. The days of totally relying on local donors to pay for buildings and equipment has passed since the costs have risen to such astronomic rates. Traditional efforts, while still important, cannot provide all of the needs. Additionally, with the centralization of services, community identification with a particular hospital is threatened. The belief that a larger institution is a better one is highly questionable since the idea of community rapidly dissipates the further the governance moves from the local area. It is essential that corporate entities be encouraged to play an even greater role in the years ahead since they have access to greater sums of money than individual groups. Hospitals are also embarking on efforts to encourage patients to find additional sources of services for less serious interventions saving their services for those with the greatest needs.

To better understand the philanthropic world of the first two thirds of the twenty first century, it is important to have a clear understanding of the population trends of the previous century and their relationship to generosity and giving. It is important to understand these groupings since the typical generation begins its philanthropic giving as they reach their 60's and 70's. Each group was profoundly influenced by their own lifetime experiences.

The terminology used by Charles L. Eastman in his 1995 work, *Cultures of Giving II: How Heritage, Gender, Wealth and Values Influence Philanthropy* (1995) will help us to have a better picture of how specific groups influenced our philanthropic world. At this point he saw the following groups developing based on their experiences.

The Civic Generation (Born 1901-1924) This group had the closest ties to the Progressive and Victorian eras but also experienced the impact of World Wars I and II, the Depression, and came to full maturity during the Cold War. They often remained tied to organized religion and the organizations which first developed the hospitals. This group led the charge toward community hospitals. Their life beliefs most closely coincided with those of the Founding Fathers and based their giving on community needs.

The Adaptive Generation (Born 1925-1942) They are often referred to as the silent generation. This group grew up during the Depression and World War II but they

simultaneously experienced the American Dream during the 1950's and 1960's as they regularly remained in the same career throughout their working years. Socially they experienced the great social movements of the late 20th century (civil fights, women's rights, antigovernment, anti-war). They also experienced the technology revolution but they never gave up on the American dream because of a strong belief in conscience. In 1995, when this terminology was developed by Eastman and into the first decade and a half of the 21st century they transferred tremendous wealth to charity and their offspring.

The Idealist Generation [Baby Boomers] (Born 1942-1960) This was the first of the true media generations since they generally experienced the development of television and technology throughout their lives. They regularly look for immediate answers and gratification whenever controversy arises. Often they experienced multiple relationships and varied interests. They enjoy hands on activities and morally based philanthropic activities such as AIDS research or housing for the poor. Major segments of this group--once extremely large--are passing their prime as a philanthropic element. However, the younger portion of this group is still having a major impact on philanthropy in 2030.

Tips for the Successful Philanthropist:

This group became the original workaholics of the late twentieth and early decades of the twenty first century and were driven by the desire for excellence and success. They are sometimes called the show me generation and value honest communication both verbally and bodily. They do not respond well to the use of controlling language. They ask probing questions and expect thorough, honest, and complete responses. Flexible thinking is praised and encouraged by this group.

The Reactive Generation [Gen X] (Born 1961-1981) They often grew up experiencing the dysfunctional families and working mothers of the boomer generation. In the work world, they changed careers regularly often looking for the ideal situation. They are often disappointed by politics but work hard for charitable causes. This group appears to be trying to find the stability it lacked when growing up. This group comprises the critical philanthropists of the 2030's particularly as the decade progresses. All elements of philanthropic giving must focus on them and their interests. They love technology and are the main supporters of social networking elements such as Facebook and Twitter of the early 21st century. While aging, the group continues this technological fascination. Information of a personal and political nature has been at their fingertips throughout their lives. They do not respond well to mass marketing attempts. The traditional world of personal relationship development is not as critical to them as it has been to previous generations. They are looking for short sound bites to verify their beliefs.

Tips for the Successful Philanthropist:

1. Technology communication through social media will be most successful with this group.
2. Short concise sound bites will be most beneficial. They enjoy having ideas shared with them often. It is imperative that they are kept in the loop.
3. Offer them feedback and encourage them to give you feedback on their ideas.
4. Be informal when communicating with them.

The Millennials [Gen Y] (Born 1982-2000) This group is just starting to have an impact on the philanthropy of the 2030's. Its members are civically aware and less needy than the gen X group preceding them but they are equally independent and were raised with the social media. They have never known a world without massive and pervasive technology. Their idea of fun while growing up was conquering the latest complex video game platform. They, like all groups, active in the 2030's are struggling to secure their position on the international as well as the national scene since the global economies are now so interconnected. They value autonomy, positive reinforcements, diversity, and technology as a tool to assist with multi-tasking.

Tips for the Successful Philanthropist:

1. Communication should employ action words which offer them challenges.
2. Insure that phrases are not interpreted as talking down to them.
3. Create a fun and exciting learning process for them using technology.
4. Encourage them to take risks while learning.

Generation Z [gen M, net generation, internet generation] (Born 2000-2020) They have no personal knowledge or memory of the Cold War or the Soviet Union. Their technology is totally mobile and as a result many do not have traditional jobs and stay at home with their children. Traditional day care facilities often were not part of their child rearing. Their parents are from a mix of the three groups before them (boomers, gen X, and gen Y) offering them a different, conflicting value structure.

Tips for the Successful Philanthropist:

This group is still too young to fully evaluate but philanthropic agencies must study their behaviors to be prepared to meet their needs in the future.

During the last thirty years it has become apparent that the newer generations beginning with the younger boomers have begun questioning traditional organizations. This creates a series of interesting challenges for those engaged in the philanthropy business since religious support in the past has been one of the main reasons for donating to a variety of causes. With the move away from formalized religion, philanthropy will need to continue to adapt to the world as it changes. The religious, such as nuns, have disappeared and many of the institutions which they founded during the 1950's and 1960's have now come

under secular control. The days of a religious order arriving in a community to start schools and hospitals is past. New reasons to encourage giving must be developed and supported.

As we pursue our goals with philanthropy in 2030 we need to continue to shift our efforts to meet the needs of the target population. Without a doubt the previous master advertising campaigns for philanthropy, common to organizations such as St. Jude and City of Hope, will be less effective than in the past since the newer generations are much more skeptical of the power of advertising than the boomers and the previous groups. In conjunction with this, traditional mailing campaigns will likely meet with little success. As we have seen in the second and third decades of the 21st century the new groups do respond well to the attempts to reach them through the social media. While Facebook and Twitter have become clichés the lessons gained from their use can be expanded and applied to the newer technologically based media. It is fascinating that up until the 2010's fixed technology such as desktop computers and static email accounts were the norm but have been far surpassed by mobile devices. Efforts now need to be made to find ways to reach them through the non-fixed mobile computing world. Internet presence has proven successful in dealing with the boomers and generations X and Y.

If previous methods appear to be less effective in the future what will work?

As noted above generation X the next group surfacing in the philanthropic world is looking for the strongly moralistic crusades to alleviate chronic fatal diseases such as AIDS and the provision of housing for the poor. The social conscience is strong in these groups. This bodes well in the development of funding for the eradication and treatment of major diseases such as cancer, heart disease, and Alzheimer's. Streamlining a hospital's message to reach them will be a challenge since many of the hospitals have special niches. This group and generation Y are moved by personal life experiences as related to health care and it is critical that the hospitals develop a message that works well for their constituents.

Rationally, they respond well to discussions of the positives that they have personally experienced. Fundraisers will need to develop a "scripted" approach to keep campaigns fresh and on track. Campaigns should be developed several times during the year rather than the traditionally long ones of previous years. It is imperative that the personal elements be identified. Habits of giving should be encouraged and the strength of group giving should be stressed.

Pledges may need to have more flexibility than before. The gen X and Y citizens like to experience and try things and value the opportunity to change as they enter mid-stream. This is going to be a difficult sell for the financial and accounting world but is a necessary one in securing the gifts from this group.

The institutions will benefit from being transparent demonstrating the strengths and weaknesses of their efforts. Successes must be celebrated and problems must be clearly

identified. Communication frequency over the media is critical in the maintenance of the giving efforts. These groups value feedback and being valued and respected.

In summary, 2030, is a bell weather year in philanthropy as we move from the traditional generations that philanthropy first identified to the new world of generations that operate from a different structure than previous ones. We have come a long way from George Orwell's, *1984* to the world of today, a world fraught with independence, interdependence, individuality, and group mores. Exploring the future and the unknown is always frightening but generally exciting when we find our way through the mazes of a new world order. The bad news is "Big Brother" is still lurking out there but the good news is we have spent the past 50 years insuring our independence in this complicated world.

Gary Hubbell Consulting *Conversation* 2012



PARTICIPANT BIO

Pearl F. Veenema, FAHP

President, Hamilton Health Sciences Foundation

Pearl is President & CEO of the Hamilton Health Sciences Foundation, an organization of 35 employees dedicated to raising philanthropic gifts that support patient care, research and education for one of the most comprehensive health care systems in Canada. Specialized care for the full spectrum of life's journey is provided to a region of 2.3 million people in south-central Ontario by the six hospitals and cancer centre that form Hamilton Health Sciences.

Pearl began her health care career in nursing and has extensive experience in healthcare administration, public affairs, marketing and as a patient representative. In 1999, she made the transition to development serving as President and Chief Development Officer for the former Orthopaedic and Arthritic Hospital Foundation. In 2001 she was privileged to be part of the staff leadership team that raised \$554 million for University Health Network (UHN) campaign. Before joining Hamilton Health Sciences Foundation in 2007, Pearl was Vice President Advancement for the Toronto General and Western Hospital Foundation.

In 2012, the first comprehensive fundraising textbook written by Canadians for Canadians Excellence in Fundraising in Canada, was published. Pearl was honoured to join 20 colleagues, each of whom authored a chapter. Pearl's contribution focused on the case for support.

A Fellow of the Association for Healthcare Philanthropy (AHP) and a Certified Fund Raising Executive, CFRE International. She has served in many leadership roles, including Chair for the Association for Healthcare Philanthropy and the CFRE International Board. Currently Pearl is a member of the first AHP Health Care Philanthropy Standards Council that is working on an industry standards manual to be published in 2012. She is also Chair, AHP University-based Programs and Director of the Institute for Healthcare Philanthropy (Madison Institute).

Pearl is married to Frank, her husband of 35 years. They are the proud parents of Michael Andrew.

This is Pearl's fourth *GHC Conversation*.

A Leap of Faith, Resilience & Possibilities

By Pearl F. Veenema

It begins with me. One professional and one organization at a time, fully engaged in building a truly networked and connected philanthropic system for GOOD!

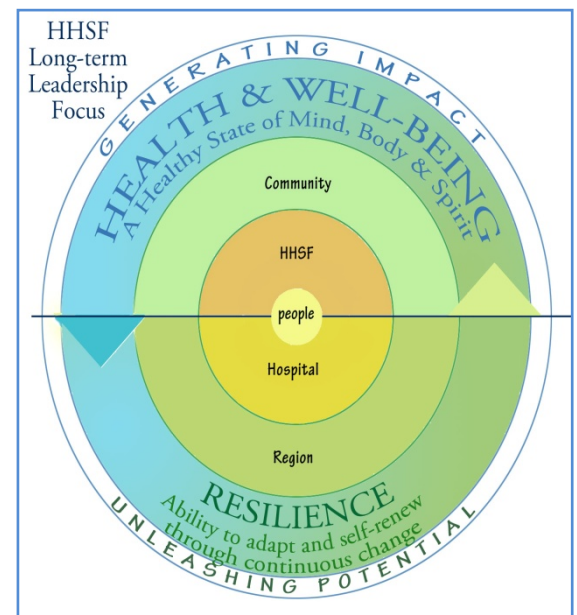
Conversation 2012 challenges the participants to imagine possible futures within four scenarios and two extremes. The driving forces and signals of change are represented by opposing viewpoints on a continuum ranging from Optimal or Vigorous to Limited or Reactive. My essay focuses on Scenario B which is described as *limited, disjointed, shallow, gap-filling, Band-Aid approaches, exist amidst robust opportunities, strong incentives for collaboration & networks, in a creative/innovative era.*

Here is the story that describes a community supported by a consortium of collaborative and networked charitable organizations, for profit, government and other nonprofit organizations that emerged because individuals valued the benefits of optimal functioning.

Vision: Hamilton 2030¹

The Hamilton area is a vibrant region, routinely listed among the most livable and affordable places in North America. People here have hope and a belief in a good, healthy future. They have assembled a diverse, multi-cultural society that is a Mecca for Canadians and immigrants as well. A vital economy with diverse sectors and engines provide growth and rich career pathways. The creative entrepreneurial economy supplanted the old steel industry and made the region a global leader in fine products and intellectual excellence. World class institutions support a *culture of health & well-being*.

Strengthening community is ingrained in the local tradition. The city boasts strong structures, a connected and seamless safety net, and an effective and transparent leadership fabric. As a result, attractive neighborhoods, good housing, community health centers and arts and green spaces, are all integrated by affordable transit and sustained by the principles of shared leadership and community stewardship.



¹ The context for this Vision resulted from a future scenario building process with the Hamilton Health Sciences Foundation leadership team led by Gary Hubbell and Ken Hubbell. Ken Hubbell authored the Vision. The Philanthropic Innovation Centre concept was added by Pearl Veenema.

This community provides opportunities for every individual at all levels by leveraging active collaboration among socially responsive institutions and agencies. Strong links between social, education, political, health, and economic stakeholders are nourished by a unique community-based philanthropy. Shaping the future of the region and addressing emerging problems are both managed through regional philanthropic responses. A key enabler to a regional response was the creation of a Philanthropic Innovation Centre. Such collective action didn't just happen: it was intentionally nurtured by decades of inclusive multi-sector collaborative leadership efforts.

What was the journey that led to this seemingly positive vision?

The region experienced a significant increase in registered and non-registered charitable organizations. All were well-intentioned and served human and societal needs that were shifting to address the socio-economic, political, educational and environmental forces. Within the philanthropic context, donor fatigue was palpable. The demands for transparency and accountability related to organizational efficiencies/effectiveness were taking on new meaning. The population profile demanded that a more inclusive and respectful engagement of the Diaspora was critical to the philanthropic success. The need and therefore competition for talented and highly networked \connected volunteers created an imbalance such that smaller charities were unable to attract these critical resources that were essential for success. The volatile and long-standing economic climate impacted charitable organizations, which created a sense of survival of the fittest where ingenuity and creativity were left wanting. Initially, political leaders and systems were not seen as enablers of a robust society, but rather were assuming this function as citizens demanded policy changes and investments that addressed the need for a sustainable society. Of significant importance, generation Next and their networked and connected way of life and functioning demanded collaboration and new thinking.

Positive Enablers

This environment led to a consortium of the largest charitable organizations, including the Universities, Hospitals, Community Foundations, United Way and those affiliated with religion, arts and culture, coming together to create a Philanthropic Innovation Centre (PIC).

Funded primarily by leading philanthropists represented by individuals, corporations and foundations both private and public, the PIC was situated central to major transportation lines. It was a facility that included transformative spaces for offices, events, teaching, public forums and support hubs for technology, catering and sponsored business services for direct response, social media and marketing.

The infrastructure support needed to build and maintain the PIC was shared among consortium members. Naturally this produced leaner philanthropic organizations with

reduced requirements for real estate and support infrastructure. The strength of the collaborative was better recognized and positioned to attract global philanthropy.

The PIC also led to larger sponsorship opportunities resulting in a greater impact for those investments and the governance structure was shared amongst consortium partners and investors.

The opportunity for collaborative philanthropy and stewardship was the aspect of PIC that has resulted in the most impact as it has inspired gift investments to meet many human and societal needs. Compelling projects that were collectively identified included some of the following:

Youth engagement opportunities for business and life skill development. A youth board helped shape a plan to address teenage homelessness.

Adult volunteer opportunities utilized skills and experience with the potential to become a bridge to future employment. Those with project management skills coordinated direct response programs for consortium members. This also enabled a forum to engage new immigrants and support their integration into the community and capitalize on their skills. A win-win that embraced the Diaspora.

Technology space that invited the talent who transformed the use of the internet and developed new forms of inter-connectedness for advancing philanthropy in every aspect. Envision a technology hub-sponsored by Research in Motion and the grad students at Waterloo University (known for educating the technology engineers of the future) working with development professionals to translate what was done traditionally through paper and print to the digital world ultimately developing philanthropy applications for the digital age.

A grant application centre where development professionals worked together to develop a prospectus for funding that demonstrated the shared and optimal use of donor dollars. Envision media and advertising companies on annual cycles partnering to support the branding, writing, presentation and proposal stories and solicitations.

It is easier said than done

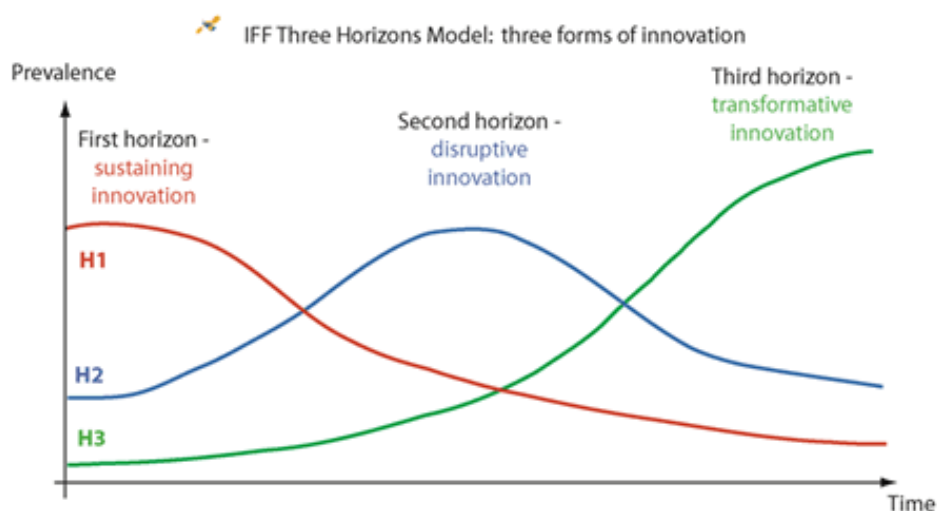
It would be naïve to think that few could have sat in a room and created the PIC without overcoming significant barriers that required intense debate, discussion and a leap of faith with a commitment to success.

Each organization was successful in amending their objectives and charter to facilitate such an investment, and the Canadian Revenue Agency was supportive. The barriers that would prove to be the most challenging were the diverse range of stake holders. The donors,

investors, interest groups and public-at-large that were demanding change, innovation, accountability and transparency were often those most challenged to accept new ideas.

Some development professionals, volunteers, donors, politicians and citizens felt more comfortable in relating to single organizations and the singular alignment of case and cause. The inherent loss of organizational autonomy was also a deterrent. The effort to work through the guiding principles took perseverance and those willing to step-up risked becoming unpopular, often portrayed as disloyal and disrespectful to tradition and legacy. This is when personal and corporate resilience was most needed.

The journey was one as described by Clayton Christensen's three horizons model of social change.²



The Evolution of the PIC

2010 – 2016 First Horizon – Sustaining Innovation

The protracted economic slowdown and uncertainty were the core drivers, reducing the number of charitable organizations and/or those seeking to collaborate on some fundraising activities such as events. (i.e. cancer hospital foundations with the Canadian Cancer Society on large scale public events such as runs, walks bike-a thons.) Experiments with joint lotteries with National Charities and as regional partnerships around common causes were successful in attracting new ticket buyers and expanding awareness for a shared responsibility and risk. This also helped address the competition for charitable dollars albeit at a transactional level.

² International Futures Forum "Three Horizons Model: Three Forms of Innovation," <http://www.internationalfuturesforum.com/transformative-innovation> (January 4 2012).

**Hamilton Health Sciences Foundation
Philanthropy Creed**

Health Care, Transformed

Each dawn brings into our world a new mosaic of people, patients, staff, and of critical needs. A unique blend that inspires us to do our very best.

Within this mosaic, we find ourselves, each one unique in our skills and in our talents, but united in the desire to make a difference by bringing our own passion and commitment to our roles.

And with us, steadfast are our health care partners united in a common cause; a cause that motivates and inspires us; a cause that sees us strive to bring the best health care possible to the patients and families who rely on the care that our partners provide.

Whether it is to bring a new life into this world, or to ease the pain of passing from it, we are determined to do our very best. Each patient has a story and must complete their own journey, but that journey is not one in solitude; it is one that touches and influences many lives. It is a story that has the power to influence and transform.

We bear witness to the miracles and tragedies that take place around us each day and it is by nurturing our donors, sponsors, partners and our friends that we are able to bring to light these stories; inspiring those we encounter to join with us in our commitment to health and well-being.

A commitment that is focused on the transformation that we can make in someone's life, in our community and region; and in our world. A commitment that enables each hospital in our family to have the equipment and environment that enables caring and compassionate health care.

An environment, where through world-leading research, the next treatment, cause or cure can be found. Each day we remain focused on those who can help us to help change a life. The life of today's patient or tomorrow's.

Together, we are united as we commit to our goal of achieving health care, transformed.

New business opportunities were explored amongst various networks including a group of pediatric hospital foundations. Together they tried to attract cause relationships and philanthropic investments with national corporations such as Best Buy, Target and telecommunications businesses. These programs were initiated and had a positive effect on dollars and awareness raised.

The new collaborations were episodic and resulted in short term benefits and were isolated to niche products.

2017 – 2023 Second Horizon – Disruptive Innovation

The committed few embarked on pilot initiatives to test assumptions, worked on guiding principles for collaboration and developed successful pilot projects designed to gain momentum for a larger partnership.

A coordinated campaign around women's health and wellness that embraced multi-stake holders such as policy makers, service providers, insurance companies, hospital foundations and community foundations was launched and successfully completed. Donors and investors recognized and applauded the real value of a distributed financial and human resources model in a coordinated rather than competitive manner.

2024 – 2030 Third Horizon – Transformative Innovation

The collaborative ventures that gained attention changed the conversation to the possibility of coming together in a more permanent manner.

Greater momentum for change came as the collaborative raised the funds and helped to create a women's health centre in favor of multi-sited programs in hospitals, at for-profit businesses and community agencies. The centre had enhanced and integrated services, was mission driven and cost-effective. This type of partnership involved service providers, government sponsored funds and philanthropy.

Leaders taking the Lead

The ability and will to dream of these possibilities needed more than organizational CEO leadership. The collective leadership teams needed a commitment to the disciplined and often messy work and dialogue to implement the dramatic changes and shifts through the innovation cycles highlighted above. For the PIC partners, each worked through the phases that resembled the tensions in Scenario B. That journey took twists and turns and resembled the steps and commitment as portrayed in the illustration. The Journey towards our Leap of Faith.³ There was struggle, new insights gained, confidence and trust built and re-commitment towards the collaborative way of thinking and being.



Learning from Other Industries

The Niagara and Beamsville bench in Ontario cornered the global market of wine producers within the 5000 barrel category. In a short 25 years, Niagara wine built a reputation that went from unrecognizable to world-class and worthy of loyal followers and customers. David Hulley (Director of Customer Experience, Vineland Estates Winery Limited) shared some insights that contributed to that success:

Never give up and stay focused on ultimate goal/dream/mission/vision.

Stay close to and celebrate the 20% who are your best supporters as they become your most effective ambassadors.

³ "The Journey towards our Leap of Faith" illustration was developed by the Hamilton Health Sciences Foundation Leadership Team and Ken Hubbell on October 12 & 13 2011.

The creation of a Wine Club that features a combination of their own wines and competitive vineyards because collaborative promotion makes good business sense as it supports the industry as a whole.

It takes time and resilience.

This was one example of what the PIC members explored as they sought to learn from other industries.

Celebrating Success

Looking back, philanthropic success was measured by dollars raised, increases in new donors, retention of donors and sustainable funding through pledged gifts. Now, the impact of our success is measured through the lens of integration, collaboration and alignment with health related outcomes. Such impact was reflected in the highlighted statement of belief or Creed.⁴

Conclusion

It ends where it began. One professional and organization looking strategically at ways to converge in a meaningful way to envision possibilities, take risks and begin.

Today within the relative safety of the sluggish global economy and with generation next still defining themselves and how they will shape the next decade and beyond, we are comfortable with our approach to philanthropy. To abdicate the responsibility to look ahead will result in being left behind. While robots will not replace major gift officers and organizations will still need ethical, legal and financial boundaries, the way in which we organize and come together to lift philanthropy will require innovative thinking and a leap of faith in doing. Taking the bold steps needed to halt the band-aid approach and live within collaborative networks will be necessary for survival.

In my view, the PIC model has been presented from a limited regional perspective. Change the name on the Vision 2030 scenario and the health care focus and it can be one of many in large urban centres anywhere in the world. The limitless and liberal online inter-connectivity can enable the PIC globally. The winners will be those who become comfortable with a philanthropic landscape that is borderless. Those organizations who choose to live within a silo, whether large or small, will not substantially grow their base of support or survive.

As Margaret Wheatley writes in her book *Perseverance*, “*Curiosity is a very compelling space – open, rich, friendly. We’re willing to be surprised rather than get it right. We’re interested in others’ perspectives, intrigued by differences, stimulated by new thoughts..... Let the experiments begin.*”⁵

⁴ Hamilton Health Sciences Foundation Creed written by Tamara Pope, Vice President Marketing and Communications, Hamilton Health Sciences Foundation (2011)

⁵ Margaret Wheatley, *Perseverance*, 2010 (San Francisco, California: Berrett-Koehler Publishers, Inc, 2010), PG 113

Gary Hubbell Consulting *Conversation* 2012



PARTICIPANT BIO

Tom Soma

Executive Director, Ronald McDonald House Charities

A long-time resident of Portland, Oregon, Tom Soma is now in his 14th year as Executive Director of Ronald McDonald House Charities® of Oregon and Southwest Washington. Previously, he worked as a development staff member at the University of Portland and Lewis & Clark College. He has also supported himself as a writer and consultant, and spent eight years as a full-time parent to his three daughters (now all grown and gone!). With the birth of Ryker Thomas Conwell in September, 2011, Tom became a grandfather.

A 1979 graduate of the University of Notre Dame, Tom enjoys reading, writing, running, and cooking (not necessarily in that order). There is always a plate for Elijah at his table, and a guest room in his home for friends from near and far! In February, 2012, Tom was crowned “Best Buns Champion” in a blind taste-testing competition with several of Portland’s leading professional chefs.

This is Tom’s fourth *GHC Conversation*.

Vision 2030: The flowering of a consciousness transformation

By Tom Soma

For Ryker

Will we see life as we know it irreparably mutilated by corporate greed and fundamentalists bent on proving themselves right and the enemy-of-the-month wrong? Or are we finally at the dawn of a collective shift to sanity? No point twiddling our thumbs in anticipation; the final pages of the script are still being written, and you and I have been handed the job of finishing it off.⁶ – Arjuna Ardagh

September 28, 2030

Dear Ryker:

Happy 19th birthday!

I think of the day we met: September 29, 2011. You had finally arrived—13 days late—and were just 30 hours old when I held you for the first time. I'll admit, my primary concern was for your mother—whose own birth remains a defining moment in my life. Once it was clear that she was well and happy, I could turn my attention to you.

Initially, you were interested in just two things. Well, sometimes three, if you count my right pinkie, which served as your earliest pacifier, much to your mother's chagrin. Otherwise, you were content to eat and sleep. Like most of our fellow humans then (who were about to emerge from a more figurative slumber), you slept more than anything.

You were born into a world at risk. But fortunately, not everyone was sleeping. And, as it turned out, we were *all* on the verge of a profound awakening.

Looking back, one turning point was the "Middle East Spring" of 2011—early in your gestation. Predominantly non-violent revolutions toppled repressive regimes in several nations, replacing them with more humanistic governments—establishing a new precedent for political and social reform.

At the root of that upheaval was rapidly evolving communication technology, which took quantum leaps just before your birth. You won't remember this, but even though we lived 2,000 miles apart during your first year, I was able to "see" you several times a week, on either a cell phone or laptop. By contrast, the first phone I remember was a "party line" (shared by several other families, none of whom we knew), and I didn't own a computer until I was 30.

⁶ Arjuna Ardagh, "The Clock is Ticking," *The Mystery of 2012: Predictions, Prophecies, and Possibilities*, Sounds True, Inc., Boulder, CO, compilation copyright 2007, p 235-236

I recall a speech I heard when you were two months old—a week before your first visit to my home—in which a “futurist” named Glenn Heimstra said, “The greatest revolutionaries are developing new forms of communication.” While he was looking backward as well as forward, in either case, he was right. The Middle East Spring, ignited by one man’s suicidal immolation, was really fueled by cell phones—and the instantaneous, image-laden communication they enabled between millions of people around the globe.

So many other “realities” then—which posed such peril to our future (as a species *and* planet)—were, over the course of your first decade, altered in equally dramatic fashion. As one writer characterized it, we were, without knowing it, “in the early stages of a huge shift in collective consciousness, which (was) gaining momentum every day.”⁷

That consciousness transformation was “a profound shift in... perspective resulting in long-lasting, life-enhancing changes in the way you experience and relate to yourself, others, and the world.”⁸ Rooted in the visionary ideas of native peoples and wisdom teachers long ago, it began spreading when I was a teenager. Awareness heightened considerably during my adulthood—and a critical mass was reached about 10 years ago, when the “collective shift to sanity” took hold on a widespread basis. Almost overnight, nearly *everyone* understood both our divine nature and inherent connection. The recognition extended not only to our fellow humans, but to all living creatures and the planet as well. It seemed we all started vibrating at the same frequency—instantaneously and simultaneously, as if by the working of a cosmic tuning fork!

Those were exciting times! Economically, materialism waned. With the knowledge that happiness had little to do with possessions, we embraced the old kindergarten cliché that sharing was good. Selfishness gave way to altruism, and the “wealth gap” between rich and poor (which had reached an extreme level) started fading. Politically, the recognition of our similar natures and needs inspired a pervasive, peace-seeking mentality. Violence and war were replaced by dialogue and mediation as the prevailing means of conflict resolution. Socially, the education and health care systems were overhauled. Theologically, tolerance supplanted dogmatism as the essence of expression. Environmentally, “stewardship” moved from aspiration to habit.

As you prepare to enter college, you’re the living product of an educational revolution. With instantaneous access to the best thinking on every subject, you never had to endure poor instruction. Consequently, you benefited from passionate teachers who were experts in their respective fields and who, at every level, approached the educational process as an adventure.

⁷ Ardagh, p. 234-235.

⁸ Marilyn Mandala Schlitz, Cassandra Vieten, and Tina Amorok, *Living Deeply: The Art and Science of Transformation in Everyday Life*, New Harbinger Publications ©2007, p. 31.

With better education came better health. Obesity rates peaked in 2012—and have declined steadily since. Diets improved, exercise and meditation increased, and people began taking a more holistic approach to the tending of themselves and others. This coincided with a preventative approach to health care in general. Universal access—instituted in many countries during the late 1900s, became the norm worldwide. Research advances extended the average lifespan to nearly a century. Interestingly, however, the population hasn't increased. On the contrary, it continues to decline as we respect the planet's "carrying capacity." "Responsibility" now defines "reproduction"—and more importantly, it distinguishes our approach to *caring* for both the young and old, the vital and vulnerable. When I was young, people would say, "It takes a village to raise a child." Now, we *understand* that it takes a village to raise a village—and we're all members of a global village.

I'm most fascinated by the profound religious shift. The extremism and intolerance that previously characterized many traditions gave way to respect for the truth that all paths ultimately lead to God. Ironically, science (long viewed as antithesis to religion) helped pave the way toward a new spirituality—and the awareness of our inherent divinity. It was incredibly powerful for those of us born into (and who ultimately abandoned) a faith that would not extend full privileges to your mother and her sisters. I never thought I'd live to see a woman leading the Catholic Church—and yet, here we are!

Human unity was just a start. We began to perceive *all* living things as part of a delicate, interwoven fabric—in which the decline or extinction of any one species irreparably compromised all that remained. We stopped polluting and started working harder to preserve the environment. Soon, species that were once thought to be extinct will be re-introduced through the harvest of genes from fossils and other remains. Even as we embrace a local preference for what we consume, we continue to implement new, restorative agricultural practices to maximize food production in previously desolate regions.

Clearly, we've come a long way during your 19 years. We understand, at an elemental level, that all beings are united. Resources are sufficient—provided we share. We need to travel with responsibility and respect—or the journey will end prematurely, for all of us.

*

So, what challenges await, as you prepare for college? What revolutions are yours to bring about or bear? To paraphrase the quote with which I began, what jobs are yours to finish?

It's funny. You get answers to the most complicated questions simply by asking a phone! Many routine operations (lights, cars, televisions) are now guided by thoughts. There are so many things we're doing *well*—but some we could still do *better*.

People will always need to eat, sleep, work, and love. Despite all our efforts, we'll keep getting hurt accidentally. So we must continue to nurture each other. We can't stop paying attention to *intention*. As Thich Nhat Hanh put it:

*"There is no phenomenon in the universe that does not intimately concern us, from a pebble resting at the bottom of the ocean, to the movement of a galaxy millions of light-years away."*⁹

I encourage you to remain *intimately concerned*. I think that's the best approach anyone can take to whatever lies ahead.

As you know, some are slow to change. There are still hold-outs to older ways. So it's important to be patient, gentle, forgiving, and kind. The consciousness transformation is a product of awareness, understanding, and tolerance—not force. Beware of complacency and continue to act with compassion.

"Electronic intimacy" is a wonder of our times. But the connectivity made possible by technology will *never* replace the intimacy of real human contact. While we are a world community, our local ties remain vital. So, cherish your relationships with friends and acquaintances—and always look to widen their circles.

Indulge your passion for learning. Knowledge is an unlimited resource—so you can always expand the pie!

As you've noticed, there are lots of older folks around (one-fourth of the population is over 65). Like me, most are healthy—still working and contributing. But eventually, we'll need your help. Frankly, I'm looking forward to the day *you* start doing more of the cooking!

Something else that's painfully obvious. While we've done much to improve the environment, we're still plagued by natural disasters and as yet uncontrollable weather fluctuations. Some of the damage to Mother Earth over the millennia will take even longer to repair. I hope your studies (and those of your peers) lead to further restorative breakthroughs. An enduring goal is to understand the planet so well that we can not only predict and prepare for disasters, but prevent them in the first place.

Whatever challenges you face, embrace them enthusiastically. Don't settle for "band aids." Albert Einstein said, "You cannot solve a problem from the same consciousness that created it. You must learn to see the world anew." I wish you such fresh eyes.

⁹ Thich Nhat Hanh, *Peace is Every Step: The Path of Mindfulness in Everyday Life*, edited by Arnold Kotler, Bantam Books, ©1991, p. 104.

What's *most* important is that you continue tuning in to the encompassing vibration of love. I'd like to think that's the legacy of my generation—but that would be taking undue credit. In the end, transformation is the product of grace, not grit. It's the result of *being*, not doing. So, be open. Be aware. Be engaged. Be grateful. And bear in mind this little notion, which comes from a song I wrote when your mother was your age:

*One kind word,
one good deed,
one nice thing
is all we need
to do for others
every now and then—
'cause what goes 'round
comes back around again.*

Good luck, little buddy!

With love,

Grandpa