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HONORABLE MENTION

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“A Jack of All Trades Is a Master of None,” by Julie Lasson for John C. Williams, President and CEO, Federal Reserve Bank of New York

“The Power of Now,” by Melissa Mathews for Sunny Lopez, Brand Manager, Phillips 66, Conoco and 76 fuel brands

“Illinois, Back From the Brink,” by John Patterson for Don Harmon, Illinois Senate President

“How the Workplace Has Changed Post-COVID,” by Ali Whittier for Roy Vaughn, SVP and Chief Human Resources Officer, BlueCross BlueShield of Tennessee

“Operation Mend: Don’t Look Away,” by Elizabeth Powell for General Daniel Hokanson, Chief, National Guard Bureau

“What You Don’t Know Can Hurt You,” written and delivered by Unk “Cody” Dowdell, Student, Modesto Junior College

“President of the Union of Danish Electricians,” by Peter Koch Palshøj for Jørgen Juul Rasmussen, President, the Union of Danish Electricians

“A Drive-Thru the Deaf Experience,” written and delivered by Eve Dowdell, Student, Modesto Junior College

“A Bedrock Commitment to Price Stability,” by Judy DeHaven for John C. Williams, President and CEO of the Federal Reserve Bank of New York

“Better Questions,” by Jim Reische for Maud Mandel, President, Williams College

“Ten Years at the Koch Institute,” by Jacqueline Fearer for Dr. Matthew Vander Heiden, Director, Koch Institute for Integrative Cancer Research

“The Road Less Traveled, and a Life Less Ordinary,” written and delivered by Rear Admiral (Ret.) Hal Pittman, Director, Defense Media Activity

“Speech at the Human Rights Tulip 2022 Ceremony,” by Michelle Knight for Wopke Hoekstra, Minister of Foreign Affairs, the Netherlands

“Anti-Defamation League’s ‘Courage Against Hate’ Award,” by Mark Weinberg for Dr. Albert Bourla, Chairman and CEO, Pfizer

“We Stand Together in Times of Crisis,” by Petra Deul and Jan Hempker for Dr. Martin Brudermüller, Chairman of the Board of Executive Directors, BASF SE

“Genesis Prize Award Ceremony,” by Frank Briamonte for Dr. Albert Bourla, Chairman and CEO, Pfizer

“In Celebration of Entrepreneurship,” by Patricia Fripp for Kristopher Francisco, Co-Founder, Evolute Inc.

“Now We Can Deliver the American Dream to Even More People,” by Teresa Zumwald for John McKenzie, President, Winsupply Inc.

“This is Our Founding Moment,” by Greg Roth for Marco Zappacosta, Founder and CEO, Thumbtack, Inc.

“My Dad’s Hopes, My Son’s Opinions—and My Actions,” by Sebastian Chrispin for Fuzzy Bitar, Chair, International Association of Oil and Gas Producers; and VP, Health, Safety, Environment and Carbon, BP

“A New Day in Louisville,” by Graham Shelby for Craig Greenberg, Mayor, Louisville, Kentucky

“Esports, Virtual Formula 1 and the New Era of Play,” by Sean Kelly for James Hodge, GVP, Chief Strategic Advisor—EMEA, Splunk Inc.

“How to Deal with Toxic Family Relationships,” by Soness Stevens and Adam Dobay for Johnson Chong, Activist, Founder of Sage Sapien

GRAND AWARD WINNER

“My Father Is No Longer Here—the Rhetoric of Eulogy”

Written and delivered by Jens E. Kjeldsen,
Professor of Rhetoric, University of Bergen, Norway

Delivered at the European Speechwriter Network's
Speechwriters' and Business Communicators' Conference,
Cambridge, England, April 1, 2022

THE TALK

(spoken from podium 1)

What is a life? How do we capture a life in words? How do we talk about people who are no longer with us?

Yesterday, when the Chair opened this conference, at home in Bergen, my father-in-law, my wife, and my children gathered for an urn interment for my mother-in-law. She was a wonderful, lively, loud, and caring woman who always put other people before herself. Being here, with you, I could not attend the urn interment. But I did attend the funeral service, a few weeks before. Here where we called her to life for a short moment, with eulogies and songs, tears and laughter.

I have lost both my mother and father, I have done eulogies for both. Today, I want to share with you, my thoughts and feelings about losing the people you love, and putting the loss into words. I will be honest with you. I am rather nervous about doing what I am doing today.

Normally, when I speak, teach, or coach, I speak as a professional. I am a professor of rhetoric. I provide theory, analyses, and rules. However, today I am not going to give you theory, analyses, and rules. Instead, I invite you to a brief journey in my own reflections and reservations, my private rhetorical choices and human insecurities, and I will share with you, parts of the eulogy I wrote for my father.

Let me be honest: I do not know what I want you to think and feel, when I am done; but I hope that you will think and feel something, that you did not think and feel before I began. If I tell you about my father, my

speech, and myself, hopefully that will teach us something about the genre of the eulogy, about us all, about life.

One summer, me, my wife and our two daughters traveled to Thailand, Cambodia, and Vietnam. We were so excited about this trip. But a dark shadow descended on the last part of the trip. When we left Norway, and got on the plan towards Asia, we knew my father was sick. He had been treated for cancer, but everything had gone well. We were certain that he was fine. But he wasn't.

Four days before our departure back to Norway, my mother called me. I sat on the back stairs of a hotel in Saigon in half dark, when I heard her say: “Jens, your father is terminal.” Two days later he died.

I knew, then, that I wanted to do a eulogy. However, among all the practical matters, the getting home from Asia, the grief and the meetings with family, there were few available moments, to think about who my father really was, and what I was going to say.

Back home, I sat down in his study to write. I thought, I looked at old photographs, I went through his drawers,

I randomly picked up and studied all the stuff he had gathered. I sat there, alone, staring at the sea outside the window. Then I wrote. Fragments at a time. And weaved the pieces into a speech.

I sent the eulogy to the priest, she liked it but said that it was too long. Normally, I tell people that speeches should be no longer than 7 minutes. My eulogy was 15 minutes. Being a rhetorician and being a bereaved are very different perspectives. When you are a human paying the last farewell, the rhetorical rules take on a new meaning.

In that situation 7 minutes cannot capture a full life. So, what should you say? What should you leave out? How do you begin? When I stood in the church, beside the coffin with my father's body, I began like this:

THE EULOGY

(spoken from podium 2):

Dear friends and family, dear sister,
dear mother,
My big, strong, friendly, joyful, and immortal father is no more.
He always said that he was strong as an ox
and assured us that he would surely become 100 years old.
It did not turn out that way.
His sickness not only sucked the health out of him,
it drained the spirit and joy out of him, too.
The pain, fear, and melancholia drove away the laughter and the energy.
But I will always remember my father as a man with an appetite for life.
A man that put his hands together in joy,
rubbed them in delight and cried out: “Ahh, what a wonderful time we are having!”
There is so much I wanted to say to him,
but now it is too late.
I am proud of him. I know that my sister and my mother are proud as well.
We should have told him that more often.
But without us noticing it, each day turns into the next,
and the conversations we should have had, just did not happen.
Many of the loving words you wanted to give, were never expressed.

The moment never seemed to be the right.
 Dad formed my sister and me, not just through the life he lived with us, but also through the life he lived before us.
 We studied with big eyes his many sports medals
 read the old news clips from the time he won silver
 at the European rowing championship in Milan in a strange and distant past, back in 1950.
 We listened with dreams in our eyes when he talked about the years he lived in Thailand,
 when he went hitch-hiking to Paris, or traveled around Europe on his scooter.
 Our house was filled with things that told us about dad, before he was Dad:
 photographs from his youth, maps over Europe, hats from Thailand, wooden shoes from the Netherlands, the bayonet from a German soldier's gun, which he stole
 from an abandoned military camp when the Second World War ended.
 We gathered all these pieces and put them together
 to form a picture that was more than our father.

THE TALK

(spoken from podium 1):

A human is a mosaic of movable pieces. We cannot capture all the pictures and transformations. So, which man was I to show, standing there beside the coffin? The sick pensioner? The father? The sportsman? The person he was at work—but who was he, really, at work?

How do we choose the elements that show the person as the person really is? Every word you choose will capture something, and leave something out. Every description lights up certain traits, putting others in the dark.

It is not coincidence that epideictic speeches often use enumerations. Human beings are too complex to be captured with seven minutes of words,

so, we try to mention as many traits we can, in the time we have.

Eulogies aim to capture the deceased as the person really was. I could not do that for my father or my mother.

I knew them, of course, but I am not sure who they really were. I am not sure than any of us has a single core, a kernel that contains our real self. I think we are probably more like the Norwegian playwright, Henrik Ibsen, describes in the play *Peer Gynt*. The protagonist, Peer gathers wild onions. He picks up an onion and says to himself:

“You are an onion, Peer, and now I will peel you.”

Peer pulls off layer after layer, and says: “What an enormous number of layers! Isn't the kernel soon coming to light? I'm blest if it is! To the innermost center,
 it's nothing but layers
 each smaller and smaller.”

So, if we can't peel the layers of a life, and get to an innermost center of the person; then what should a eulogy do? We can show who the deceased were for us. I could talk about who my father was for me. But that is not enough. At his funeral my eulogy was the only speech. So, my words are not just mine, they are also my mother's, my sister's, our children's. The speech belongs to the whole family—and it speaks to everyone present.

A eulogy is both a strong personal feeling and a social act. The speech is meant to do something. It should recognize death and help us realize that our loved ones, are no longer among us. It should unite us, give comfort, and help us move on. A eulogy does this by uniting the past and the present. It transforms the thoughts and the feelings about the person we know to thoughts and feelings about the person we knew. What is, becomes what was. The loss and the brutal confrontation with death, is eased though praising of the person who passed away, by reassuring that the one we have lost, will always live in our memories.

EULOGY

(Spoken from podium 2):

It is hard to understand that he is no longer here.
 In more than 47 years he was together with mother.
 He loved her dearly and would have done anything for her.
 Nothing meant more to him than her love and care.
 [...] He still resides in our house, which he loved so much.
 At least that is how it feels. He literally built that house.
 Transforming an old boat builder workshop by the sea into a fabulous place to grow up:
 Erected walls, laid floors, created rooms, insulated, dug a sewer and changed the pipes.
 He built, painted, fixed, and maintained
 I know no other man who could do so much;
 who was so excellent in fixing with whatever he had at hand.
 And he had a lot at hand. Because he was a saver.
 He saved stuff. In sheds and cupboards, on shelves and in drawers, in the back yard and in the attic.— everywhere he had things stashed away.
 Planks and screws, nails and hinges, tiles and felt, doodads and dimes, boards, bicycle wheels, and old spectacles.
 Everything that you can imagine, he would stash away
 – including a few things that you probably can't imagine.
 We would shake our heads about this obsession with saving,
 but he often found good use of the many things.
 After rummaging through sheds, boxes, and cans,
 he would come out with a triumphant smile and a plank or a minimal screw,
 allowing him to fix the terrace or repair a damaged pair of spectacles.
 He not only saved things. He also saved memories. He was a memory-saver.

Receipts from travels or purchases,
 school assignments from my sister
 and me,
 our clay sculptures and Lino prints, my
 mothers' old sewing patterns,
 songs and place cards from their wed-
 ding, every kind of document, and
 much, much more.
 He took care of everything the grand-
 children made.
 Their drawings, postcards, and weird
 works of art,
 he would hang in his office or put in
 portfolios.
 At the hospital, the grandchildren's
 cards and drawings stood beside his
 bed.
 Now, the bed is empty, but he is still
 here.
 It is a though he just went for a walk
 and will be back in a minute [...].
 We see him everywhere.
 I can hear him giggling at his own
 silly jokes his quick comments, and
 friendly teasing remarks.
 I sense his movements in the kitchen
 when he makes himself an open
 sandwich,
 or sits down in the good chair and
 reaches for the remote control [...].
 I can smell his aftershave when he sat
 down for supper in his fine shirt,
 because me and the family were visit-
 ing from Norway.
 I am sitting in his kitchen expecting
 him to come and sit down, but no
 one comes.
 So, I look out the window towards the
 sea
 and think about all the good he
 brought into our lives

TALK

(Spoken from podium 1):

Because the eulogy performs a social
 function, it should not only capture my
 emotions, it should also capture the
 emotions of all bereaved. It should not
 show my father as I saw him. It should
 show him in a way that makes every-
 one think, "Yes, this is who he was".
 This is what he thought. This was
 what he did. This were his gestures, his
 voice, his scent—his essence.

However, the eulogy should not only
 describe. The content and style of the
 speech should reflect the person de-
 scribed. The importance of the content
 and style being appropriate for the de-
 ceased is clear in the eulogy comedian
 John Cleese delivered for his Monty
 Python friend, Graham Chapman in
 1989:

"Graham Chapman,
 co-author of the 'Parrot Sketch,' is no
 more.

He has ceased to be,
 bereft of life, he rests in peace,
 he has kicked the bucket, hopped the
 twig, bit the dust,
 snuffed it, breathed his last,
 and gone to meet the Great Head
 of Light Entertainment in the sky,
 and I guess that we're all thinking how
 sad it is

that a man of such talent, such capa-
 bility and kindness,
 of such intelligence should now be so
 suddenly spirited away
 at the age of only forty-eight,
 before he'd achieved many of the
 things of which he was capable,
 and before he'd had enough fun.
 Well, I feel that I should say,
 "Nonsense. Good riddance to him, the
 freeloading bastard!
 I hope he fries."

Cleese begins with something that
 appears to be common euphemisms
 meant to gently make us understand
 that the deceased is no longer among
 us: "ceased to be", "bereft of life",
 "rests in peace." Then, by expanding
 and parodying these phrases, Cleese
 makes us aware that they are just trite
 clichés "kicked the bucket," "gone to
 meet the Great Head of entertainment
 in the sky." And then he ends with
 words that you simply do not say in a
 church: "The freeloading bastard! I
 hope he fries."

Such words are inappropriate in a
 church. Which is exactly why they are
 appropriate in this eulogy. Because the
 reason I say this, Cleese tells the audi-
 ence, is that Chapman:
 "would never forgive me if I didn't,
 if I threw away this glorious opportunity
 to shock you all on his behalf.

Anything for him but mindless good
 taste,
 I could hear him whispering in my ear
 last night as I was writing this:
 "Alright, Cleese, you're very proud of
 being the first person to ever say 'sh**'
 on television.
 If this service is really for me, just for
 starters
 I want you to be the first person ever
 at a British memorial service to say
 'f***!'"

So, honesty is essential. As a speaker
 one must be oneself, not a passive
 instrument for conventions and formal
 rules. At first sight it seems obvious: a
 eulogy must be genuine, the speaker
 must be authentic. But what does that
 mean: to be authentic?

The honest and candid, the sincere
 and open-hearted is authentic. But
 more than anything true authentic-
 ity is unplanned and spontaneous. It
 emerges by itself, so to speak. Nothing
 is more genuine than feelings forcing
 their way through your body when you
 are trying hard to suppress them. The
 lump in your throat, the tears you can't
 hold back.

The strongest and most expressive
 words seem to be those we cannot
 express clearly, but only manage to
 say in faltering, stumbling ways when
 grappling for the truth. Only when lan-
 guage breaks down and words escapes
 us we appear to be able to say what
 language can't express. This is why the
 inept speakers sometimes move us the
 most, and the most eloquent speakers
 sometimes move us the least.

Haven't we all experienced the
 powerful appeal of the unplanned,
 frank, and genuine of the words that a
 speaker just cannot hold back.

But, I am a rhetorician. I plan. I
 want control of the audience. I know
 how to write a good speech.

I have studied it scientifically, clini-
 cally, for a quarter of a century. I know
 how to construct three-point-lists, cre-
 ate capturing metaphors, use effective
 contrasts. I know the craft. I can use
 the tools.

And perhaps all this removes me
 from reality. Perhaps the techniques

make it difficult for me to be real—be authentic.

Because I carefully plan and think through what I want to say. I contemplate which rhetorical devices to use.

I am conscious of what they should do. Does that make my eulogy less true? More artificial and false? Do my words come more from techniques, than they come from the heart?

No.

The truth and the real flow not only from the spontaneous and authentic. Because when we search for the right the words, those that truly express what we feel, and when we find the sentences describing who the deceased were for us, then we not only reflect on what we feel, but also which feelings are the appropriate ones.

This is why rhetorical thinking offers a way towards a true, real and moving understanding of the deceased—and of ourselves. This is why eulogies are so important. They not only help us find the thoughts, they also help us find and understand the feelings.

I wrote the speech for my father, because I wanted to share and honor his memory with family and friends.

I wanted to put forward the values he lived. But I also wrote the speech because I wanted to remember him—feel him again. I wanted to think about who he was, what he represented. I used the speech to find out who he was for me. Who we were together. I use my eulogy to find out what I felt for him and for us.

When you rhetorically think and feel your way towards the human who is no longer here, you find out that feelings are difficult. Not because they sometimes are painful or unpleasant, but because they rarely are pure. Most feelings are mixed. I cannot separate

the grief over the loss of my father, from the joy he gave me.

Grief is the price of love.

The embarrassment the child sometimes feels towards the parent cannot be separated from the love they feel and desire. I felt that myself when I spoke about my childhood:

EULOGY

(Spoken from podium 2):

Some contemporary child psychologists suggest that one should be careful with exaggerated praise of one's children.

Dad did not follow that rule.

He could be very explicit about the pride in his family.

As a young boy I did gymnastics. At a demonstration with the parents present, we would run, jump, and do somersaults.

After one of my half-decent jumps he put his hand together in loud applause, while shouting:

“Bravo, bravo!” and declared to everyone: “This is my son!”

It was with a strange mix of joy and pride of his recognition and anger of putting him and me into the spotlight that I immediately ran to him and asked him to be quiet.

Yes, my father was generous with praise, and loved to receive it himself. [...].

We should follow his example and give each other more praise and recognition

TALK

(Spoken from podium 1):

These, my friends, were the thoughts and feelings I wanted to share with you today. I hope that you too have something to share with me—and each

other. Have you done a eulogy? What did you do? Were you able to capture the deceased as he or she really was? Or is that impossible? What does that mean for the art of the eulogy?

So, please share. Let us use the last minutes together to explore how we use the eulogy to understand death—and life. Before we do that, allow me to end, by making the last words to my father, my last words to you:

EULOGY

(Spoken from podium 2):

Dad enjoyed gathering family and friends to celebrations and good times

With mother he had organized a great party for his 80th birthday.

He really looked forward to that.

But he only lived to be 79.

So, instead of a birthday party, we would like to invite you all to a gathering

in the local town hall after the funeral. Let that be a gathering in my fathers' spirit.

Let us remember the memory-saver.

Let us share grief and good experiences.

Let us mix our tears with smiles and laughter.

Today is not a good day, but when we gather to reminisce,

and enjoy good food and drinks, then I am sure

that we will feel dad looking down at us from above.

And if we listen carefully,

maybe we can hear him put his hands together in joy,

rub them in delight, and cry out

“Ahh, what a wonderful time we are having!”

WINNER: AGRICULTURE

“To Predict the Future, Create It”

By Chris Moran for Scott Angle, Senior Vice President for Agriculture and Natural Resources, University of Florida Institute of Food and Agricultural Sciences



Delivered virtually, Jan. 27, 2022

Abraham Lincoln is the only U.S. president to hold a patent, so he knew a thing or two about innovation. He could also coin a phrase, and among the wisdom he handed down to us is this: “The best way to predict the future is to create it.”

I wanted to participate in this symposium today because that’s what’s going on here. You’re figuring out how to create your own future. You’re already heavily committed to the research and dissertations and mentorships to become industry professionals and academics.

You’re doing even more than that. You’re figuring out how to create everyone’s future. You’re transforming yourselves into leaders who will create the future by feeding the world.

You are in a special place at a crucial time. After decades of striving to increase its stature, UF has recently been recognized for the first time ever as one of the top 5 public universities in the nation.

A ranking didn’t make us special, though. Lincoln did. When he signed the Morrill Act during the Civil War, he created the land-grant university system. The University of Florida and later Florida A&M University became our state’s land-grants. What that means is that we are people’s universities, dedicated to bringing to the masses the knowledge and opportunity that was previously limited largely to the elite. And it means we directly address the challenges faced daily by the 22 million residents of Florida, and the people of the United States and the billions in the world.

Of course, there are billions more to come. You’ve heard the projections—9 to 10 billion people on the planet by mid-century, a need to double food

production to feed them, the urgency to produce more food in the next 30 years than we have in the previous 10,000-year history of agriculture.

All of you in the Plant Science Council and your peers are so important to meeting that grand challenge.

Previous generations threw resources at the challenge. Namely land. It worked, but at a cost. Acceleration of climate change is one of those costs. Converting more wilderness into agriculture continues the acceleration, and it can destroy biodiversity.

Bringing more land into production can also violate the rights of indigenous populations and exacerbate inequalities. You will never meet a more fervent champion of the land-grant system than I, but I have to acknowledge the critics who call us “land-grab” universities. They point out that this very university was founded in part on the appropriation and sale of land from oppressed peoples. Today we know social justice has to be part of the solutions we deliver, or we haven’t really delivered a solution at all, just a different problem.

In any case, we have in my opinion run out of runway when it comes to land. We’ve already cultivated the world’s best arable lands.

We can’t continue to destroy the lungs of our planet by clearing more tropical rainforest in Brazil. Australia is too dry to substantially expand food production. Nor do China and India have enough rainfall to double down on food production. Europe’s approach to sustainability through organic production won’t, frankly, allow them to grow much more food.

So really it comes down to North America. This is where it has to happen, and much of it is has to happen in the Southeast United States.

If you go too far north, it’s just too cold and you can’t grow two or three crops a year like you can in Florida. Out West, the bathtub rings on Lake Mead testify to how the West is running out of water. The Midwest, too, has water challenges.

So it’s the Southeast. Even in this region, Florida is special. We have a relatively ample water supply that’s attracted West Coast investors in our farmland. Our tropical and subtropical climate has similarities to that in regions of the world where we expect the greatest population growth in coming decades, such as Africa. Florida has a tremendous responsibility for saving billions from starvation or malnutrition without destroying the environment in the process. We can do that with the food we invent through breeding.

So how to increase yields and intensify production? Again, previously this was a question of throwing inputs at the problem—water, chemicals and fertilizers.

I am a big believer in fertilizer. I spent part of my career leading an international non-profit organization that educated small farmers in Asia and Africa on the proper use of nutrients, and I saw time after time how a small increase in fertilizer use changed lives, lifted people out of poverty, nourished children who otherwise would have been stunted, produced income that meant millions more children got an education and reached their potential. So I consider myself a disciple of Norman Borlaug, who used more nutrients as a tool to save lives.

Your generation doesn’t have this luxury. We’re probably going to have less land to grow food in 50 years than we have today, and we certainly are going to have less water. The only way

we can double food production with diminishing land and water is through technology.

Technology is going to give a boost to breeding. As the former director of USDA's National Institute of Food and Agriculture, I became familiar with the work of land-grant universities everywhere in the country. You're fortunate to be at what I would argue is the nation's leading university-based plant breeding program.

This is the place where you're growing into scientists who make an impact, who predict the future by creating it. Because we're a specialty crop state that produces 300 commodities, the variety of opportunities is boundless here. The UF Plant Breeding Program has 27 faculty members who work on 50 crops!

These men and women—actually almost all men, and that's a topic for another talk—have in the past decade licensed more than 1,600 cultivars.

We reinvest the revenue from these licenses back into innovation more aggressively than any other university in the nation. You can see this in brick and mortar. We've built an ag tech workshop at our research center south of Tampa. We'll soon finish a blueberry lab behind Fifield. And we affectionately call our Extension training center the House that Blueberries Built.

Our three-part land-grant mission of teaching, outreach and research is why we're so effective. First, there's the College of Agricultural and Life Sciences. We're not a university unless we're educating. We have 14 academic departments and more than two dozen graduate programs, many of which touch on plant science.

We're at a record enrollment of 7,000 undergraduate and graduate students. Graduate students are also our research army who spend long hours in labs, fields and greenhouses.

Our people's university identity is perhaps most directly expressed through Extension. It's our outreach function that dispatches UF/IFAS faculty in offices in all 67 counties to deliver science that provides local solutions. It ensures our relevancy.

That outreach is a two-way street. Farmers share their observations and questions that make their way back to the lab. The feedback loop tells us what problems we need to focus on, and it sometimes suggests possible solutions that we hadn't considered in the lab.

Another word on our connection with growers. Three years ago, UF/IFAS partnered with a non-profit group called Solutions from the Land to gather growers for a conversation on how we can change agriculture to make it a source of climate solutions and to make farms more resilient in the face of climate change.

The result is the Florida Climate Smart Ag Work Group. It's a producer-led group that has inspired our efforts to acquire funding to use AI to quantify ecosystems services delivered by our farms, forests and ranches. We've begun discussions about how to get more students involved in this work. If you'd like to know more, please contact me and I can put you in touch with the Work Group.

In addition to our teaching and outreach branches of UF/IFAS, there's the research arm, what's officially known as the Florida Agricultural Experiment Station. Don't be fooled by the singular noun. We have 12 research and education centers scattered across the state. We have plant breeding faculty at six of these RECs in addition to Gainesville.

This is a time of immense opportunity at UF and IFAS. We didn't seek top 5 for bragging rights. We did it because success begets success. A reputation as one of the nation's top universities attracts talent. That propels us to greater success, boosts our stature, attracts more talent, and so on in a virtuous loop. It's part of how we got you!

We've doubled down not on land but on intelligence—artificial intelligence. UF is making an \$80 million investment in becoming the nation's leading university for AI. That means the fastest AI supercomputer in higher education, construction of a new data center, and the hiring of 100 faculty focused on AI universitywide.

With all due respect to medicine and engineering, nowhere will this make a greater impact than in agriculture. First of all, we're lagging as a sector. It's been exceedingly difficult to apply AI to food production. That means we have a great opportunity to move the needle.

In fact, we see AI as the fourth revolution in agriculture. The first was mechanization, embodied by the tractor. Then came chemicals—fertilizers and pesticides. Third was the emergence of genetics/genomics that has made plant and animal breeding so much more effective.

AI will improve the gains of the previous three revolutions. Better, smarter machines. More precise application of chemicals and reduced environmental impact. Improved plant breeding as we learn how to sift through data to identify the most promising potential cultivars among tens of thousands.

This is the way forward. Not more land. Progress depends on technology. And great minds like yours. AI is going to be one of the primary tools that gets us there, and you're going to be the ones wielding it.

UF/IFAS has been allotted dozens of the new university AI positions. For example, Kevin Wang started on October 1 and Dana Choi started this month at our research center in Balm. They are already talking about how to keep the tomato industry alive in Florida by mechanizing the harvest—and creating the tomatoes that will hold up to picking by machine. They have visions of reducing the production costs for strawberries by breeding plants with fewer runners that require labor-intensive pruning.

We launched a plant breeding Ph.D. program back in August that equips its students with horticulture, agronomy, soil science and more. If I'm not mistaken, Sudip is your vice president. In a couple of years, he'll be Dr. Sudip Kunwar, and he and his cohort will be the first ever plant breeding Ph.Ds. from the University of Florida.

And then what? Well, I expect he'll start to change the world, and not 20

years from now. You remember I was just talking about Dr. Choi and AI revolution in agriculture? Less than five years ago, she was one of you, a UF/IFAS graduate student.

So was one of your advisers, Esteban Rios. Through forage breeding, he's contributing to efforts to double

food production. If he can create varieties that provide ranchers with year-round forages so that they do not have to import feed, think of the reduced impact to the planet of not having to produce that feed or the carbon miles saved in transporting it from another part of the world.

We don't do all this alone, of course. The land-grant system's success depends on collaboration. Not only with other universities—for example, we lead a nine-university effort to grow carinata for jet fuel—but with industry and government.

WINNER: ASSOCIATIONS

"What Unites Us"

By Joel Hood for Dr. Jack Resneck Jr.,
President, American Medical Association

//

Delivered at the AMA Interim Meeting,
Honolulu, Hawaii, Nov. 12, 2022

Dr. Speaker, Dr. Vice Speaker,
Members of the Board, delegates,
colleagues and guests ...

On my inauguration night, I shared the story of Georgene Johnson, a middle-aged woman who, having recently taken up jogging, thought she'd signed up for a local 10k race ... only to realize several miles in that she had mistakenly started running the Cleveland marathon.

(pause)

If you heard my speech, you may recall that after a bit of crying...

and failed efforts to get back to the starting line...

she finished all 26.2 miles.

Asked later what she had been thinking out on the course, Georgene said:

"This isn't the race I trained for.

This isn't the race I entered.

But, for better or worse, this is the race I'm in."

(pause)

Physicians have been running our own marathon these last three years, and we, too, are discovering unexpected challenges at every mile.

How can a profession that puts its lives on the line to lead our nation through this pandemic...

that continues to fight against an onslaught of medical disinformation amid increasing hostility and threats...

How can we at the same time face ominous Medicare cuts as practice costs surge...

As giant health care mergers concentrate market power...

And as an ever-growing list of administrative demands pull us away from what drew us to medicine in the first place—caring for our patients.

A scary question just crossed my mind—how much will all our EHR in-baskets grow in the few minutes I'm at this microphone? I shudder to imagine.

(pause)

Predictably, we now see soaring rates of physician burnout, climbing from 38 to 63 percent in 2021. One-in-five physicians say they will leave practice within the next two years.

I've felt many emotions over the past five months.

Most often I've felt pride in our profession and gratitude for the privilege to serve.

But those statistics have me deeply worried.

An article in *The Atlantic* last year got right to the heart of the matter. The author wrote: "Health-care workers aren't quitting because they can't handle their jobs. They're quitting because they can't handle being unable to do their jobs."

I think a lot of us here—and our colleagues around the country—can identify with this sentiment.

We haven't lost the will to do our jobs ... we're just frustrated that our health care system is putting too many obstacles in our way.

That's why we need the AMA. That's why we need organized medicine.

And that's why we need each other ... to remove those obstacles that are driving burnout in the first place—barriers erected in Washington and state capitols, by health insurers and PBMs, and in our places of work.

(pause)

But let me first talk about another emotion I've been feeling lately. It's brought on by something most of us, as doctors, never expected to face.

I'm angry.

I'm angry about how science and medicine have been politicized... about the flood of disinformation that seeks to discredit data and evidence, undermine public health, and misrepresent the wise policy of this House and our AMA's work to implement it.

(pause)

It began with COVID, and lies meant to sow confusion and divide our nation.

Lies about masking ... you don't need them, so don't wear them.

Lies about vaccines ... they have microchips, or don't work, so don't use them.

Lies about public health leaders and even frontline physicians ... they're profiteering from the pandemic, so don't trust them.

You are ambassadors of truth, doing the difficult work to reject these

falsehoods and impart your knowledge to a weary public.

But this fight is intensifying. More and more, we are seeing attempts to undermine the work of organized medicine by those who seek to divide....

By those who are weaponizing disinformation and misrepresenting our health equity efforts ...

distorting what gender-affirming care entails ...

ignoring mountains of evidence about what is needed to address the public health crisis of gun violence ...

or denying the serious health consequences patients face in states that are restricting access to comprehensive reproductive health care, including abortion.

(pause)

You know, and I know, that we did not pick these fights, and that our organization isn't on any political team.

The AMA is fiercely non-partisan. We have evidence-based, open debates in this House ... and our actions are driven by the policies you create.

And you represent every state, every specialty, employed and independent settings, rural and urban communities. You come from every point across the political spectrum. I can attest to that last part from the emails you all send me!

We are influential individually as physicians and collectively as the AMA because we are the grown-ups in the room. We follow the evidence. Science is our North Star.

(pause)

And because we work with political leaders, from any party, at any time, when they are willing to help us improve the health of the nation.

But make no mistake. When politicians insert themselves in our exam rooms to interfere with the patient-physician relationship ... when they politicize deeply personal health decisions, or criminalize evidence-based care ... we will ... not ... back ... down.

(pause)

We will always stand up for our policies ... for physicians ... and for our patients.

(pause)

This House recently reaffirmed the importance of access to comprehensive reproductive healthcare services, including abortion and contraception. Since we last gathered in Chicago in June, many states have raced to criminalize abortion in the wake of Dobbs, and the drivers of disinformation have been at it again.

Now they are falsely claiming that we have exaggerated or even fabricated stories about the real consequences of those laws...

Stories about patients with ectopic pregnancies, sepsis or bleeding after incomplete miscarriages, or cancers during pregnancy—patients who are suddenly unable to get the standard care that was unremarkable for decades ... Patients who now must, absurdly, travel hundreds or thousands of miles around the country to exercise their choice, and obtain basic medical care.

Denying our experience is helping prop up restrictive laws that are creating chaos—and leaving physicians in impossible positions.

I never imagined colleagues would find themselves tracking down hospital attorneys before performing urgent abortions, when minutes count ... asking if a 30 percent chance of maternal death, or impending renal failure, meet the criteria for a state's exemptions ... or whether they must wait a while longer, until their pregnant patient gets even sicker.

In some cases, unstable patients are being packed into ambulances and shipped across state lines for care.

To those who are forcing physicians into these ethical dilemmas, your efforts are reckless and dangerous.

(pause)

As I told Congress, medicine is complicated, and doctors didn't pick this career because it's easy. What makes the practice of medicine interesting are the uncertainties of diagnosing and treating patients, and how each patient brings their own preferences and values into the equation.

The tough decisions we make together with patients every day don't fit

neatly into statute. Our jobs are hard enough without politicians second-guessing our decisions.

We're already seeing serious downstream consequences. Some patients with lupus and rheumatoid arthritis can't get their Methotrexate prescriptions filled. Medical students, residents, and fellows in many states are being robbed of opportunities to train in the breadth of reproductive health care.

Who will want to train in states where physicians can go to jail for providing the care their patients want and need?

We also know the impact of these unjust laws fall most directly on low-income communities and those who have been historically marginalized.

The AMA has filed briefs in about a dozen state and federal courts this year, met with the White House, testified before Congress, called attention to these injustices in media interviews, and continue to work on every front to mitigate the risks our patients face in the post-Dobbs era.

But I can't sugar-coat how dangerous it is for physicians to know that governors, legislators, state attorneys general, and law enforcement are all perched on their shoulders in exam rooms, waiting to judge decisions we make in partnership with our patients. It's getting mighty crowded with all those folks squeezing into our exam rooms!

We didn't pick this political fight ... but we will stand up for our patients, for the policies of this House, and for our profession.

(pause)

More lies cloud our ability to care for transgender patients. Drivers of disinformation say that gender-affirming care clinics are performing genital mutilation surgeries on teens, not involving families in care decisions, or using medical treatments on young children who show up after wondering for one day if they are trans.

The bearers of these damaging falsehoods now say that our call for the DOJ to investigate those who threaten, provoke, or carry out violence against physicians or children's hospitals was a

call for censorship and for government to investigate and detain anyone who disagrees with us.

That's simply untrue, but it's part of an effort to criminalize gender-affirming care. Physicians understand the evidence that it, along with lessening stigma and discrimination in the community, reduces depression and suicide risk among transgender or nonbinary adolescents.

Or consider the unscrupulous tactics of those who misrepresent our work on health equity.

Whether raising awareness and addressing hypertension in Black women ... suing the FDA to crack down on menthol cigarettes ... pushing upstream to influence determinants of health ... or working to ensure equity in digital health and innovation, we undertake this work because we see clear evidence of appalling inequities and racial injustice ... and because our ethical and moral compasses demand that we act.

And again, the genesis of this work lies in the policies of this House.

But a recent Wall Street Journal op-ed erroneously and offensively claimed that because of these efforts, we are admitting unqualified Black and Hispanic students to medical school, risking the public's health. And a fascist group protested outside of a Boston hospital, alleging that specific physician leaders who were engaged in health equity were killing white patients.

Enough is enough.

(pause)

We cannot allow physicians or our patients to become pawns in these lies.

(pause)

All of this is exacerbating the burnout crisis in medicine. Doctors, facing threats and obstacles on so many fronts, are tired.

Some are wearing down and leaving the profession they have dedicated their lives to.

Telling them to be more resilient, or do more yoga, and to enjoy a free dinner from the hospital CEO isn't going to heal burnout. While wellness certainly has its place, to focus solely on resilience is to blame the victim.

We need to fix what's broken—and it's not the doctor.

(pause)

While the AMA is partnering with practices and health systems to implement proven strategies and remove the pain points that make caring for patients harder, we're also addressing the larger obstacles that drive burnout at the system level.

That is the foundation of our Recovery Plan for America's Physicians.

One pillar of that plan is Medicare payment reform.

As we emerge from the worst of COVID, as practice costs have surged in the face of substantial inflation, and physicians struggle to retain staff, I can't think of a worse time for Medicare to threaten almost eight and a half percent across the board payment cuts. How demoralizing.

Our AMA is fighting to stop those cuts, and I'm glad to see all of medicine aligned in this effort. We must and we will keep the pressure on Congress to act before the end of the year.

But simply blocking every planned cut, as we've done before, isn't good enough.

Physicians deserve financial stability, including automatic, positive, annual updates that account for rising practice costs. And it's time for reform of unfair budget neutrality rules that penalize doctors for things beyond our control.

That's just what the AMA and over 120 other medical societies are demanding in our "Characteristics of a Rational Medicare Payment System"—and we're laying the groundwork to achieve these goals.

It won't happen overnight, but Congress is finally beginning to understand how unsustainable and unfair it is to treat physicians so differently than hospitals, nursing facilities, and others.

(pause)

Restoring joy in medicine also requires reducing friction and obstacles that interfere with quality patient care. And there isn't a more infuriating example than onerous prior authorization demands.

It's not just costly and annoying for our practices—it does real harm to our patients.

I won't repeat the statistics—you've all heard me rail about this before, and yet again this week, from my hotel room here, I found myself filling out prior auth forms for generic topical steroids invented in the 1960s.

As someone who rarely loses my temper, my clinic staff know that if I do start hollering, I'm probably on a so-called "peer-to-peer" appeal call, arguing about a denial and a non-sensical alternative recommendation, with someone who has never heard of the disease I'm treating.

But I'm glad to report that the momentum is shifting. Almost every policymaker I talk to has experienced an unfair delay or denial for themselves or a family member.

The House of Representatives overwhelmingly—and in bipartisan fashion—passed a bill that would begin to address prior auth in Medicare Advantage plans. We still have to overcome some hurdles in the Senate, but I'm encouraged by what we have done.

That includes work in states around the country that are enacting their own prior auth reforms, many modeled on AMA's proposals.

(pause)

Also at the state level, the entire house of medicine has partnered to stop dozens and dozens of unsafe scope expansion proposals.

In my home state of California, our Governor was persuaded to veto a radical bill that would have allowed optometrists to perform laser eye surgery, ocular injections, and other complex procedures. Not only is it unsafe to remove physicians as leaders of the health care team, but a growing body of evidence shows that doing so increases cost.

Guided by evidence, driven by quality and patient safety, we'll keep fighting for physician-led teams.

(long pause)

Some of the challenges we're facing weren't unexpected. But like Georgene

Johnson in her unplanned marathon, some are surprising.

Taking a lesson from Georgene, I'm neither deterred nor hopeless.

I'm determined.

The wise policy that emerges from debates in this House gives us the map we need to navigate the course ahead—even if it's not exactly the race we trained for.

Yes, we face the threat of reckless

Medicare cuts, and too many obstacles erected by health insurers, at a time of growing burnout.

Yes, there are unprecedented attacks on our profession, on science, and on our patients.

But, like me, you're here because you believe our collective action can make a difference,

You believe in science and in the humanity of our profession.

Most importantly, you share a resolve to use the power of organized medicine to fight back against the pressures we face ... to create a health system that is more equitable, more accessible, and that works better for doctors and patients.

On this, we are united.

On this, we will never waver.

We will never back down.

Thank you.

WINNER: BANKING AND FINANCIAL SERVICES

"In the Middle of George Street"

By Ben Moshinsky for Anne Richards,
CEO, Fidelity International



Delivered in Edinburgh, Scotland, Dec. 1, 2022

Thank you, Sandy, and good morning, everyone.

Welcome to TheCityUK and SFE National Conference, supported by our sponsors PwC and State Street.

It is wonderful to see so many of you here in person, at such a historic venue.

Our location, in the middle of George Street, seems ideally situated as a place to bring together the collective wisdom of the entire financial ecosystem today.

To the East we have St Andrew Square, with its long history of banking and insurance services.

To the West we have Charlotte Square, the birthplace of Scotland's investment trust industry.

So, we are perfectly balanced between assets and liabilities, investment and borrowing, and risk and return.

And we are similarly poised between the old year and the new, making it an ideal time to look back on the past year, and forward to the next one.

I think, if we had to use one word to describe the last 12 months, it would probably be: polycrisis.

Our various challenges—economic, climatic, political and geopolitical to name but a few—have not only arrived at the same time, but seem also to add up to something that appears greater than the sum of their parts.

These challenges will continue into 2023, testing our creativity and resilience.

Ralph Waldo Emerson, the 19th century essayist, said: "Money often costs too much;"

Which is something we are certainly rediscovering in an era of rising interest rates.

With the current cost-of-living challenge and an uncertain economic outlook, this is the moment for our industry to be at its best, supporting the people, families and organisations that rely on our services.

Our industry has been there for people in the past, helping them save for the future, protect against risks and make new business ideas a reality.

These activities have, over centuries, built an industry at the heart of the UK economy, an engine of our collective national success.

Finance, and its related professions, now employs 2.2 million people across the UK, adding a gross value of 238 billion pounds to the economy.

No wonder, then, we have been described as the jewel in the crown of the UK's export base, generating a bigger trade surplus than all other exporting industries combined.

And it is a jewel with many facets.

Manchester, Leeds, Bristol, Cardiff, and London to name some south of the border.

London is the base for some 57 per cent of the industry's exports, and around a third of its workers but well over 40 per cent of exports are attributed to the other regions and nations of the UK.

Edinburgh, Glasgow and Aberdeen, in particular, play a key role in this ecosystem.

And if we measure creativity in firms, and resilience in years, then it's clear Scotland excels at both.

The Bank of Scotland was established in 1695, not to supply the Government with credit, as was the case with other national banks, but to meet the needs of households.

Just over 50 years later, the Scottish Ministers' Widows Fund was founded, to become the first company ever to provide life insurance.

And today, centuries later, Scotland is home to more than a fifth of UK-based funds under management.

Its financial sector employs 145,000 people, contributing almost 14 billion pounds to the Scottish economy, according to TheCityUK's latest report.

Overall, our industry operates in every region and major city of the

country, underpinning much of Britain's economy.

This diversity gives us a unique strength with which to meet the challenges ahead.

And we will need to draw on all of this strength to confront, not just the urgent issues, but also the existential ones.

These are broadly:

The need to attract, train and retain the talent that will drive our future success

The funding and development of new technologies

And climate change and the drive towards net zero.

First, the work of our industry takes place in the minds, spreadsheets and meetings of finance workers across the UK.

And so, any solution must start with people, and our ability to provide the training and skills to keep pace with a changing world.

Our industry is a hotbed of genius.

To keep it that way we must make sure that talent, spread throughout the country, has the opportunity to rise and thrive, helping people from all walks of life reach their potential.

Access to education and training is vital because education leads to innovation.

And the finance sector plays a central supporting role at every step in the cycle of technology and growth.

From early-stage funding to leading companies through to the public markets as they mature, all helped

along by legal, accounting and audit services.

We all benefit if the right type of funding comes through at the right time.

In particular, we must focus on industries such as biotech, climate tech and digital services, making the most of our regional centres of excellence, to ensure our industry can support the economy of the future.

These advances will help us in the push towards net zero, which will not be a smooth and linear one.

There is general consensus on the end state of where we want to reach, but the path of that transition is hotly debated and disputed.

We need to find a closer consensus on that transition and cooperate to make it a reality.

Changing an energy system that dates back to the Industrial Revolution will take another, clean revolution of equal force.

New businesses and technologies will need funding, and finance metrics themselves will evolve as we learn how to account properly for climate risks.

In all, answering these complex questions will require a strategic response, built on a close working partnership between industry, government, regulators and regions, to create a new policy framework for investment and innovation.

The world will not wait for us.

And we have already seen this year just how quickly events can move.

The conference today marks a moment to reflect on how we make decisions, and how we can adapt to this increasing speed of change.

Our stakeholders require us to be more agile, more flexible and more targeted in our response.

Whatever form this rethink takes, it must account for the many geographical facets of our industry and their potential to add value to the economy.

For example, decisions on skills policy and funding could be made quickly at a regional level, by those who are best placed to know what their area needs.

Ultimately, a polycrisis requires, for want of a better word, a "polyresponse."

One where we all combine to be greater than the sum of our parts.

That's what the discussions at today's national conference are all about.

How can we, from all parts of the UK, from all parts of the industry, and from all parts of government, come together to best support our customers, co-workers and communities in difficult times.

This ecosystem of ours is rich, complex, interconnected and mutually reinforcing.

I look forward to working with all of you on making the most of it and I wish you a fruitful conference.

Thank you for listening, and I'm delighted to now hand over to Andrew Griffith MP, Economic Secretary to the Treasury.

WINNER: EDUCATORS

“The Importance of Allowing Our Students to Belong”

By Kylie Moore and Megan Pope for Timothy Mottet,
President, Colorado State University-Pueblo



Delivered at CONNECTED22, EAB's higher education
student success conference, Orlando, Florida, Nov. 8, 2022

My name is Timothy Mottet. I serve as the President of Colorado State University-Pueblo located in Southern Colorado with the support of my husband Rick Gonzalez.

Rather than referring to myself as a gay president, I prefer referring to myself as a president who just happens to be gay. Although I can say that with ease and comfort today, it took me some time to accept myself and share my authentic self with others, especially in professional settings.

I look at my students today and want them to know that whoever they are, they deserve to be happy and successful. As educators, it's part of our job to help them achieve that.

Over the years, I've learned that there are three important things or conditions we all need to remember in order to ensure the well-being of our students. They're also things that I wish I'd known when I was on my own journey:

First: We need to approach others and our relationships with empathy, which is the ability not only to understand but also to feel what our students are going through. I consider this a superpower.

Second: Our students need to know that they are not alone.

And third: There is room for everyone. Everybody belongs. Our students, regardless of who they are, belong in our classrooms and on our campuses.

Of the three, empathy is especially important to me. As a young gay man, I learned first-hand how life-changing it can be.

I knew in junior high that I wasn't like the other young men around me.

Realizing you're different is a hard pill to swallow regardless of where you're living. I grew up on a hog farm

in Southeast Iowa, where coming to terms with my emerging sexual orientation was particularly hard.

I grew up in a place that made it clear early on that being a gay man was one of the worst things you could be.

High school was a challenge. High school is hard for many young people, but being surrounded by heterosexuality without any role models or support made it a miserable existence.

Back in the day, we did not have any policies in place to protect kids like me and this made it a living hell. The abuse, both emotional and physical, went on for years. No one stepped in to help me—some of my teachers looked the other way and they knew I saw them looking the other way.

There was no help for me at home, either. I'm not saying that my family didn't see or love me, but I couldn't turn to them for support.

At the end of the day, I was completely alone. I had no one.

Looking back on it now, I wonder how different my life could have been as a young man if I'd had someone in my corner, like a teacher.

As educators, our empathy is essential for students who are part of a marginalized community.

Data has shown that LGBTQ students today are still experiencing the things I did at their age: biased language, harassment, assault, and discrimination.

The numbers are chilling. Nearly 9 in 10 have experienced harassment or assault and almost half have experienced cyberbullying. Nearly 3 in 5 have been sexually harassed at school.

Over half didn't report what they'd experienced out of fear that the school wouldn't intervene. Of those who did report harassment, 3 in 5 said

that school staff did nothing or told them to ignore it.

How can we expect students to learn in an environment as unsafe as this?

It is so easy to start using empathy in our daily interactions with our students. If you're not sure where or how to start, I've found a few things to be effective.

In every conversation you have with a student, start by validating their feelings. Actively listen to what they're saying and encourage them to speak by asking them open-ended questions.

Most importantly, use what I've seen referred to as the Platinum Rule.

We've all heard of the Golden Rule—treat others how you want to be treated—but the Platinum Rule calls for us to treat others how they need to be treated.

I want to point out that expressions of empathy are not only effective for our LGBTQ students, but also for students struggling with discrimination because of their race, religion, or intellectual disability. Even students with problems in their personal or home life can benefit.

Growing up, I felt marooned and was left to fend for myself. That's something I never want my students to experience and it brings me to our second point: We don't have to go it alone.

Of course, I didn't know this until much, much later. For years, I thought I would be the only one in my corner for the rest of my life.

It wasn't until I transferred to William Jewell College, a small liberal arts college outside Kansas City, Missouri, that I realized that wasn't true. I got in on a scholarship and was there for the last two years of my degree.

All of a sudden, I was living in an environment full of young people from around the world. I felt free—

like I was finally ready to be who I could become. I couldn't have done it alone. I don't know who I'd be today without the professors who pushed and encouraged me, including Dr. Lois Anne Harris, who would later become my mentor.

Lois Ann was a communications professor at the time and the prime example of what an inclusive professor could be. She was loud. She was bold. We took a strong liking to each other the moment we met, and she saw something in me that I didn't.

She and her husband, who was in the theater department, helped me to feel safe while loudly advocating for me. She truly invested in me, guiding me through those two years and helping me prepare for the rest of my life.

My time at William Jewell allowed me to become the person I needed to become. My professors and fellow students allowed me to see what was possible.

Part of what's so important about being there for your students the way my professors were there for me is that you make it clear they belong, which is the third and final thing I want to make sure our students know: that everybody belongs.

I've been asked in the past if my sexual orientation has ever caused any backlash or adversity throughout my career.

Simply put: No. In my 20 years in higher education, it's never been a problem as far as I know. As I mentioned earlier, I'm just a president who happens to be gay.

I decided to be more open about my sexual orientation when I saw the void being created by my peers who weren't coming out. When I began introducing myself and my husband Rick, it was easier than I expected.

When interviewing for new positions, I get ahead of it by introducing my sexual orientation early in the search process. I like to bring it up to the search committee to give them

a chance to say no. If they do, that's okay. I don't want to be anywhere that I'm not wanted or accepted.

Nobody should have to be anywhere that they're not wanted. It's why I've worked so hard to make sure that CSU-Pueblo is a campus where everyone belongs, and I believe that you have to start from the top.

When we accepted the Presidency at CSU-Pueblo, Rick wanted to play a role on the campus as Presidential Spouse. For five years, he has been incredibly visible on campus volunteering wherever there is a need. He even hosts dinners for donors, alumni, faculty, staff, and students in our home. It's funny; people on campus know Rick better than they know me.

Together, we work hard to make CSU-Pueblo a campus where inclusivity is at the core of everything that we do. I like to remind people that if Rick and I, an openly gay couple, belong at CSU Pueblo, then they belong at CSU Pueblo.

In general, I try to be as apolitical as possible. I pick my battles carefully, but when over half of our students are underrepresented, I cannot afford to stay silent around issues that are important to my students. Most recently I have become more vocal with policymakers around issues that impact my students such as DACA. Choosing to remain silent on these issues would be an egregious lack of leadership.

When these issues become part of the campus narrative, I address them head-on. It's important to me to rearticulate the values of our campus and to remind people who we are and what we stand for as a campus community. You provide a voice for those who need one, just like I wish someone had done for me all those years ago.

The world is tumultuous right now and higher education is no exception. There's plenty of fear and anxiety swirling around. As an educator, it's easy to feel that you've lost your agency, but the reality is that we haven't.

Creating this sense of inclusion in education is on us.

When it comes to helping our students, we have to take stock of our personal agency: what's within our control? As advisors, we have to work to remove barriers for our students and advocate for them.

So, start digging in and ask the hard questions: What is your campus doing when it comes to equity and inclusion? Get out of your comfort zone and use your voice and your position to lead the charge—you can, because you have personal agency.

I have hope for the future of inclusion on campuses across the country. The world is so much different than it was 25 years ago.

It's so different that some students can't believe some of the things I've shared with them.

Rick and I were recently asked by a young student when we got married. I told them that we got married as soon as we could: 2015. Do you know what their reaction was?

"What do you mean, 'When you could'?"

They Googled the legalization of gay marriage because they genuinely couldn't believe that, at one point, it was against the law.

While there's more acceptance than ever before, the personal journey for students hasn't changed much.

Many of our students haven't self-identified or are struggling to come out. It remains just as difficult and torturous today as it was for Rick and me all those years ago.

That's why it's so important to me that as educators, we recognize and use empathy as a superpower; we make sure our students know they're never alone, and we cultivate environments in which everyone is welcome.

When we do so, we're not just making higher education a better place. We're making the world a better place for the people moving through it—regardless of who they are.

WINNER: ENERGY

“Hydrogen: Less talk, more action”

By Paul Saville for Felipe Arbelaez,
Senior Vice President, Hydrogen & CCS, bp



Delivered at the World Hydrogen Summit,
Rotterdam, the Netherlands, May 9, 2022

Good morning, everyone. My name is Felipe Arbelaez, and I head up bp’s hydrogen and Carbon Capture Storage business.

It is an honour to be here today—to be invited to deliver this year’s keynote speech.

This is my first in-person conference of the year, following the restrictions posed by COVID.

It’s great to be able to travel again, isn’t it?

There’s nothing quite like seeing people face-to-face.

To experience great cities like Rotterdam.

And be in the company of great minds, like I am at this important summit.

It’s fair to say that the Netherlands is home to some of the world’s most prominent thinkers.

Great philosophers down the years, such as:

Erasmus,

Spinoza,

And perhaps the greatest of all: Johan Cruyff!

Yes, I know Cruyff is famous for playing for Ajax in Amsterdam. But the locals tell me he was happiest playing in Rotterdam for Feyenoord!

In all seriousness, it was Cruyff who once said that every disadvantage has an advantage.

He was probably talking about football.

But he could have easily been talking about Rotterdam too.

When faced with conflict last century, this is the city that rebuilt and reinvented itself for the future.

And in the face of climate challenges today, the city has innovated to construct the world’s largest floating building in its harbour—designed to rise with the tides.

People here don’t talk about what they are going to do when faced with a challenge. They just get on and do it.

Geen woorden, maar daden—as the locals would say. ‘Less talk, more action.’

I think that is a fitting saying to start this year’s summit.

Those of us gathered here and watching online already know the benefits of hydrogen.

How it will provide a low carbon energy for activities and processes that are difficult to electrify.

Especially in industry for iron, steel and chemicals for high-temperature processes.

And how it will help to decarbonize long-distance transportation in marine, aviation and heavy-duty road transport.

We know all that.

And two events have convinced me of the need to speed up hydrogen’s penetration of the global energy mix.

To turn words into action.

Both events are once again connected to climate change and conflict.

One, is the latest assessment from the Intergovernmental Panel on Climate Change.

Its report makes clear the need to ramp up hydrogen as part of the energy mix required to meet the goals in the Paris Agreement.

That’s a pretty big reason to act.

But so too is the issue relating to security of supply.

That’s particularly true here in Europe.

A difficult winter due to low levels of gas inventories has been further destabilised by the terrible conflict in Ukraine.

We often talk about the need for clean, affordable and reliable energy—but never has the need for all three of those been more acute.

This is where hydrogen can help.

That’s green hydrogen, made from renewable energy.

And blue hydrogen, where the CO₂ from gas is abated through carbon capture and storage (CCS).

As things stand, bp analysis shows that hydrogen could have around an 8% share in final energy consumption by 2050.

And it could be double this figure when we factor in additional hydrogen demand to generate electricity and produce fuels such as ammonia, methanol and synthetic jet fuel.

To put that into context, this would be roughly equivalent to the share of the global energy mix that natural gas has today.

And just five years from now, estimates show that the hydrogen industry could be worth in the region of \$290 billion—around \$100 billion more than in 2020.

These are big numbers, for sure.

But just assuming this will happen is fallacy, as Spinoza might have put it.

An alternative scenario is that the world fails to deploy hydrogen and fails to reach net zero.

The worst possible outcome.

It’s up to all of us to prevent that happening.

Better still, I believe that if we pull together, hydrogen’s energy market share and value could—and should—be far higher over the timescales I described.

And we can therefore get this highly versatile, clean, secure energy source into use where, and when, its needed.

And I believe it’s possible to achieve.

You only have to look at the acceleration of electric vehicle (EV) take-up as a case in point.

Every year, bp’s Energy Outlook projects potential scenarios for energy

supply and demand over the coming three decades.

And every year we have to revise up our projections for EVs.

I have to tell you that we have been way off.

That's not to discredit our work.

But our analysts can only work with the data that's available.

And what we all see is that EV take-up continues to defy expectations.

The demand, the desire to manufacture, and the legislative backing are growing—so the market is also growing.

I believe the same can be true of hydrogen, because it is increasingly understood to be a low carbon, affordable and reliable source of energy.

But like the growth of EVs, it's going to take the efforts of various parties to make it happen.

bp's doing its best to play its part.

We are very serious about hydrogen, with plans to reach a 10% share in core markets by the end of this decade.

We believe that making a significant contribution to the market plays to our strengths.

- By decarbonising our existing hydrogen at our refineries to underpin our projects.

- Capitalising on our experience of delivering and operating complex global projects.

- Drawing on the expertise of our world-class trading business, with a presence in 140 countries and more than 2,000 employees.

- Building on our longstanding relationships throughout the world, created through our oil and gas businesses.

- And our track record of creating successful businesses. Like in offshore wind, where we have grown our pipeline from zero to five gigawatts in under two years.

That's what an integrated energy company like bp can offer.

And we're already putting these capabilities into action.

Like here in Rotterdam, where we are teaming up with Netherlands-based firm HYCC to develop a 250-megawatt plant—this city's largest green hydrogen project.

And we have plans to scale this much, much further, to integrate flexible, scalable demand for renewable power as part of the Hollandse Kust west licensing round.

Back in the UK, we are developing plans for one of the UK's largest blue hydrogen production facilities—H2Teesside—targeting 1 gigawatt of hydrogen production by 2030.

The project would capture and store up to two million tonnes of CO₂ per year.

And it's not just blue hydrogen, as our HyGreen Teesside project has plans for up to 500 megawatts of green hydrogen by 2030.

The proposed developments will be a major contribution to the UK government's target of developing 10 gigawatts of hydrogen production by 2030.

These are just a few examples of the work bp is doing, with much more to come.

So, I've described why I think we need to accelerate the penetration of hydrogen.

Outlined the opportunities ahead.

And I've made clear the significant role bp is to play in this space.

Before we move onto this morning's panel debate, allow me to finish with a call to action.

This call to action is for policy makers—crucial to the success of a burgeoning hydrogen market.

We've seen examples of governments that back hydrogen—the UK being a case in point.

We need more policies to allow for the provision of new infrastructure for hydrogen.

Where new gas infrastructure or equipment is planned, it should be capable of repurposing—or actually made ready—for CCS or hydrogen.

And we also need to repurpose existing infrastructure for hydrogen.

Rotterdam, with its oil and gas infrastructure and corridors, is a good example.

Those existing assets could be reimagined for hydrogen. Turning a disadvantage into an advantage, as Cruyff said.

On top of this we need to see incentives to produce molecules and a system ready to distribute hydrogen to customers.

Policy should also promote the use of CCS, as storing CO₂ is key to decarbonise hard-to-abate segments, and for the world to get to net zero.

Together, we can overcome any obstacles if we pull in the same direction.

It's time to make hydrogen happen.

Less talk, more action... Geen woorden, maar daden

Thank you.

WINNER: GOVERNMENT

“The Seven Global Megatrends Shaping Our Future”

By Jessica Power for Larry Marshall,
Chief Executive, CSIRO



Delivered at the National Press Club,
Canberra, Australia, July 27, 2022

Good afternoon. I would like to begin by acknowledging the Traditional Custodians of the land I am on here in Canberra, the Ngunnawal and Ngambri people, and pay my respect to their Elders past and present.

I would also like to acknowledge the Indigenous leaders here in the room today.

I thank them for caring for the Country we are on now, and for sharing their knowledge, wisdom, and culture.

Welcome to our business leaders building Australia’s future industries.

Welcome to our university leaders ensuring our children have the right knowledge, skills, and capability we’ll need.

Welcome to our government leaders steering the ship.

And hello to everyone watching at home.

It’s fitting we’re having this conversation with such a diverse group, because it impacts us all, and we all have a role to play in shaping the future of our nation.

You know me as the Chief Executive of Australia’s national science agency, CSIRO.

What you may not know about me is that I love to surf.

Growing up on Sydney’s Northern Beaches there was something I needed to learn, and that’s how to read the beach. How to understand the rips and dumpers and be safe in the water.

I learned this the hard way when I was 10, when I nearly drowned in a rip. Thankfully a surfer brought me back to shore, and inspired me to learn lifesaving—a tradition I’ve passed on to my two children.

Australian beaches are beautiful, but they hide an uncomfortable truth—they

can be deadly to those who can’t read the surf, or don’t heed the warning signs.

But a beach looks completely different if you can see the rip. It gives you choices.

You might decide to use the rip to ride out past the breakers and get in position to catch some waves.

You might decide to avoid the rip altogether and swim in a different place.

Or you may decide to simply enjoy the safety of the sand.

Megatrends are the same.

Just like the rip, if you can’t see the megatrends, they can be devastating.

On the other hand, if you can see them, understand them, and harness them, they can power you into the future.

Today, all of Australia is standing on a beach.

We are looking out at a sea of possibilities that could enhance and protect our natural environment, improve our health, and boost the performance of our industries.

But in that sea, there are dangerous rips and currents.

To create the future we all want, we need to navigate them successfully.

That’s what I’m here to talk to you about.

Today CSIRO releases a once-in-decade report on the seismic shifts that will change the way we all live over the next 20 years.

You will hear about seven global megatrends that are going to impact each one of us, and about what we need to do to prepare.

Megatrends give a name to the uncomfortable truths and massive opportunities that will shape our future.

But they also give us the power to create a version of that future where we prosper—if we act.

We are living in a world full of volatility, uncertainty, complexity, and ambiguity—and there’s much more yet to come.

Our future depends on our ability to understand the waves of disruption coming at us, face uncomfortable truths, and respond together at scale.

As a nation we haven’t always done this well.

We’ve spent 50 years understanding climate change, but we haven’t invested in the large scale, transformative change we now so desperately need to limit its impact.

This failure to act is an uncomfortable and costly truth.

But uncomfortable truths also show us where the most powerful innovation can be found—if we act.

Analysing megatrends—formed using thousands of data points collected over decades—is how we read the rip. How we respond is up to all of us.

But unlike the beach scenario, there is no safety in staying on the sand.

The water is rising to meet us.

That’s why the first megatrend is Adapting to a Changing Climate.

Now and into the future, the increasing frequency and cost of natural disasters is likely to overlap with multiple concurrent climate hazards, compounding the overall risk to people, communities, and industries.

Climate change began as an environmental emergency. Then it became an economic emergency.

It’s now a human health emergency.

In Australia, heat related deaths are expected to grow by more than 60 per cent by 2050, with Perth forecast to be worst hit.

In 2020, there were 673 heat-related deaths in Perth. That’s forecast to be at least 1,400 lives lost every year by 2050.

But the term ‘emergency’ doesn’t quite capture it.

It suggests that if we act quickly to fix the problem, it will be over.

The uncomfortable truth is we’ve missed our opportunity to limit dangerous climate change in this century.

We will need to wait until the beginning of next century to see the benefit of emissions reductions, so we must adapt to a changing climate while we wait for our mitigation efforts to work.

We need to adapt our healthcare system, critical infrastructure, settlement patterns and disaster preparedness.

After the Black Summer fires of 2019, CSIRO led a review of Climate and Disaster Resilience with the Australasian Fire Authorities Council, the Bureau of Meteorology, and a raft of others.

We’re already applying the recommendations of that report, including implementing a collaborative and national approach, using technologies like Artificial Intelligence to get ahead of bushfires, and working with Indigenous leaders to learn from traditional burning.

This collaborative approach is also how we are delivering a national program of Missions to address Australia’s greatest challenges, including building resilience to drought; preparing Australia’s enterprises for climate shocks; and protecting of our precious water resources.

But there’s much more we must do.

A key element of that response is contained in our second megatrend—‘Leaner, Cleaner and Greener’.

Australia has ridden the wave of fossil fuels for 30 years, but it’s time to catch the next wave—renewables—which will account for 80 per cent of the growth in global electricity demand by 2030.

Australia has the highest wind and solar capacity per capita of any developed nation; a wealth of critical minerals needed for low emissions technologies; and a skilled workforce.

We can become a global superpower in clean energy industries, but the uncomfortable truth is there’s

something standing in the way—our innovation problem.

We haven’t invested in the innovation needed to capture this opportunity and transform our economy beyond fossil fuels.

But that is starting to change.

Through CSIRO, Australia has invented a liquid renewable fuel to tackle our most difficult emissions, and through our Hydrogen Industry Mission, we’re backing it to create a \$50 billion per year opportunity in hydrogen for domestic use and export.

We’re also working with our partners on Missions to accelerate towards net zero; end plastic waste; turn our raw minerals into high value products for low emissions technologies; and evolve our agricultural sector to produce more food, more sustainably, from more sources.

But there’s much more we must do.

A changing climate affects our health, which is why the third megatrend is the Escalating Health Imperative.

There is a strong correlation between infectious disease and global environmental change. This means we are moving into a world of greater pandemic risk, not lower.

Growing resistance to antibiotics is another significant threat to human health, already responsible for 1.27 million deaths a year worldwide.

And more than 11 million Australians suffer from chronic illness. That’s nearly half our population, and rising.

The uncomfortable truth is that we need a greater focus on preventive and precision health, and new approaches to infectious disease and superbugs that consider the interlinked health of people, animals, and our environment.

CSIRO faced this uncomfortable truth in 2016 by preparing for ‘Disease X’, which turned out to be COVID-19 in 2019.

Now we’re collaborating on Missions to increase Australia’s resilience to infectious disease and combat antimicrobial resistance.

Australian scientists at the University of Queensland, The Doherty

Institute, James Cook University and many others are leading work in this area, supported by our world-class facility, the Australian Centre for Disease Preparedness in Geelong.

But there’s much more we must do.

The fourth and fifth megatrends are linked, but importantly quite different. They are ‘Diving into Digital’ and ‘Increasingly Autonomous’ Artificial Intelligence.

The next wave of digital innovation is expected to generate \$10–15 trillion globally, but Australia is lagging other advanced economies in capturing that value.

Digital technologies and Artificial Intelligence will consume many of the jobs we have today, and just to keep pace with technological change, Australia will need 6.5 million more digital workers by 2025.

The uncomfortable truth is that we have focused on the threat to existing jobs, instead of seizing future opportunities, particularly for our regions, where teleworking, online services, and future industries can be transformative.

Artificial Intelligence is already helping us to solve challenges like accelerating vaccine development, predicting drought, and stabilising our energy grid—and in time will transform every field of science and industry.

Whether we come out on the winning or losing side of this disruption will be decided by what we do next, but I’m optimistic.

CSIRO’s Innovation Fund—Australia’s first venture capital fund founded within government—is now managing more than half a billion dollars in mostly private funds to invest in start-ups from science from right across Australia’s innovation sector.

Overall, CSIRO has helped to create more than 250 companies and thousands of new jobs from our science and the science of Australian universities.

My hope is that this trend will see our children using digital technology to build a better world, from new jobs grown right here in Australia.

But again, there’s much more we must do.

The world our children live in will look very different to today's—not just environmentally, but politically too. That's why our sixth megatrend is Geopolitical Shifts.

We are feeling the effects of disrupted patterns of global trade, growing geopolitical tensions, and war, following decades of growth fuelled by globalisation.

The uncomfortable truth is that it took a global pandemic to realise we had lost critical sovereign capability, as we grew reliant on exporting raw resources and importing skills and technology.

Australia's world-class science attracts international students to our universities and strengthens our international partnerships.

It is the common language that transcends political boundaries and brings us together to solve shared challenges, from climate change to pandemics.

This is also the basis of CSIRO's National Missions, which are becoming international as we collaborate around the world on challenges that know no borders.

But there's much more we must do.

The seventh and final megatrend—'Unlocking the Human Dimension'—is perhaps the most important, because it holds the key to responding to the other six.

Trust in institutions has been falling for over a decade.

In Australia, COVID-19 saw trust in scientists spike, but the uncomfortable truth is it took a pandemic for the nation to look to science for solutions.

Trust in science led Australia's response to COVID-19, and we can build on that trust now to put science at the centre of leading a united response to the challenges ahead.

As I've said repeatedly, there's much more we must do—but science can show us the way.

These seven waves of disruption are bearing down on Australia. The question is whether we are brave enough to catch them.

Catching a wave is all about seeing it coming and getting into position before it breaks on top of you.

Innovation is the same.

When was the last time Australia caught a really big wave?

30 years of uninterrupted growth hasn't motivated us to innovate and find new waves of prosperity to lead. We've fallen behind while others are racing ahead.

While investment in research and development around the world has been going up, Australia's investment has been going down over decades.

We have a world class research sector capable of incredible innovation, but we remain well below the OECD average on invention when it comes to commercialising that research.

Both WiFi and the efficient solar cell that's used around the world were invented right here in Australia. WiFi by CSIRO, and the solar cell by the University of New South Wales.

We had the dawn of two new industries in our hands, but as a country we lacked the market vision and courage to back ourselves.

Instead, that research was commercialised by the United States and China respectively, who now dominate those markets. They saw the wave coming and swam out to meet it.

We have a history in this country of not backing ourselves. We have a mortal fear of being wrong, and getting dumped.

But the alternative is like sitting on the sand while the water level rises to cover us, and eventually we get dumped anyway.

We need to change course, and we need to be brave enough to do some uncomfortable things.

But now we have the momentum to do it.

COVID-19 showed us what we can achieve when we combine the power of science with an urgent need, and a networked ecosystem of collaborators.

We need to do this again, and again, and again, until innovation is as natural to us as swimming.

The only way we're going to do this is by working together in a mission-like way to transform at a pace and scale that we have never come close to achieving before—but we can do it.

Over the last 10 years, we've reduced the amount of plastic waste on Australia's beaches by almost a third.

The world's first liquid hydrogen carrier sailed from Melbourne to Japan in January.

And this year, sales of FutureFeed began—a feed additive invented by Australian science that tackles the 15 per cent of global emissions from cattle.

But this time, Australian organisations including James Cook University, Woolworths, Meat and Livestock Australia, CSIRO and others have come together to take this innovation to the world.

This is Team Australia addressing our innovation problem, working together across the ecosystem in a mission directed way, creating a tide that lifts all boats, up and over the waves.

Imagine if every Australian researcher, every Australian business, and every Australian government department with the same challenge was part of the same team, working together on a mission.

We could obliterate our innovation problem. Then we could solve any challenge.

Our megatrends have shown us the future, and COVID-19 has shown us what we can achieve.

Now we need to be smart enough, brave enough, and collaborative enough to invent the kind of future we want.

Science is the key to this, but it can only create the future if we let it.

If we dream big and invest big, we can do the impossible.

Let's dream big right now.

Imagine you're standing on a beach, two decades into the future.

Our megatrends have played out, but humanity has responded with innovative solutions to survive and thrive.

What does that beach look like?

To start, it's probably in a different location, further inland, back behind where the sand dunes were 20 years

ago, and behind the foundations of the houses that used to be there.

The marine life has also changed, because of rising temperatures, ocean heatwaves and acidification. Many species no longer exist in this ecosystem.

But we are not without hope. Looking out to sea, there's an offshore wind farm sending power to a hydrogen and desalination plant around the headland.

The plant takes salt water from the ocean, uses it to convert wind and solar into hydrogen, and stores some of it to stabilise the electricity grid.

The rest is converted into liquid renewable fuel and exported all over the world.

Australia is as energy rich as the oil nations once were, but it's all renewable.

The fresh water that's produced from the hydrogen plant is used for agriculture, like growing plant-based protein—now a multibillion-dollar industry for Australia that is helping to fill the global food gap.

Our electricity sector is almost at net zero, running on a combination of solar that's printed in Australia like paper; wind turbines with Australian rare earth magnets; and storage including batteries made here.

Hydrogen is ready to fill the gap when the sun doesn't shine for a few days, or the wind doesn't blow.

But it's a windy day today, and as you take a deep breath you realise the air quality is better than what you grew up with, thanks in part to the electric vehicles that fill the car park behind you.

A lot of plastic waste used to wash up on this beach, but that's changed. We now see the value in plastic, and we have no waste—everything is designed with an end point or a new use in mind.

Further around the headland is a port, shipping out refined rare earths and superconductors into high value global supply chains for low emissions technologies and electronics.

There's also heavy industry around the port. It's running on renewable electricity and hydrogen fuel, producing Australia's pioneering green steel that's now sought after by the world.

Suddenly the heads-up display in your glasses shows you're on amber alert. It's monitoring your health status—your blood pressure is higher than it should be. An appointment is made with your doctor, and you approve it.

It's gotten hotter now, and the display tells you you're reaching your maximum heat exposure. You need to cool down.

You decide to go for a swim, and after reading the surf, you confidently dive into the waves.

Australia has the inventions today to

do everything I've just described.

We can create this future if we choose to.

It all depends on our ability to see the waves of disruption coming at us, face uncomfortable truths, and respond together.

We're probably going to get dumped a few times, but there is no safety in staying on the sand—the race to an uncertain future isn't one we want to lose.

We need to innovate and adapt, and we need to do it on a tremendous scale.

It is an enormous task. But so was dealing with the COVID-19 pandemic.

By working together, by backing ourselves and investing in Australian innovation, and by building on the trust in science that our pandemic response has grown, we can make the seemingly impossible, possible.

Science gives us the ability to ride the waves of change, instead of drowning in the rip.

But we have to act, and we have to do it together.

We are all standing on the beach, but we can't stay here.

It's time to wade into the ocean.

It's time to swim out to meet our challenges.

It's time to ride the wave that carries all Australians to a better future.

Thank you.

WINNER: INSURANCE

“From Sailing the Seas to Sailing the Stars”

By Ben Rogers for John Neal,
CEO, Lloyd's of London



Delivered at Lloyd's of London, Oct. 6, 2022

Hello everyone and welcome. Space is an arena and an idea that has captured imaginations for thousands of years.

I was lucky to be born in the sixties when space was pervading pop culture, from Captain Kirk to Major Tom.

It's perhaps the reason why my favourite film of all time is Star Wars: A New Hope—and my favourite musician is still the 'star man' himself, David Bowie.

Even today, the cosmos continues to capture imaginations. That's been vividly demonstrated by the competition entries we've received from children around the world for our space debris challenge.

All I'm saying is: if anyone's looking for new recruits in their innovation departments, get in touch with these guys asap...

At Lloyd's we've always sought to get behind that spirit of curiosity and exploration.

Our market started out as a backer of the golden age of discovery—insuring everything from naval expeditions to Shackleton's rescue mission.

In doing so, we helped a world in bloom fill in the blank corners of the map and share new ideas across continents and oceans.

Today—instead of sailing the seas, we sail the stars.

Space has turned into an industry of its own, generating half a trillion dollars of economic activity and employing over a million people worldwide.

And every journey we make unearths new discoveries.

This year alone we've had the launch of the world's largest space telescope and the first ever photos of a supermassive black hole.

And in a sign of just how fast things are moving: in the last week alone we've had an asteroid nudged off course by Nasa and from scientists this side of the pond, our 'best indication yet' that there's water on Mars.

Where there's new discovery, there's new possibilities opened up. And where there's new possibilities—there's an underwriter ready to back them.

Lloyd's was proud to insure the first ever commercial satellite mission in 1965.

We backed the first successful retrieval mission of a satellite from space, in 1984.

And today, we provide over \$7 billion worth of protection for space risks—from mission failure to debris damage, for everyone from national governments to local telecoms providers.

That's because our job as insurers is to take possibilities, and make them concrete enough to price, protect and package up... without taking too much of the romance from the process of course.

In doing so, we make the unknown, known; the intangible, tangible; and the impossible, possible.

But we couldn't do it without the expertise of researchers, astronauts, policymakers and everyone else that makes up the global space industry.

We're just one part of a huge ecosystem—and that system relies on everyone taking bold steps towards the same objective.

For us, that's a braver future—one that's more resilient, sustainable and inclusive.

I know our partners in government share the same goal, which is why it's great to have the UK Space Agency here with us today.

Because those exciting possibilities also come with serious responsibilities.

Space is very much an extension of our own natural environment—so we need to make sure we apply the same diligence, caution and regulation to outer space as we do to our near space.

And, if I can be frank, we need to steward it better than we've stewarded our own planet to date.

The exhibition we're honoured to be hosting today—from leading space photographer and science communicator Max Alexander—centres on the risk posed by space debris.

There are over 3,000 dead satellites and nearly 10,000 tonnes of space debris orbiting our planet.

Our tendency as humans to make a mess and not clean up after ourselves is already taking its toll beyond our planet—and Max has done a beautiful job of bringing that fragility to life through powerful and compelling visuals.

With 24,000 launches expected in the next decade, we need to take action to reduce the chance of collisions between scraps of debris in space—which could cause millions of pounds of damage and serious harm to our natural environment.

It's why our new King, Charles III, has endorsed the need for an 'Astra Carta' setting out the global rules of engagement for space—much like the Terra Carta we're supporting through our work with the Sustainable Markets Initiative.

It's also why the Lloyd's Lab has supported innovative startups like Privateer, ICEYE [eye-sigh] and Astroscale, all of whom are deploying data and technology to support sustainable space activity from retrieving debris to tracking climate events.

Because responsible exploration today, is the key to a sustainable environment tomorrow.

If we can proceed with that spirit of stewardship—then I think we have a really exciting, endlessly revealing journey ahead of us.

Sir Tim and our other panellists will no doubt be able to shed more light

than I can on where those opportunities lie.

But for Lloyd's part, we'll continue to support this new age of discovery by unlocking the investment, insurance and innovation that can propel our world into a braver future.

And in the meantime—though it doesn't always come naturally to us

insurers, we'll try to let our imaginations run wild as we explore this incredibly exciting, gravity-defying arena together.

Thank you—we hope you enjoy the exhibits and the conversations we have today, but I'll now hand over to Paul Bate from the UK Space Agency to give us the insight of an actual expert.

WINNER: MILITARY

"Knowledge is Power, Character is More"

By Eleonora Russell for Admiral Rob Bauer,
Chair, NATO Military Committee



Delivered at Canadian Forces College,
Toronto, Nov. 16 2022

Brigadier General Strickland,
Ladies and Gentlemen,
Dear Course members,
Bonjour à toutes et à tous.
It is a privilege to be in Toronto
and to speak to so many of you here
today.

Yesterday, as we got off the plane,
we received news of the explosion in
Eastern Poland, on the border with
Ukraine.

This morning, the Supreme Allied
Commander Europe has briefed Allies
in the North Atlantic Council.

The investigation is ongoing. But
so far, we have no indication that this
was a deliberate attack.

And we have no indication that
Russia is preparing offensive actions
against NATO.

The preliminary results indicate
that this was a Ukrainian air defence
missile, that was fired to defend Ukrai-
nian territory.

But as the Secretary General has
said: this is not Ukraine's fault.

Russia bears the ultimate responsi-
bility for this loss of life.

The calm and rational reaction by
the Polish civilian and military au-
thorities has been very impressive.

They deserve our full respect.

The reactions from Allies showed
strong solidarity.

The Alliance has reacted calm and
coordinated.

NATO is a defensive Alliance that
wants to do everything it can to stop
this conflict from spreading.

We will always choose the path that
we believe leads to peace and security
for the 1 billion people who live on
Allied soil.

In the coming days and weeks, we
will maintain close contact with the
Polish authorities.

We will provide any help they
require.

And of course, we will remain fully
vigilant.

An event like this shows the pre-
carious state of global security.

But it also shows the immense
strength and solidarity amongst Allies.

Poland, as all Allies, knows that we
stand side by side with them.

Ladies and Gentlemen,

The war in Ukraine has ushered in
a new era of collective defence.

An era that we are ready for.

For years, the NATO Military Au-
thorities have been monitoring Rus-
sia's pattern of increasingly aggressive
behaviour.

We recognised the need to improve
our collective defence. And started
planning accordingly.

Together, we have implemented
the largest reinforcement of collective
defence in a generation.

We agreed:

- a new Military Strategy in 2019;

- the Concept for the Deterrence
and Defence of the Euro-Atlantic
Area (DDA) in 2020;

- and the NATO Warfighting Cap-
stone Concept in 2021.

And we are already and rapidly
putting these strategies to the test.

Within a matter of days and weeks,
we ramped up our presence on the
Eastern Flank.

Putting hundreds of thousands of
troops under heightened alert.

Creating four new Battle Groups.

During the Madrid Summit in June,
the Heads of State and Government
agreed to further adapt our posture.

We are strengthening our forward
defences.

And we are increasing the number
of high readiness forces under the new
NATO Force Model.

Of course we are not only looking
at one region.

We are following a truly 360 degree
approach to collective defence.

For instance by stepping up our
presence in the High North.

A region that is of great importance
for Canada.

As the obvious gateway to the
North Atlantic, the Arctic has also
always had a strategic relevance for
NATO.

It hosts vital trade and communica-
tions links between North America
and Europe.

Unfortunately, the world is seeing increased competition and militarisation in the region, especially from Russia and China.

The fact that these two authoritarian regimes are working together in an already fragile region... means that we cannot go about our business as usual.

NATO is well underway to increase its presence in the High North.

NATO has set up the Joint Force Command Norfolk.

NATO and Allies are conducting more and more Arctic and anti-submarine exercises.

And individual Allies are stepping up their national strategies for the region.

A good example is the announcement by Canada and the US to modernise the joint NORAD early warning and air defence system.

We also warmly welcome Canada's plans to host a NATO Centre of Excellence on Climate and Security, sharing expertise and best practice with Allies.

When Sweden and Finland join the Alliance, seven out of the eight Arctic states will be members of NATO.

This will extend NATO's defensive shield, increase our presence and our capabilities in the Arctic and strengthen the Alliance as a whole.

In this new era of collective defence we are also seeing that modern warfare is not just about artificial intelligence, quantum computing and robotics.

The war in Ukraine has taught us that you have to be able to fight yesterday's battle... as well as tomorrow's battle... today.

It is not a question of either nuclear and conventional warfare or hybrid warfare.

Going forward, modern warfare will be a combination of all.

For instance, a F35 fighter jet will have a nuclear capacity as well as an enormous capacity to collect data... and it will also still have a machine gun.

Modern warfare is about bits and bots AND mud and blood.

Allied armed forces will need to be prepared to counter all types of threats and challenges.

But the most important thing the war in Ukraine has taught us—once again—is the importance of morale.

To know what you are fighting for.

Two days ago, I welcomed a group of Ukrainian cadets at the NATO Headquarters in Brussels.

They are in the final year of their military academy.

Goal of the visit was to learn more about NATO's structure and core tasks.

Soon, they will be gearing up to go into battle.

In their faces, you could clearly see the determination to serve their people and protect their country.

They were "beyond fear" as Madam Zelenska recently put it.

Because when you are in an existential fight... fear is a luxury you cannot afford.

Unlike their Russian counterparts, the Ukrainian cadets know exactly what it is they are fighting for.

They are fighting, not just to protect their homes or their families.

They are fighting to protect a way of life.

A system, in which all governments and citizens are bound by the rule of law.

Where sovereign nations and sovereign people can determine their own fate.

Practice their own beliefs.

Speak their own language.

The Ukrainians are fighting to protect not just what they have, but who they are.

50 nations around the world support them in that fight.

NATO Allies will support Ukraine for as long as it takes.

Because we too believe in democratic values and the international rules-based order.

For NATO, sovereignty is a sacred right that we will always strive to uphold.

Bringing together 30 (soon to be 32) nations around a table and trying to find compromise day in day out on thousands of pieces of policy is not always easy...

But it's who we are.

We will not make a decision until all nations at the table agree.

We move forward as one. Or we don't move forward at all.

It is exactly that quality that has drawn so many nations to the Alliance.

Either to join, or to become our partner.

Because we are able to take all our different backgrounds, capabilities, threat perceptions, strengths and weaknesses ... and turn our diversity into strength.

It's who we are.

And that brings me to the motto of the Canadian Forces College: "Knowledge is power".

This motto reminded me of the motto of the Royal Naval Institute in the Netherlands, where I studied:

"Knowledge is power, character is more."

That motto has shaped me and my career.

It has never lost its power.

Military education is not just about high grades or excelling academically.

It is not just about knowing everything about planning and conducting joint operations.

Nor is it just about knowing every service branch, or military/leadership theory in detail or being able to analyse or plan defence policy.

It is not just about knowledge.

It is also about who you are as a person.

The armed forces are also about having guts/taking risks....

... being honest...

... taking responsibility,

... having each other's back,

... and being willing to stand up for others.

In other words: Loyalty, Integrity, Courage, Inclusion and Accountability.

The values of the Canadian Armed Forces.

The courses at the Canadian Forces College aim to equip you with the skills to become a good officer, a good leader.

A good officer must not only be able to manage complex operations, and make instant decisions....

He or she must also be able to cooperate with military personnel from other countries...

... with international organisations, with NGOs, or with industry....

Just as he or she has to be able to improve processes, or implement change measures....

... be able to make choices when it comes to complex ethical issues....

AND he or she must be able to switch leadership roles and styles at any time.

That means that it is important to know what the troops think and what they need.

And that you know who you are yourself.

What you are good at and where your shortcomings lie.

Being a good leader requires that you are at least aware of your prejudices.

And that you remain open to learn from the people around you.

In essence, what we do at the NATO Headquarters every day—bringing together 30 nations and trying to find a common way forward—is not that different from what military leaders do with their units every day.

We wear a uniform not because we believe we are all the same... Nor that we should be all the same.

We wear a uniform because we believe in the power of the collective.

We believe in the power of bringing together people from different backgrounds and cultures, with different skillsets... to make sure we get the best of what they have to offer.

That we see together what we cannot see alone.

That we do together what we cannot do alone.

This is taught to cadets and sailors at a young age.

But it is a lesson that needs continuous updates throughout your career.

Last September, at the Military Committee Conference in Estonia, 32 Chiefs of Defence dedicated a special session to diversity.

Together, we discussed how we can make sure that their Armed Forces are attracting and retaining people from different backgrounds.

For the simple reason that it makes us stronger on the battlefield. And to quote General Milley: diversity is not a “woke subject”.

If you exclude huge portions of your society, you are missing crucial information and capabilities on the battlefield.

Any form of bullying, sexual harassment or discrimination damages the most precious commodity we have in the military: TRUST.

There are no ‘quick fixes’ for promoting diversity and inclusion.

We were grateful to have such an open and honest contribution from your Chief of Defence, General Eyre.

The issues that the Canadian Armed Forces are grappling with, are issues that—to a certain extent—all Allied armed forces are grappling with.

By speaking about this openly, we can learn from each other’s experiences.

Trust is crucial also for mission command.

We have seen that in the war in Ukraine.

There was no trust between Moscow and the troops on the ground.

They have failed at creating a healthy system of checks and balances.

A system in which lower level leaders have (and take!) responsibility.

And tell their commanding officers when they believe they’re making a mistake.

With mission command, the commander explains WHAT and WHY.

And the people in the field decide HOW.

This helps ensure that you use ALL the knowledge and insights available to make the best decisions.

Not just a few people at the top.

That is what democracies are about... that is what NATO is about... and that is what Canada is about.

Mission command leaves room for initiative, creativity and flexibility.

It is a fundamental trade of NATO missions and operations.

And by teaching mission command to the Ukrainian Armed Forces, we have helped them achieve success on the battlefield.

(soon, they will be teaching us)

Therefore, our strength is derived not just from our knowledge or capabilities... but from the values we vow to protect.

It’s not just about what we can do... it’s about who we are.

In this new era of collective defence, we KNOW what we are fighting for.

Democracy... diversity... and sovereignty... are causes more than worthy to dedicate your life to.

Knowledge is power... character is more.

I look forward to getting to know the Canadian Armed Forces better over these next few days.

To get a better understanding of your capabilities and the challenges you face, as well as your knowledge and your character.

I see in the programme that we have about an hour for Questions and Answers, so I warmly invite you to ask any questions you may have for me.

Feel free to test my knowledge as well as my character.

Thank you.

WINNER: NONPROFIT

“A Chance to Touch the World”

By Glen Slattery for Steve Stirling,
President and CEO, MAP International



Delivered in Scottsdale, Arizona, Oct. 14, 2022

“Where there is no vision,”
Scripture tells us, “the people
perish.”

Truer words were never written.

Especially when it comes to human
health.

If recent events have taught us any-
thing—if there is a lesson to be learned
from the pandemic—it is that we are
all in this together.

As never before, Covid has drawn
people’s attention to the global need
for medicine. At MAP International
we are ready to seize the opportu-
nity—and see hope multiplied by
reaching two billion people in the next
five years.

This weekend, you’ve heard about
the effort to double our capacity in that
time. Double the storage space. Double
the number of medical treatments.
And double the potential for impact.

Our main areas of emphasis—the
three pillars we’ve talked about—sup-
port that vision:

- In disease, health: MAP’s world-
wide distribution of basic medicine
and health supplies to places where
there is little or no access.

- In disaster, help: Our pledge to
promptly address the pain and need
caused by calamities natural and man-
made.

- And in despair, hope: mobilizing
humanity to address the despair of
humanity, through collaboration with
MAP’s global network of partners.

Each pillar area is a major endeavor
in itself. But all have something vitally
important in common: the role you can
play in making them a reality.

If you have a heart for suffering, you
simply can’t do better with your dol-
lar—or get more leverage—than by
supporting MAP.

Recall, if you will, our amazing
leverage. The fact that for every dollar
that comes in we send out \$118 of
medicine and health supplies. I can’t
think of any other nonprofit—and I’ve
worked at several—with that return on
investment. The multiplier effect.

Why is MAP unique in this regard?

First, because the materials we
provide—99 percent—are donated.
If we had to purchase them? Well, we
just couldn’t. Not given the tremendous
value of what we ship.

Second, we’ve streamlined our
methods, leaving actual in-country
distribution to those best positioned
to carry out the task—MAP’s many
on-the-ground partners. Freed of the
financial burden associated with stand-
ing overseas operations, we’re better
able to focus on our core mission:
providing medicine for the world.

Support for MAP represents a
unique opportunity to have a profound
impact on one of the most universally
acknowledged needs of our time. Ac-
cess to life-saving medicine.

You can be the one to help us cross
this amazing threshold, as we stand
ready to double our output of medical
treatments.

In contemplating such an ambitious
outcome, we also remember the indi-
vidual lives at stake. Like the mother
and two young daughters I met in
Haiti. The poorest nation in the West-
ern Hemisphere and a place that has
known more than its share of disaster
and despair.

One of the girls had cholera, the
other pneumonia. Had MAP not pro-
vided antibiotics and rehydration solu-
tion, pain relievers and fever reducers,
they would not have survived.

And so saving lives is the best return
on investment of all.

Some problems we face are tremen-
dous in scope, even though the answer
to them is quite simple.

In many developing nations, for
example, a large portion of people
suffer from worms. Intestinal parasites
that cause everything from anemia
and diarrhea to dehydration and
malnutrition.

As unwilling host to the parasites,
an afflicted person can’t derive any
nutrition from the food they eat. The
worms, however, fatten quite nicely.

Do you know the answer is to this
problem? One tablet, taken twice a
year.

Other global health issues have
equally straightforward solutions.
Because the donated medicines are
available. We just need the resources
to get them where they need to go. So
everyone has the chance to achieve
their God-given potential.

In addition to the expanded warehouse
operation you’ve heard about, MAP is
looking to new technology as part of
our endeavor to see hope multiplied.

We recently updated our inventory
software system to scan and track every
unit of medicine shipped; from the
second it arrives in our warehouse to
the moment it reaches its destination
anywhere in the world.

In case of a product recall—such
things happen—the new system also
makes it easier to notify our partners
that a consignment of medicine has
to be pulled. Right down to knowing
the exact hospital or clinic where it
was sent.

It’s a very sophisticated system of
supply chain management, one we
must keep up with. MAP is audited by
the FDA, the DEA, the Georgia Board

of Pharmacy and several of our pharmaceutical partners. So the standard of excellence is very high. And costs quite a bit to maintain.

In addition, as a Foreign Trade Zone, MAP has permission from the federal government to purchase medicines internationally. This distinction is also accompanied by quite a lot of reporting responsibility, which again requires costly resources.

But the outcomes are well worth it. Because we can see the restorative results our medicines bring.

Ladies and gentlemen, this weekend you've heard and seen such results at work. What I want you to know now is how much more your support for MAP can achieve.

Everywhere, the work of MAP International is making a lifesaving difference. And with your help, we are poised to do much more. In sickness and in health. Despite disaster and despair. With one overarching goal: to see hope multiplied.

In the Gospel, we read of the time Jesus met—and healed—a man who was blind from birth. His disciples

asked: “Rabbi, who sinned, this man or his parents, that he was born blind?”

Neither this man nor his parents sinned, Jesus replied. But this happened so that the works of God might be displayed in him. As long as it is day, we must do the work of Him who sent me.

In many parts of the world, public attitudes toward infirmity haven't changed since biblical times.

A mentally ill person is thought to be cursed. Someone with epilepsy is believed to be possessed by the devil. The world is terribly unkind to those to those who don't measure up.

I know, because I've seen how people treat people with disabilities. Going to school in Korea, I was the only handicapped kid in class. Other kids abused me—verbally and physically.

That is why—on a very personal level—I want you to know how much your support for MAP International truly matters.

Because such help could have mattered to me. If I had received the polio vaccine when I was a year old, I wouldn't have had polio. A fact I live with every single day.

Because it's not like I got sick and got over it. For the rest of my days, I must acknowledge the aftermath of not having access to a treatment that cost pennies.

Why gives me hope multiplied is the knowledge this doesn't have to happen to anyone else. For if we can prevent harm to others, we must. On behalf of one person or many.

Because if you're having a health crisis—or when disaster strikes—you can't wait for two years, two months or two weeks. You or a loved one need help now. For without help, people will die.

That is the urgency which animates our medical mission at MAP International. So I ask you to:

Imagine reaching two billion people with much-needed medicine...

Think what it would look like for them to lead healthier, happier lives...

And picture the great day when all this comes true.

The great news is that you can help us get there, with an impact that—quite literally—touches the entire world.

WINNER: PHARMACEUTICAL

“Limitless”

By Eric Kleiman for Paul Hastings, CEO, Nkarta; and Board Chairman, Biotechnology Industry Organization



Delivered at the BIO International Convention, San Diego, June 15, 2022

Together again. I mean, can you believe it? Face to face, thanks to the power of biotechnology.

Our member companies, large and small, have done the impossible, creating vaccines faster than ever before, with the highest stakes in a century for global health.

We'll never know how many millions of lives we've saved in this pandemic because SO many biotech companies worked together SO tirelessly.

To BIO members Pfizer, Moderna, Johnson & Johnson, Gilead, Regeneron, Eli Lilly, Vir, GSK, Merck and Xencor, whose innovations saved lives and—in many countries—contained a deadly plague in record time, we say, “Thank you.”

We still wonder sometimes if the world understands the enormity of what transpired in those early months of 2020. It's like something you'd read in a Hollywood script, only science non-fiction.

On January 11th—while the world slept—the Chinese government put the genetic sequence of SARS-Co-V-2 online. Moderna scientists, working with the NIH, designed the vaccine, literally, on their computers. They didn't have access to the virus itself yet, but they had something even more important: its genetic code. Two days later, Moderna's scientists had the vaccine designed.

Talk about next-generation biotech. They decoded and neutralized a highly pathogenic, novel virus before ever putting it under a microscope. If our industry can do that—and get shots in arms in just one year's time—then there's truly no limit to what we can accomplish.

I remember those surreal early days. At our company, Nkarta, sanitation

crews came through to wipe down the door handles in our building, inside and out, every hour. We socially distanced our researchers in our labs, and we fought to designate our industry's scientists what they are: the ultimate essential workers. And it's our responsibility to keep them safe.

At Nkarta, we weren't working on COVID-19 vaccines. We were working on a breakthrough to utilize the body's own natural killer cells to defeat cancer. Our vision is to bring cell therapy out of the ICU and into the community setting, dramatically expanding access for patients.

Biotech companies across our industry found a way to keep going. Pause our research? Impossible. Biotech innovation never stops.

Yet, today, in the cruelest of ironies, the young companies at the vanguard of a revolution in medical research are fighting for their own lives. Biotech is bleeding.

Hundreds of small and emerging biotechs are starved for capital and struggling to survive—a victim of the emerging post-pandemic world that our industry made possible. Venture funding is down 60 percent. Hundreds of promising companies are staring into the financial abyss, facing the prospect of running out of cash in a couple of years.

The global economic shocks of the COVID-19 recovery, the uncertainty, the volatility, the inflation, the war in Ukraine—these factors are conspiring to cause retrenchment and reinvestment into less risky ventures.

Ninety-six percent of our clinical trials don't reach their desired endpoint. That's why, in this bear market, even good data can lead to selloffs and stock drops.

Yet, recently at Nkarta, we were fortunate enough to experience a trifecta: two cell therapy candidates simultaneously declared themselves with positive early-stage readouts, showing complete responses in blood cancer patients, validating our platform. This preliminary data led to a stock increase of 140 percent. We were then able to raise \$230 million in capital the next day, helping us to keep innovating for patients.

So I have to believe that all is not lost. Investment will come back and innovation will be rewarded, because the fundamentals of our industry are still strong. We're biotech. We're survivors, meaningful in purpose, fighting for patients.

The truth is, we're waking up to a world that looks very different than it did just two and a half years ago: a new normal of infectious disease threats and exposure to exotic pathogens that our immune systems have not evolved to fight.

We need to listen to our evolutionary virologists telling us that COVID won't be the last pandemic we face in our lifetime. Biotech companies are poised to answer this call and unlock the secrets to conquer so many different diseases, but we must have the resources to do so.

Too many in Washington still have the wrong impression about who we are—as if we're causing, not solving, mankind's greatest challenges. They want to slash the wholesale costs of new medicines, waive our intellectual property protections, and limit our data exclusivity.

Politicians who praise our industry for providing COVID-19 vaccines in record time—only to undermine our ecosystem and drain our resources at humanity's expense—are playing a

dangerous game. Governments incentivize and invest in the things they value. What matters more right now than biomedical innovation?

In times like this, honoring our social contract is especially important, in my opinion. Our companies must be allowed to price our medicines for a return on investment, but when patents expire, let those drugs and biologics go generic without undue delay or complication. That's how we'll win trust back on Capitol Hill, and we must because the world needs us.

We face many threats. As CEOs, our employees, boards and investors want us to use the platform we've been given, not stay silent. So, as an individual, I won't wear a muzzle when limits are being placed on our most basic human rights: civil rights, women's rights, gay rights and the right to democracy itself. In the face of these challenges, it is the job of leaders to stand up and lead!

I'm currently leading my fifth biotech company. But long before I was a CEO, I was a patient advocate. At 13, I was diagnosed with severe Crohn's disease. At 19, I traded my colon for a life free of pain, but full of purpose.

Working in biotech since 1984, I've learned that partnerships with patient advocates are among the most important in our industry. We exist so patients can benefit from us—not the other way around.

If you want to know what motivates me, look no further than Bryan LaRue. He almost died in childbirth.

They lost his heart rate, broke his clavicles forcibly removing him from his mother's womb, and stretched his spinal cord. To this day, he lives with involuntary muscle contractions, tremors, spasms and limited function in his lower extremities.

Bryan was 7 when his mom found a skeletal muscle relaxant—developed by a company in this room—that relaxed his spasms and helped him unclench his frozen fists. He was 14 when he first attended a summer camp, run by a patient advocacy organization I chair, for youth with 54 different diagnoses of the bowel and bladder.

It was there, at Youth Rally, where he first met another kid like him. Sterling was also in a wheelchair.

One day, they went to visit the rock wall to see what all the fuss was about. Bryan wanted to prove something to Sterling. So, he approached Alex, the climbing instructor—a former Youth Rally camper.

As a baby, Alex was given up by his birth parents to a Chinese orphanage because of a birth defect in his GI tract. He was adopted by a single Mom here in the United, who never gave up on Alex. Today, he's a colorectal surgeon.

At the base of the wall, Bryan asked Alex if he'd help him make it up a couple rungs. The wall, after all, was a telephone pole and a half high. What happened in the next few minutes, Bryan will tell you, was the foundation of everything he has accomplished in his life since: starting his own business, building a Facebook community of 40,000 strong, and landing his current job as VP of Sales at a solar panel company.

The muscle relaxant allowed him to grip the rocks, and Alex positioned Bryan's feet on the first toehold. With all his might, Bryan pulled with his arms while Alex pushed underneath. Together, grunt by grunt, they began to scale that wall. As they ascended, a group of campers gathered to watch, joined by me, in absolute slack-jawed amazement.

They finally reached the top, drenched in sweat, Bryan looked down and saw his discarded wheelchair and his stunned fellow campers. Then he saw his friend, Sterling, and began to cry. So did I.

This is why we do what we do.

If we support one another, keep the faith and never relent as we make that climb against the odds, we will weather this storm. And our potential to create miracles will be truly limitless. Thank you.

WINNER: TELECOMMUNICATIONS

“No One Can Own the Metaverse: We Need Collaboration to Build It”

By Rashid Razaq for Pekka Lundmark,
President and CEO, Nokia



Delivered at the Brooklyn 6G Summit, Oct. 25, 2022

Thanks Ted. Thanks Nishant.
Good morning.

And thank you all for being here today.

It's a pleasure to speak with you.

And to be a part of this action-packed summit.

I want to talk to you today about the Metaverse, specifically the Industrial Metaverse, as Nishant just touched on.

Naturally, this will mean talking about technology, but it also means talking about business...

Because our view at Nokia is that no one company can create all the elements required for the Metaverse.

No one can own the Metaverse...it needs collaboration...

...to build it...

...and to create solutions and value...

...so that, collectively, we can solve the big global challenges...energy, climate, productivity, growth, and more opportunities for more people.

But before I take out the crystal ball and start making predictions about the future, I want to take you back in time....

to 1883...when the Brooklyn Bridge was built.

Every time I pass over the Bridge, like I did this morning, I marvel at the feat of engineering it took to build what was the world's longest suspension bridge when it opened.

It was a Tandon alumni, Arthur V. Abbott...an assistant engineer...who created the coupling system to make the cables strong enough.

Which got me thinking...how would you approach the design, construction, and maintenance of this iconic New York landmark if you were starting out today?

Well, you would use autonomous underwater vehicles, equipped with sonar and laser sensors, to survey the East River and riverbed.

(PAUSE)

A 3D digital model would help visualize the design and sell the vision to New York City's Department of Transportation.

Let's say, optimistically, you got the green light within a year or two... by then it's likely that a substantial part of this new Brooklyn Bridge is going to be designed, constructed, and maintained with the help of the Enterprise and Industrial Metaverses.

As this video shows...

Let's take that 3D-model one step further. You create a digital twin

(PAUSE)

a fully virtualized representation of the physical bridge down to the last detail...

(PAUSE)

You input all the necessary data-points, to plot the life cycle of the bridge from the very beginning to fifty...even a hundred years...into the future.

(PAUSE)

You can plot traffic flow from Monday morning through to Sunday evening.

(PAUSE)

You can model what would happen if you replaced a vehicle lane with a cycle lane...or even two or three cycle lanes.

(PAUSE)

You can predict what would happen if a once in a century hurricane struck the city.

(PAUSE)

The Enterprise Metaverse would enable you to bring together all the different players ...wherever they're

based in the world...to collaborate and co-design a virtual bridge.

Then large sections of the physical bridge would be prefabricated, off-site, in factories using AI-powered, autonomous systems operating within the Industrial Metaverse.

The Industrial Metaverse would also enable construction crews to work faster and safer through remote-controlled robots and exo-skeletons.

Contractors would have augmented and virtual reality tools as well as real-time data on changing environmental conditions.

The 19th century Brooklyn Bridge took 14 years to build and at least 20 people died building it.

The 21st century Bridge could be completed in a third of the time with a target of zero fatalities.

And once the bridge is built, the Metaverse would also help with maintenance.

What if we could put sensors in every cable...at every stress point...so authorities had real-time data on traffic, weather, load bearing and corrosion?

Giving them the ability to detect issues and fix faults faster...targeted, predictive maintenance to save lives.

And don't forget, you've still got your digital twin of the bridge. With more advances in robotics and drone technology, eventually you won't have to put a human up a rope to fix a fault...you'll be able to do it all remotely.

Every action in the digital world will have an effect in the physical world... and vice versa.

That is the full expression, and the destination point, of the Metaverse... all three...Consumer, Enterprise, and Industrial.

The enterprise and industrial metaverses will interlink. A single

product from the same company will pass through both as it moves from the drawing board to the factory door.

Very simply...Enterprise Metaverse is where you design...

...The Industrial Metaverse is where you make.

In time, as IT systems in headquarters merge with OT systems on the shop floor, these distinctions will blur, but for now we think it makes sense to refer to them separately.

OK, so between Nishant and I, we've covered the three main metaverses, and how they will evolve out of two broader trends towards digital-physical fusion and human augmentation.

The Metaverse's emergence won't be dependent on a single device or piece of hardware. Rather, it will be the combination, and evolution of complementary technologies...including cloud and edge computing, AI, blockchain, the internet of things, AR, VR, and digital twins.

It's a given we will need more powerful networks.

But how much more powerful?

One of the leading voices on the Metaverse, Matthew Ball, says in his book: "The Metaverse and How It Will Revolutionize Everything"...that a key characteristic of the Metaverse will be the ability to render 3D virtual worlds in real-time...with an unlimited number of users able to experience them synchronously.

To date, the world's largest virtual event was Fortnite Galactus on December 1st, 2020 with 15.3 million people online at the same time.

Now, that wasn't even a truly synchronous experience. And it was one game...an entertainment experience.

By 2030, we estimate every physical thing that makes sense to connect will be connected.

And I'm not talking about putting chips in people. I'm talking about people willingly opting-in to share data from their smart watches, wearables, smart glasses, and contact lenses.

It's also machines talking to one another...it's digital sensors in physical

infrastructure like roads, railways, and that hi-tech Brooklyn Bridge.

With all that increased data... and increased need for data processing close to the edge... networks will have to deliver a hundred gigabits per second, sub-millisecond latency, even higher reliability in certain instances, perhaps as much as seven nines.

As we move from 5G to 6G...with more businesses carrying out at least some of their operations within the Industrial Metaverse, networks will need more capacity and faster speeds.

And they will also need to become more resilient, agile, and intelligent... using AI and Machine Learning to support a wide array of mission-critical functions.

And with so much sensitive and highly confidential data, from individuals and companies, flowing through networks like water, we need to make sure there are zero leaks...

Web 3.0 and decentralization may help provide the necessary trust.

At Nokia, we're already building our products with a zero-trust approach, baking in security from the chipset level up.

So, we need trusted networks that can meet the performance needs of the Metaverse...and a digital world more broadly...but with zero compromises on security or reliability...

We need...

Future-ready performance...

Because no one has a crystal ball.

No one can predict the exact details, or what the most successful Metaverse applications will be...

But by talking to our customers and partners...and through years of work by Nokia Bell Labs...we can make informed assumptions about the broad shape of the Metaverse and the technology requirements...

We believe that without future-ready networks...able to provide seamless and scalable connectivity to meet future needs...the Metaverse we're all hoping for, will remain science-fiction rather than science-fact.

Anticipating future needs is a major component of our work at Nokia.

A good example is a Passive Optical Network trial we did with Vodafone last year...where we achieved record-breaking speeds of up to 100 gigabits per second on a single wavelength... up to ten times faster than many of the advanced networks available today.

We're also continually pushing the boundaries of 5G...such as our 5G mmWave research with NYU Wireless.

And we're playing a leading role on 6G collaboration, on both sides of the Atlantic, with the Next G Alliance in the US, and the Hexa-X programs in the EU.

But before I focus on collaboration...I want to jump back into that time machine for a second and take you back to 1998...

... and a prediction about the internet from the Nobel Prize winning economist Paul Krugman...

He forecasted: "The growth of the Internet will slow drastically as the flaw in 'Metcalf's law' becomes apparent: most people have nothing to say to each other. By 2005, it will become clear that the Internet's impact on the economy has been no greater than the fax machine's".

It's easy to find that amusing now...I doubt many NYU freshmen would ever have used a fax machine... whereas they'll all be carrying a mobile internet device.

Making predictions is difficult.

Making technology predictions is notoriously difficult.

However, there are valuable lessons to be learnt from the evolution of the internet.

What took the internet from a government research project and academic network to the World Wide Web of the Nineties, to "electronic mail", to 3G mobile internet, to a 4G multi-billion-dollar app economy, to where we are today?

It was...shared standards...

...common protocols...

...interoperability.

That open foundation enabled different players to contribute different elements...telecoms companies... technology firms...physical networks

and devices...digital services and experiences...it was collaborative innovation...by accident rather than design...that made the internet one of the most impactful inventions in human history.

As Matthew Ball says: "No one company could drive end-to-end improvements in the internet...even if they operated the entire Internet Protocol Suite."

So, what lessons should we apply to the evolution of the Metaverse?

Number one...

The Metaverse can only achieve its full potential if we all drive industry standards on openness and interoperability...

Nokia recently became a member of the Metaverse Standards Forum in order to drive industry co-operation on standards and protocols.

We also need to ensure networks...the backbone of the Metaverse...are open to established and emerging players so new ideas can be brought to life, and we can all benefit from the gradual evolution and improvements to the Metaverse.

Number two...

The Metaverse can only achieve its full potential if everybody is invited to the party...

We've seen the opportunities that come with internet access. And we've also seen the cost to countries and communities where there is no...or limited...internet access.

Even today, 2.9 billion people around the world, remain unconnected.

The World Economic Forum says that low-income countries...which manage to increase mobile broadband levels by 10 percent...tend to see an uplift of around 2 percent in GDP.

While the World Bank estimates achieving 75 percent internet access in developing countries would create more than 140 million jobs.

If every action in the digital world is going to have an effect in the physical world, then it is critical we bring digital access to people, places and industries not yet served.

And number three...

If we want to maximize the potential of the Metaverse, we need to focus more on the collaborative advantage.

We need to ask, how do we bring three, four, five, or even six different players into an ecosystem, where data can be shared securely, where new products can be created, and brought to market?

Looking back at the journey from 3G to 4G...tech start-ups-founded in garages became some of the most valuable companies in the world...by being first to scale and squeeze out competitors.

But looking forward, as we move from 5G into 6G, and digitalization comes to every industry, no one company can hope to create...or own...all the elements required.

It won't be enough to secure a competitive advantage over one part because there will be too many different parts and different players involved.

Think about it...

Airports...schools...factories...hospitals...ports...energy grids...water networks...

Agriculture...healthcare...steelmaking...and even space exploration.

There will be no corner of our physical world...pretty soon the Moon as well...which will be left untouched by digital technology.

If the Metaverse is going to be the principal platform of the 6G era...where digital-physical fusion and human augmentation combine...then it's clear...

No one can own the Metaverse...we need collaboration to build it.

Collaboration requires changing our mindset of only working with one partner at a time...

Collaboration requires bringing more technical skills and different contributions into the mix while increasing business agility.

To bring more solutions to market.

And to create more value for all the players involved.

Putting rocket boosters under a new Metaverse economy...an economy that Citi investment bank estimates could be worth up to \$13

trillion dollars by 2030...more than half of US GDP today.

That's collaborative advantage.

And collaboration is Nokia's source code. We're collaborating with all the major service providers on next-generation connectivity for homes and businesses.

We're collaborating with hyperscalers like Amazon Web Services, Google Cloud and Microsoft...taking telecom networks into the cloud and giving service providers and enterprises more choice and simplicity.

We're collaborating with renewable energy leaders like Siemens Gamesa to digitalize energy networks so wind turbines can be monitored in real time and faults fixed faster.

We're also collaborating with specialists like Kyndryl to accelerate enterprise digitalization.

And through our partnership with Microsoft, we've integrated their Azure Arc product into our MX Industrial Edge platform to support a wider range of mission-critical functions for enterprises.

This is by no means an exhaustive list...just a snapshot of our current collaborations.

I should also mention that innovations from our vast patent portfolio are licensed on fair terms to more than two hundred different companies...enabling devices and solutions across a range of sectors.

Because we recognize that we occupy a unique position.

We bring together technologies and partners...such as service providers, hyperscalers, industrial giants, app developers and start-ups...to drive innovation in new business models and applications to generate greater value for all of us.

That's the collaborative advantage.

It requires a foundation of trust and transparency.

And it needs to be focused on the bigger picture.

I'm talking to a room full of engineers and innovators, you know the network effect...essentially the more something is used, the more valuable it becomes.

It was true for the internet. It will be true for the Metaverse.

What if we could harness the network effect to not only scale businesses and create financial value, but also to scale solutions and create real societal value?...

...to truly achieve impact at scale.

That's the reason why we're so focused on the Industrial Metaverse at Nokia.

This is the point I want to finish on. And to illustrate, I want to return to the idea of digital twins I started with.

Here you can see an example of a digital twin, or avatar, in the Consumer Metaverse...

(PAUSE—LOOK AT SCREEN)

He's the perfect CEO. He can work 24 hours a day.

(PAUSE—LOOK AT SCREEN)

He can run a 10K in less than 30 minutes.

(PAUSE—LOOK AT SCREEN)

And he's a Knicks fan...when he's in New York.

But here's a digital twin for a power network showing the real-time fire risk to powerlines from vegetation...one of the main reasons for wildfires.

This is just an illustration. But the Australian company Fugro have created a prototype for TasNetworks in Tasmania, Australia.

Here's another example of a digital twin...an experimental nuclear reactor.

The US Department of Energy's Argonne National Laboratory are using a digital twin as part of their research and development of a next-generation nuclear reactor.

And this digital twin of the human immune system doesn't exist yet.

Two hundred scientists, led by teams from the University of Florida and Indiana University, have set out plans to create a digital twin of the immune system...saying it would be a major breakthrough for precision medicine

and the treatment of diseases like cancer and COVID-19.

There's been a lot of hype about the Metaverse...ever since Neal Stephenson coined the term in his novel Snow Crash.

A large part of our work over the past decade has been focused on researching the underlying technologies of the Metaverse...separating the reality from the hype.

These examples from the 1.0 version of the Industrial Metaverse show that it's already enabling real-world solutions to real-world problems.

The potential is so much bigger... bigger than we can imagine...

Bigger than any of us can predict.

But, whatever the future holds, one thing is for certain... we must continue collaborating.

So, we can create technology that helps the world act together.

....

Thank you.

WINNER: CONTROVERSIAL OR HIGHLY POLITICIZED TOPICS

"What Keeps Me Up at Night"

By Dr. David J. Skorton and Kristin Zipay for Dr. David J. Skorton, President and CEO, Association of American Medical Colleges



Delivered at Music City Center, Nashville, Tennessee, Nov. 13, 2022

Thank you, Dr. Woodward. And how wonderful it is to be together at Learn Serve Lead. I ask you again: Is it great to be back together in person? Please tell me! It's amazing.

Well, it's been three years, as Dr. Woodward said, since we've gathered in person, and in some ways, those three years feel like a lifetime. I want to thank you all for staying so effectively in touch and supporting each other and the AAMC throughout the pandemic.

Let's applaud Dr. Calhoun one more time for his outstanding leadership and commitment to academic medicine. Dr. Calhoun's remarks about "Overcoming the Headwinds" remind us that amid the many challenges we face, we can still find strength.

That strength comes from continually learning from each other and focusing on the unmet needs of our patients, families, and their communities. And by "communities," I also mean our own academic medicine community, of which I'm so proud and honored to be a part.

In addition to welcoming all long-standing colleagues and friends back to an in-person Learn Serve Lead, I specifically welcome and recognize our new colleagues who have joined the AAMC community through our recent merger with the Association of Academic Health Centers, now the Alliance for Academic Health Centers and the Alliance for Academic Health Centers International. Welcome to the AAMC!

In my remarks in 2019, I shared with you my concerns that the status quo was unacceptable across many aspects of our profession and our service to our patients and communities. Since those remarks, together we have faced COVID-19, racial reckonings long overdue, and many other challenges, while maintaining academic medicine's primary mission to serve our learners, patients, their families, and our communities.

And you—learners, faculty, staff, and leaders—have risen to the occasion magnificently, leading the country through one of our most difficult times, albeit with a serious toll on well-being. For that, I am grateful; for that, I share my admiration with you.

But while what we've accomplished together has been laudable—and even remarkable amid the challenges we've faced—today's status quo is still unacceptable. We find ourselves still in a situation of fragmented communities, often bitterly divided public opinion, and severe difficulties hearing and listening to each other. And the health of people everywhere is not what it should be.

I decided to make today's remarks a set of personal comments, as Dr. Woodward mentioned, to share with you the challenges and problems that I find of highest concern—what you might say does keep me up at night. These challenges are ones that I believe we must face together and with a sense of renewed courage and urgency.

So today, I share four areas of concern regarding which I need your partnership, feedback, and guidance. Across all of these problems, I remain hopeful that somehow together we can transform this status quo.

I won't say this work will be easy, but I do believe we can make progress if we all work together collectively and if we all work together unrelentingly, even—and especially—when the work feels uncomfortable. This is what leadership looks like.

These were my criteria for choosing the challenges about which I will speak today: First, each challenge represents an unsolved problem affecting the public's health, directly or indirectly. Second, each challenge is related to the specific mission and vision of the AAMC. Third, each challenge is, at least in part, within our power to solve—or at least to improve. Fourth, each challenge specifically affects the community of academic medicine. Fifth and finally, the need to solve each challenge is urgent.

Let's start with diversity, equity, inclusion, and anti-racism. I believe this is one of the most critical, overriding problems we face in academic medicine, in our private lives, and throughout society. The health inequities that have long plagued our health system

are rooted, in part, in bias, discrimination, and systemic racism.

And it is our responsibility in medicine to address these issues whenever we have the opportunity—not only because we have to in a professional capacity, but because we have to as human beings.

I believe I can speak for all of us when I say that we all strive as individuals to leave the world better and more just than we found it. And in our world of academic medicine related to DEI, this hard-fought but so far unsuccessful journey toward justice has at least two critical components: first, diversifying our student populations, our faculty ranks, our staff, our profession in general, and all aspects of leadership of our great academic health centers. And second, optimizing the culture and climate of our institutions so that all have the chance for success and fulfillment. In my view, both of these are critical components for success.

Have we made progress? In some areas, yes. In others, absolutely not. While we have seen historic increases in underrepresented applicants to medical school in the last several years, there is much more work to be done to diversify the classes.

To share just a few of many examples we could cite: The number of Black men in medicine has not changed substantially from the 1970s, when I was a medical student, and that is unacceptable. First-generation students account for only about 11% of matriculants. American Indian and Alaska Native people account for less than 1% of physicians. This is not representative of this population's overall presence in the United States. And, as is the case for many groups, when compared with their populations across the United States, those who identify as Hispanic or Latinx are very underrepresented in medicine.

Certainly, as Dr. Calhoun so poignantly demonstrated with his own personal story, “you cannot be what you cannot see.”

Well, what is the way forward in diversity, equity, and inclusion? Like so

many other social issues, we must start with humility and the willingness to listen and to recognize that much of the greatest wisdom regarding any group and its struggles and challenges comes from within that group. And while listening to voices from our communities, we must be willing to commit to two principles regarding how we approach any recruitment, whether it's to medical school or to an employment pool.

First, we cannot and must not accept candidate pools that are not diverse. No matter the hurdles we may face in areas like race-conscious admissions, we must insist on diverse pools of applicants to medical school and to employment openings. If the candidate pools are not sufficiently diverse, then the outcome will regress toward our insufficiently diverse status quo.

And second, in making every individual decision, we must teach ourselves to imagine a candidate from a background different than the current norm being successful—and eventually a leader in whatever area we are focusing on—and someone we can learn from.

We must face our biases that cause us not to see that potential in every individual. I work on this intensively regarding my own biases that may affect recruitment efforts, and for me, it requires constant vigilance.

And after successfully recruiting a more diverse student population or employee pool, is our work over? Far from it.

We are then just getting started, for if the recruitment is successful but the climate, the culture, the milieu of each organization is not conducive to individual perceptions of belonging, of the likelihood of success, then the game is lost. How frequently we have all learned that lesson.

Now, do I have all the answers here? Absolutely not. Is the AAMC itself the exemplary organization you deserve? Well, we're making progress, but we have a long distance to go.

Let's raise the level of conversation from “if” to “how” we can and must succeed in recruiting and supporting a diverse workforce and a diverse

student body. Let's refuse to accept anything less.

And along the way, let's become more devoted to looking at everything we can through the lens of equity: for individuals, for organizations, for communities. If we do this, we will have a fighting chance to succeed.

Will we face headwinds? We're already facing pushback. For example, you may have noted pushback from some quarters when the AAMC released our diversity, equity, and inclusion competencies just several weeks ago, and it may very well get worse—but that doesn't mean we should change course.

For only one example, the Supreme Court of the United States recently heard arguments in two cases regarding race-conscious admissions in higher education: one at a public university, one at a private university. I was in universitywide administration during the *Grutter v. Bollinger* case, and the court is now considering whether to overrule that decision.

Our superb AAMC legal team filed a powerful *amicus curiae* brief on the cases: a brief on which 45 other organizations signed. If the court's decision rules out any consideration of race in admissions, we will likely see precipitous drops in the diversification of our student populations going forward. And our patients and our communities will pay the price.

If so, we in higher education will need to adopt some other approaches based on our collective thinking. And this may need to be done very quickly. In that context, leadership will matter. Under no conditions will the AAMC retreat from our journey. We will stay the course. Under no conditions can any of us back down.

This is what leadership looks like.

Now, to move onto the second challenge about which I am so deeply concerned: the well-being of our learners. And this includes both graduate and undergraduate medical education, graduate school, and the postdoctoral experience.

The pressure on our learners is enormous and becoming ever greater throughout their educational journey. The pressure to achieve a college degree is strong because of its many advantages—real and perceived. We in academic medicine—surrounded by colleagues with professional and graduate degrees—may forget that, although the proportion of bachelor's degrees has grown steadily, as of 2021, it was still less than 40% of those 25 years or older in the United States. This statistic should remind us that a college degree is a privilege not shared by most adults in our country, let alone a medical degree.

In so many families, the goal of a college degree is one that is strongly desired, but so many obstacles can get in the way—from finances to the pressures of student life—that it may seem unobtainable. Although we may think about, for example, undergrad education as a time of making friendships and enjoying new adventures, the pressures of college—on top of the tumult of adolescence in general—can be fearsome.

How clearly I remember the year at Cornell University when six students died by suicide. That shocking year opened more broadly for me a window into student life and its attendant pressures.

So fast-forward to graduate school and the postdoctoral experience, as well as medical school and graduate medical education: the pressures can be much, much more profound. Preparing for high-stakes national examinations and interacting with patients for the first time can all add up to just the ingredients for mental health stress, as can forging new research directions and applying for grants.

And while being a physician, of course, can be stressful at all stages of one's career journey, the stresses are especially acute when one is encountering this type of pressure for the very first time. At Cornell, partly in response to the suicides, I spoke publicly about my own history of mental health counseling, as did others. The point

was to reduce the stigma of asking for help, and I said to the students: "If you learn anything at Cornell, learn to ask for help."

And help is needed by so many of us in the medical profession and far beyond. Stress and anxiety are common among multiple subgroups of master's and doctoral students outside the field of medicine as well. Depression—and therefore the risk of suicide—is more common among medical students than their age-matched peers, and this trend has worsened in the last few years.

The way forward on many issues affecting learner well-being starts as with so many human dilemmas: Ask those most affected to share their experiences and the places they see barriers to their success.

At the September AAMC Board of Directors meeting, Jennifer Hayashi, our student member of the Board of Directors, and from the Organization of Student Representatives, two colleagues Amal Cheema and Samuel Borer, together made a powerful presentation on some of the major challenges faced by our learners. Some of these challenges, of course, are related to COVID, but most preceded it and are ongoing issues of great and increasing concern. These students will be addressing a meeting of the Council of Deans at this meeting.

Their generosity in offering their thoughts was a good step in educating all of us about what it's like to be a learner today. And listening to other learners, I am hearing from those who are in counseling and others seeking behavioral health care and from those whose friends died by suicide and those who themselves have considered suicide. And I am learning more about the roadblocks in the way of receiving behavioral health care: the stigma, the expense, the time commitment, and the lack of availability of behavioral health providers.

I believe we can group our responses to these issues into two major categories: First, we must look to address and ameliorate the individual, identifiable problems themselves: whether they

are curricular [or] financial; whether related to the competitive environment, or the complex transition to residency, or so many other issues. Second, we must better support the accessibility of behavioral health care for all of those who could benefit.

While the AAMC is committed to supporting institutions at the national level, each institution needs to develop its own solutions where it can, since local faculty are—appropriately—in charge of local curricula and the overall local experience of learners. And each institution also needs to ensure that appropriate and affordable behavioral health services are available and that students are encouraged and supported to push through any stigma to seek care.

Our colleague and friend, emeritus president Dr. Darrell Kirch, wrote a moving exploration of his own history of mental illness that was published in our journal, *Academic Medicine*, in 2021. I hope that those of you with such histories will follow Darrell's example and that of others willing to come forward and share personal stories.

But all of the pressures on our learners cannot be solved at the level of individual medical schools or teaching hospitals. Some, of course, are national issues that must be approached nationally, and we at the AAMC are in a good position in that regard to work collectively with all of you.

The National Academy of Medicine's Action Collaborative on Clinician Well-Being and Resilience, co-chaired by Dr. Kirch, recently released a "National Plan for Health Workforce Well-being," a plan to take collective action to address systemic issues around burnout and well-being. I encourage you to learn about this national plan and see how each of you and your institutions might get involved.

And as many of you are likely aware, in 2020, the Coalition for Physician Accountability—a collaboration of 15 national organizations—formed a committee to examine the transition from undergraduate medical education to graduate medical education.

Their report suggested 34 recommendations to improve the transition to residency across the impacted individuals and groups, many of them supporting learners through the process. These recommendations validated the work that AAMC has had underway for several years, focused on reducing the number of applications that learners submit.

These efforts include providing better data insights; partnering with medical specialties to help learners differentiate themselves through highlighting their experiences and signaling their program preferences; and supporting increased emphasis on holistic review through training and tool development. The AAMC will continue to collaborate across the transition-to-residency ecosystem to tackle this complex, multifactorial challenge.

All of this is a partnership. We must work together at every step, and if we do so, we can make progress in support of our learners. Anything else is unacceptable.

This is what leadership looks like.

Now I want to turn to our interactions with—and on behalf of—our patients and their families and their communities. At the AAMC, although our devotion to learners is our top priority—and why we exist—our mission touches on all aspects of academic medicine. We must go far beyond the direct clinical care that we deliver and strive ever to improve.

Our Center for Health Justice and other parts of the AAMC are striving to ensure that all communities have equitable access to the things we all need to thrive: health-promoting social determinants like humane housing; nutritious, affordable food; meaningful work; freedom from racism and discrimination; as well as easy access to high-quality medical care.

Again, I am reminded by my colleagues at the Center for Health Justice and elsewhere that those experiencing injustice are in the best position to participate in finding solutions.

Community collaboration is, therefore, the fourth major mission of academic medicine—alongside education, research, and clinical care—because collectively, we make a difference that we cannot individually. The wisdom of the community will guide us toward the solutions we need, together.

But today, I want to focus on one particular aspect of advocating for our patients and their families and communities. One of the basic and, of course, critical foundations of medicine is the relationship between physician and patient—a relationship that must not be ruptured or invaded by anyone or anything, including legislation and including judicial opinions.

As a case in point, let's consider the *Dobbs v. Jackson Women's Health Organization* decision by the Supreme Court of the United States. I am not here at this moment to argue the merits of access to abortion. I am here to argue that legislation or judicial opinions that interfere with the relationship between physician and patient, especially if they go as far as intimidating the clinician in the exercise of good clinical judgment, are unacceptable. We must stand firm. We must protect this relationship.

Standing up for what we believe is right may take many forms: from polite discussion, to speaking out in the public square, to formal advocacy. You may have read a recent perspective in the *New England Journal of Medicine* by Dr. Matthew Wynia from the University of Colorado, where he calls for serious consideration of ways to show support for physicians who find themselves in impossible situations.

What I am advocating for today is that we oppose actions that interfere with our relationships with our patients, the exercise of good professional clinical judgment, and that exacerbate existing health inequities.

By advocating for each other as physicians to be able to do our jobs effectively, we're ultimately advocating for our patients.

Well, here are some things the AAMC is doing to speak out and advo-

cate for our patients and the academic medicine community:

This past August, we joined with the American Hospital Association in an amicus curiae brief supporting the federal government's successful challenge to a state abortion ban that would have criminalized the provision of emergency medical care.

And in several cases filed this year, we joined the American Academy of Pediatrics, the American Medical Association, and a host of other leading medical organizations in filing amicus curiae briefs opposing the criminalization of gender-affirming care for adolescents. This treatment addresses troubling rates of suicidality and other mental distress among transgender adolescents and follows widely accepted guidelines of the professional medical community.

And the AAMC has taken steps to support both patients and our broader community in other areas. As just one more example—and relevant to some of the sessions tomorrow—we have committed to the Department of Health and Human Services' pledge to reduce carbon emissions from the AAMC's own operations by 50% by 2030 and to reach net zero by 2050.

Why would we do that? Because we know that sadly, the climate crisis is linked to health. And the health care sector is itself a substantial contributor to greenhouse gas emissions. We cannot remain silent; we cannot ignore our own role in this crisis.

This is, like so many others, a collective effort.

You can help, both individually and by fostering conversations with your colleagues at your institutions and with us at the AAMC through our Virtual Communities. These communities are a private, online forum; a home for academic medicine and other interested community members. You can go—not during my speech but later—to communities.aamc.org to register, and there is no charge.

We need your help. We need your wisdom on how to take effective action and to find the right balance.

No matter what actions we take, we must persevere, and we must put the welfare of our patients, families, and communities first.

This is what leadership looks like.

The fourth and final issue I'm going to discuss today that keeps me up at night is free speech. I have long believed that speaking out in the public square is an important duty of leaders, especially those of nonprofit organizations like the AAMC that are created for the public good.

AAMC leaders have long spoken out on issues relevant to academic medicine. And in the last few years, we have spoken out more broadly, as we have recognized the critical importance of nonmedical issues to the public's health. And in doing so, and in welcoming feedback, two kinds of comments from our colleagues have come that I want to share with you today under the overall rubric of free speech.

The first kind of feedback has been gratitude for speaking out. Now, not all institutional leaders can speak out publicly, for fear of local political backlash or even funding cuts, and they often look to the AAMC to do so instead.

Now, there is nothing new about limitations of those working in public institutions to speak on behalf of their institutions, but we are certainly encountering those issues more and more today. For this reason—among so many others—it is imperative that the AAMC be a strong voice of academic medicine.

But the second kind of feedback has been criticism of what some in our community see as an excessively progressive ideological lean to the AAMC and of my own statements and what some have told me is moving too far in that direction.

As you know, based on this second kind of feedback—which has come from some constituents, from AAMC staff, from some Board members—we have tried experiments in bringing diverse perspectives to AAMC conversations, including yesterday's opening plenary with professors Robert George

and Cornel West. We heard from them, and in my opinion, they demonstrated and shared their perspectives on the importance of dialogue, including across difference.

In recent months, I have continued to read and learn more about what others have studied and concluded related to free speech in our country and beyond, now and over centuries. During my tenure as a university president of a public and then of a private university, I came to the conclusion that, as a general principle, the more free speech, the better.

But are there limits to free speech? Now, I personally make no claim to serious expertise in this area, but I do believe there are limits to free speech. And those limits, of course, must be carefully established and not based on anything but the public good.

For example, we cannot promote and we cannot tolerate intentional and inflammatory disinformation. And the AAMC has made clear in our public statements that we cannot support hate speech, racist speech, or speech that incites violence, including violence against health professionals.

In his groundbreaking book, *Free Speech: A History from Socrates to Social Media*, Jacob Mchangama, founder and executive director of the Danish think tank *Justitia*, shares some conclusions from his sprawling review of this topic starting with the time of the Greeks. I'd like to share three quotes from this book with you.

First, and I quote: "As an abstract principle, American faith in free speech remains strong. But the unity collapses along unforgiving tribalist and identarian lines once each side's sacred taboos are violated by the other side." End of quote.

The second quote speaks to our role in academia, and I quote: "Educational and cultural institutions do not become more diverse, tolerant, and equal by banishing ideas, publications, and speakers that do not conform to the prevailing orthodoxy." End of quote.

And the final quote I'll share speaks to what all of us can do, and I quote: "It

is up to each of us to defend a culture tolerant of heretical ideas, use our system of ‘open vigilance’ to limit the reach of disinformation, agree to disagree without resorting to harassment or hate, and treat free speech as a principle to be upheld universally rather than a prop to be selectively invoked for narrow tribalist point scoring.” End of quote.

Thought-provoking words, and a powerful reminder that gives me one view to the way forward. Each of us in this room today can set the example and expectation to listen to and to hear each other. That means being willing to have uncomfortable conversations and hear some things we might not want to hear. Let’s challenge ourselves

across ideologies to be humble, to be kind, to be empathetic, to be respectful, and to actively listen and truly be open to other opinions, even if they are different from our own.

And yet, the AAMC’s mission calls us to speak out, to take a stand when the issues are too urgent and too relevant to our work to ignore—as I mentioned earlier around the Dobbs case, for example, since access to abortion is critical to optimally caring for our patients and protecting the physician-patient relationship.

Taking a stand, for example, on that is one way we are leading today. Let us all lead, and let us lead with compassion, let us lead with empathy, let us

lead with a reverence for the role of free speech in our ongoing dialogues.

As in all the other issues that keep me up at night, the issue of free speech requires our collective action now. The health and the mental well-being of our communities and our colleagues are at stake. Through meaningful, open, and honest dialogue, partnership, and collective action, we can and will tackle these problems in service of the greater public good.

It won’t be easy, but we’re in this together. This is what leadership looks like! You are what leadership looks like. Let’s lead together, in service to the public good.

Thank you.

WINNER: DIVERSITY, EQUITY AND INCLUSION

“59 White Men in Varying Stages of Baldness”

By John Patterson for Linda Holmes,
Illinois Senate Assistant Majority Leader



Delivered at the American Legion Auxiliary Illini Girls State,
Eastern Illinois University, June 24, 2022

The first time I met Janice, she was in tears as she walked through the door of my local office.

Out tumbled her life story.

Her father recently died.

He took care of her developmentally disabled brother.

Now the responsibility fell to Janice.

Her brother came to live with her family.

She loved her brother, but she wasn’t prepared for the challenge.

She’d left her job to devote time to him.

But that meant her family was falling behind on its finances.

She started dipping into her kids’ college savings to cover the bills.

It was a situation that was only going to get worse.

She found a group home that would be the perfect fit.

But she found it too late.

She’d missed the bureaucratic deadline to apply for the state placement program.

Not knowing where else to turn, she came to my office.

I listened her devastating tale.

Then I got to work.

I contacted the state agency, got her an extended deadline and her brother ended up getting placed in the home.

Janice says it changed her brother’s life.

He was in a social setting, had the care he needed, and was thriving.

And when she was done telling me how well her brother was doing, Janice turned to me and said:

“You literally saved my life.”

When I was thinking about what I would tell you today, my staff asked a simple question:

“What’s the one thing you’ve done in office you are most proud of?”

Out came the story of Janice and her brother.

If I do nothing else as a state Senator, I helped that woman and her brother.

I made a difference in their lives, for the better.

And frankly, that’s pretty darn cool to be able to do.

I decided to tell you that story, because, to me, that story is what public service and government is about.

It’s about using your knowledge, experience and relationships to solve problems and help people.

It’s about knowing how to navigate the bureaucracies and systems of government so people get connected to the programs and care they need and deserve.

I hope you’ve had the chance to learn that lesson and put it into practice this past week.

Campaigning and politics are one thing.

Finding consensus and governing is something else.

These days we see a lot of anger and conflict in government and politics.

I can tell you this:

Conflict may get you media attention.

But conflict does not solve problems.

It's easy to be angry.

Anyone can be angry.

You don't need to get elected to office to be mad at the world.

But Janice didn't come to my office so that I could be angry.

She came to me for help.

Of course I was ticked off when I heard her story.

But I quickly moved on to thinking about what and who did I know that could help.

What agencies were involved?

Who were the legislative liaisons for those agencies?

Who did I know that could cut through the red tape and help?

Now, there's never been single news story about Janice and her brother or how I helped them.

In fact, I don't know that I've ever shared the story with an audience before today.

Again, I wanted you to hear it because there is no better feeling than being able to help someone.

And that is what public service should be about.

Don't get me wrong.

I have done other things in office.

I was first elected to the Senate in 2006.

I was part of a wave that saw five new Democrats win seats.

Over the years, I've focused on big things like getting the state's budget balanced and paying down our debts.

And I've worked on little things like getting rid of an odd hurdle that made veterans travel to Springfield if they wanted a discount hunting or fishing license.

Now they can just do it online.

You'd be surprised how much of lawmaking is just cleaning up old laws so they make sense today.

I am, however, probably best known at the Capitol as a friend of animals.

I was the lead sponsor of the Beagle Freedom Bill.

You might not know this, but thousands of animals are used in research labs across the country.

Beagles tend to be used because of their docile nature.

When they were no longer needed, they were often euthanized.

The Beagle Freedom Law requires that any lab receiving taxpayer dollars must offer the dogs and cats to rescue agencies when the research is completed before euthanizing them.

The day we debated it, people from all over the state ... all over the country ... came to the Capitol with their rescue Beagles.

It passed and is now state law.

So, I've got a reputation for being the "dog and cat lady of the Senate."

And I'm fine with that.

There are far worse reputations to have in politics.

Currently, I'm an assistant majority leader on the Senate leadership team, and I chair the Senate Labor Committee.

I'll be honest.

I never planned on being a Senator.

I never really had any desire to be in government.

I wasn't in student government.

I did not have the drive and initiative that brought all of you here today.

I was somewhat of a public service late bloomer.

I was born in Chicago and raised in the suburb of Hoffman Estates.

I've spent the rest of my adult life in Aurora.

I started at Harper College and then did night school to get my degree from what is now Lewis University.

I owned a small remodeling construction business, and I was the first woman president of the National Association of the Remodeling Industry.

I'm a full-time state lawmaker.

Let me tell you how I got involved in government.

I got involved in government because someone threw a smoke bomb through my mail slot.

Really.

A groups of vandals who'd been terrorizing our neighborhood threw a smoke bomb through the mail slot on our front door.

My husband chased them down.

Probably not the smartest move.

The police came and about the time they arrived a group of neighbors showed up and said:

"Hi, we're the local neighborhood group and we're concerned about crime."

I stood there with my hand on my hip and said: Where were you 10 minutes ago?

That's how I got involved in neighborhood groups.

Next thing I know, I'm running for the Kane County Board.

I was not the preferred candidate.

No one endorsed me.

I was up against a 24-year incumbent.

My strategy was simply to talk to as many people as I could.

I won by 125 votes.

I joined the county board and went about my business.

Next thing I know, a year later, a couple of guys show up at my door—no smoke bombs—telling me I was getting noticed and that I should run for the Illinois Senate.

I told them no.

I believe I would turn them down four different times before I ended up on the ballot and winning.

Looking back, I was never supposed to win that race.

I just knocked on more doors, talked to more people and tried to be personable.

If you take nothing else away from this speech remember this:

Never underestimate the power of being nice to people.

I have to tell you, from up here in front of all of you, it is great to look out at a gathering of women who are interested in public service and government.

My office at the Capitol is in the hallway behind the Senate.

In that hallway, there's a big photo from 1917 of the members of the 50th Illinois Senate.

I walk past that photo every day I'm in Springfield.

It shows 59 white men in varying stages of baldness.

That's it.

That was 1917.

An all-white, all-male Illinois Senate. Today, we are very different.

Today, women hold 26 of the 59 seats in the Illinois Senate.

OK, technically right now, at this very moment, there are 25 women in the Senate.

But that's because one of my colleagues just left last week to become the United States Attorney for the Southern District of Illinois, which is a pretty great accomplishment.

The Senate is a diverse and inclusive entity, and we are growing more so every year.

At 44 percent, we're doing better than a lot of places.

The national average is closer to 25 percent.

That's what it was when I arrived in the Senate.

So why are there more women now?

I'll let you in on a secret you probably already know.

We get things done. We're winners.

The political consultants and pollsters and other powers-that-be finally caught on to the fact that women make good candidates.

Nothing attracts success quite like success.

A handful of women winning elections, led to more women being recruit-

ed to run, which led to more women being interested in running ... and next thing you know, nearly half the Illinois Senate is composed of women.

Which is good, considering roughly 51 percent of the state's population is female.

That also means there's still work to be done.

And it begins with you, today.

Your next few years will be crucial.

In 2017, Politico, American University and Loyola Marymount University teamed up to look into why men and women get involved in public service.

Up through high school, men and women reported the same level of interest and participation in things like student council.

It was college where changes began to occur.

Women's interest dropped, while men's interest increased.

Researchers found college-aged women had more self-doubt than men when it came to seeking public office.

Here's something I found interesting from the study.

Researchers also found that women are more likely than men to volunteer in their communities to make a difference.

I believe that's why women have been so successful in Illinois.

If we shed the self-doubt, we are unstoppable.

Let's go back to my opening story about the local woman needing help.

The role of senator is essentially that of community volunteer.

My work is serving the community.

And if I do it well enough, they keep me around.

I'll wrap up my remarks so we can get to your questions.

I hope you've enjoyed my stories and that you take away a couple key points:

One of them being that public service is about helping people.

And the other is to never underestimate the power of being nice.

I want to leave you with one last bit of advice and a challenge for your future.

Stay involved.

You've made it this far.

Don't let outside forces discourage you in the coming years.

I have high hopes for you.

I mean, if the 1917 men got to have the entire Senate all to themselves for years, shouldn't we get a turn sometime soon?

I'm counting on you.

Thank you for the invitation to be here today, and I look forward to your questions.

WINNER: ECONOMICS

“Peeling the Inflation Onion”

By Julie Lasson for John C. Williams,
President and CEO, Federal Reserve Bank of New York



Delivered virtually at The Economic Club of New York,
Nov. 28, 2022

It's an honor to serve as chair of the Economic Club of New York. I am proud of the Club's continuing role as a preeminent forum for both in-person and virtual discussions of the most urgent issues facing this city and the world today.

Earlier this month, we celebrated the Club's 115th anniversary at an in-person gathering. Today is a good day to host a virtual event. That way, you can enjoy your Thanksgiving leftovers at home while I speak.

In my remarks, I'll address the No. 1 economic concern across the globe: inflation. Inflation is far too high, and persistently high inflation undermines the ability of our economy to perform at its full potential. The Federal Reserve is mandated by Congress to achieve price stability and maximum employment, and the two sides of this dual mandate are closely related. Price stability is essential to achieving maximum employment over the long term.

The problem of inflation is clear, but how it evolved and what it portends is more complex. One way I've been thinking about it is through an analogy that I've been calling “the inflation onion.” While onions may not have been the focus of your Thanksgiving table, they can be found in many dishes. So, I'll give them the spotlight for the next few minutes and explain the layered features of inflation, why high inflation emerged last year, and how it is evolving. I'll also share why I am confident that the Federal Reserve's actions will restore price stability.

Before we get into that, I will give the standard Fed disclaimer that the views I express today are mine alone, and do not necessarily reflect those of the Federal Open Market Committee (FOMC) or others in the Federal Reserve System.

I'll start by highlighting the immense impact that rising inflation has on families and businesses. The FOMC has set a 2 percent longer-run goal for inflation, as measured by the personal consumption expenditures (PCE) price index. This level of inflation is deemed most consistent with the Fed's price stability and maximum employment mandates.

For the three decades preceding the pandemic, the inflation rate averaged almost exactly 2 percent. But that changed dramatically last spring, when inflation suddenly soared to 40-year highs. It's been elevated for the past several months and currently stands at over 6 percent.

A trip to the supermarket or gas pump will tell you the rest of the story. But the pain is not felt equally. The data show that those who can least afford the rise in costs for food, housing, and transportation suffer the most. The priority for monetary policy is clear. The Federal Reserve is strongly committed to bringing inflation back down to its 2 percent longer-run goal.

There are many sources of high inflation, and they are not unique to the United States. In fact, nearly all economies across the globe are experiencing unusually high rates of inflation. To better understand the root of high inflation and what it means for the future, I will start to peel the “inflation onion” that I mentioned earlier.

In this allium analogy, there are three distinct layers. The outermost layer consists of prices of globally traded commodities—such as lumber, steel, grains, and oil. When the global economy rebounded from the pandemic recession, there was a surge in demand for these critical goods, leading to sizable imbalances between supply and demand and large price

increases. Then, energy and many commodity prices soared again as a result of Russia's war on Ukraine and consequent actions. Skyrocketing commodity prices led to higher costs for producers, which in turn got passed on as higher prices for consumers.

The middle layer of the inflation onion is made up of products—especially durable goods like appliances, furniture, and cars—that have experienced both strong demand and severe supply-chain disruptions. There were not enough inputs to manufacture products, which meant not enough products to sell—all at a time when demand has been sky-high. This imbalance contributed to outsize price increases.

If we continue paring the onion, we'll reach the innermost layer: underlying inflation. This layer is the most challenging of the three, reflecting the overall balance between supply and demand in the economy and the labor market. Prices for services have been rising at a fast clip. Measures of the cost of shelter, in particular, have increased briskly, as an earlier surge of rents for new leases filtered through the market. And widespread labor shortages have led to higher labor costs. And this is not limited to a few sectors—inflation pressures have become broad-based.

When examining where all these inflationary layers stand today, we are seeing a multilayered reality. So, what can we expect to see in the future?

I'll start with the outer layer, where there have been positive developments that point to some relief on this front. The prices of commodities have come way down from peaks reached earlier this year. Absent further disruptions to supply, I expect that slowing global growth, in part reflecting tighter monetary policy here and abroad, will

continue to reduce demand for these products, putting downward pressure on their prices.

Core goods prices that make up the middle layer have yet to come down from elevated levels, as demand continues to outstrip supply. But there are signs that this is changing.

For one, we've seen significant improvement in global supply chains. Unlike last year, there are no longer ships stalled at ports in California. The Global Supply Chain Pressure Index, developed by economists at the New York Fed, shows that global supply chain disruptions soared to unprecedented levels late last year. Since then, this index has retraced about three quarters of that rise, and I expect improvements in global supply chains to continue.

We have also seen wholesale used auto prices decline by more than 15 percent since the start of the year, and these decreases are starting to pass through to consumer prices. New auto inventories are slowly edging back up, which should in turn bring relief to new car prices. Overall, the combination of waning global demand, improving supply, and falling import prices from the strong dollar points to slowing core goods inflation going forward.

However, lower commodity prices and receding supply-chain issues will not be enough to get inflation back to our 2 percent inflation goal—it's the innermost layer where the hard work lies. Overall demand for labor and services still far exceeds available supply, resulting in broad-based inflation, which will take longer to bring back down.

That said, a few forward-looking indicators paint a more encouraging picture. Growth in rents for new leases has slowed sharply recently, implying that average rent growth and housing shelter price inflation should turn back down. We're also seeing some signs that the heat of the labor market is starting to cool, with quits and job openings declining from the high levels of the spring, along with indicators of slowing wage growth.

But there is still more work to do. This brings me to the FOMC's strong,

decisive policy actions in support of our steadfast commitment to price stability.

To help bring demand back to levels consistent with supply, and thereby bring inflation back down to our 2 percent goal, the FOMC raised the target range for the federal funds rate to 3-3/4 to 4 percent at our meeting earlier this month, the sixth consecutive increase. The FOMC statement indicated that "the Committee anticipates that ongoing increases in the target range will be appropriate in order to attain a stance of monetary policy that is sufficiently restrictive to return inflation to 2 percent over time. In determining the pace of future increases in the target range, the Committee will take into account the cumulative tightening of monetary policy, the lags with which monetary policy affects economic activity and inflation, and economic and financial developments. In addition, the FOMC continues reducing its holdings of Treasury securities and agency debt and agency mortgage-backed securities."

Many other central banks are focused on taking strong steps to reduce inflation in their economies as well. One concern that has arisen is that large and rapid shifts in monetary policy across the globe could contribute to stresses and expose vulnerabilities in global financial markets. And heightened uncertainty can add to market volatility, resulting in diminished market liquidity. For example, measures of liquidity in the U.S. Treasury market have declined this year, but this is largely in line with the historical relationship between volatility and liquidity. Importantly, Treasury and funding markets continue to function well, effectively transmitting monetary policy to broader financial conditions.

Because many of the sources of inflation are global, these policy actions from around the world should alleviate supply-chain issues, speed the process of restoring balance to global supply and demand, and reduce global inflationary pressures.

There are other factors that work in our favor too. The Fed's commitment

to achieving and sustaining 2 percent inflation as a bedrock principle has no doubt had a positive effect on the public's inflation expectations. The transparency about our objectives provides a "North Star" for policy decisions and improves the public's understanding about our goals and actions.

The benefits are evident in the stability of longer-run inflation expectations. Even during the current period of high and volatile inflation, longer-run inflation expectations in the United States are very well anchored in the past year and a half. They are at levels broadly consistent with the FOMC's longer-run goal. Although inflation uncertainty has increased, it does not appear to be due to unmoored longer-run expectations.

We are already seeing some of the effects of tighter monetary policy. Broad measures of financial conditions, including borrowing and mortgage rates and equity prices, have become significantly less supportive of spending. This has led to a decline in activity in the housing market and signs of general slowing in consumer expenditures and business investment spending. As this continues, I expect real GDP to increase only modestly this year and in 2023.

The labor market remains remarkably tight: Hiring is robust, and we still are seeing rapid wage gains. But with growth slowing, I anticipate that the unemployment rate will climb from its current level of 3.7 percent to between 4-1/2 and 5 percent by the end of next year.

Turning to inflation, I expect cooling global demand and steady supply improvements to result in declining inflation for goods that rely heavily on commodities, as well as for those that have been heavily affected by supply chain bottlenecks. These factors should contribute importantly to inflation slowing from its current rate to between 5 and 5-1/2 percent at the end of this year, and to slow further to between 3 and 3-1/2 percent for next year.

Bringing down underlying inflation—the inner layer of the inflation

onion—will take longer. But further tightening of monetary policy should help restore balance between demand and supply and bring inflation back to 2 percent over the next few years.

When it comes to the complicated nature of inflation and assessing the economic outlook, it's important to know your onions. Tighter monetary policy has begun to cool demand and

reduce inflationary pressures. It will take some time, but I am fully confident we will return to a sustained period of price stability.

WINNER: ENVIRONMENT/ENERGY/SUSTAINABILITY

"The Beatles of Energy"

By Paul Saville for Matthias Bausenwein,
Senior Vice President, Offshore Wind, bp

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Delivered at Wind Energy,
Hamburg, Germany, Sept. 27, 2022

Hello everyone.
Let me just say again how great it is to be here today.

I've recently joined bp to lead its offshore wind business.

That's meant quite a bit of time working in London.

But it's always good to be back in Germany.

Especially here in Hamburg.

I lived here for five years.

And when I think about the city, I remember the great people.

Their sense of humour.

And the ships coming and going.

Of course, when our industry thinks about Hamburg, it thinks of a centre of gravity for offshore wind.

Where some of our best suppliers, turbine producers and project developers are based today.

When my colleagues in the UK think of Hamburg, they think of something else.

They think of the Beatles.

Not the Sgt. Pepper, Yoko Ono Beatles with beards.

No.

They think of the fresh-faced, mop-haired Beatles in their formative years.

They think of the place where John, Paul and George met Ringo Starr.

They think of where the band created its first single.

And they think of John Lennon, who once said that "the Beatles may have been born in Liverpool, but we grew up in Hamburg."

Lennon knew the importance this city had on their success.

And this got me thinking about offshore wind.

In some ways, offshore wind is the Beatles of energy.

Hear me out!

Offshore wind is pioneering change.

It's shaking up its industry.

And after its formative years in Europe—also in this city—offshore wind is now making its mark on the world.

Hamburg has done for offshore wind what it did for the Beatles.

And today, countries around the world are growing capacity at pace.

In fact, last year was a record for the industry.

When more than 20 gigawatts (GW) of new offshore wind capacity was connected to the grid, worldwide.

While the global growth in offshore wind should be celebrated. Together, we need to do more.

The world actually needs to double the rate of offshore wind buildout.

That's if we are to have any hope of meeting the goals set out in the Paris Climate Agreement.

The good news is that it can be achieved.

But, just as the Beatles needed a great manager to fulfil their potential, offshore wind needs its own helping hand. That's where we all come in.

We can turn offshore wind's formative years into formidable ones.

And, in turn, get it on track to help the world meet its climate targets.

I want to outline four ways we can do that. Our own Fab Four, if you like.

Four areas around planning, policy, people and perseverance.

Let's begin with plans.

The good news is that many are already in place.

Most of the world is now in concert on the need to scale up renewables.

And the energy crisis, caused in large part by Russia, has refocused efforts.

We've seen that in the US, with the Inflation Reduction Act.

Seeking to create important incentives for clean energy and equity-centred environmental investments.

We've seen it in Europe, with increased public support for RePower EU.

Paving the way for further investment in infrastructure needed to support the energy transition.

And, we've seen it, for example, here in Germany this summer, with reforms of the Renewables Energy Act.

Pledging that wind and solar power will make up 80% of electricity production by 2030—up from 42% today.

And a vow to expand Germany's offshore wind energy to 30GW by 2030.

And up to 70GW by 2045.

Businesses are also taking action.

For bp's part, we are very serious about offshore wind.

In fact, we aim to be a leader in the field.

That's why I wanted to join the company.

I see the potential for what we can achieve.

In 2020, bp entered the world's fastest-growing offshore wind market in the US.

Last year, we entered Europe's largest market in the UK.

And this year, we've strengthened our position in the UK, while seeking new opportunities in other markets.

It means that in just two years, we've gone from a pipeline of zero to an expected generation capacity of more than 10GW, working with our partners.

By 2030, our ambition is to deliver 50GW of renewable energy.

Centre stage to this effort will be wind energy projects.

While it is true that we don't have a big history in offshore wind.

We do have many things in our favour.

We have decades of experience executing large civil engineering projects.

Safely.

On time.

And on budget.

We know how to work in challenging offshore environments.

How to put together complex supply chains.

And how to work closely with local partners and governments.

Not just in a handful of locations.

All around the world.

Day in, day out.

365 days of the year.

Planning for offshore wind growth is important, of course.

But getting projects off the ground takes time.

Too long in many instances.

This is where policy can help—my second point today.

The world doesn't have the luxury of waiting years for offshore wind projects to start producing energy.

So, we need governments to get behind wind.

They can create efficient permitting processes and effective tender designs.

They can simplify grid buildouts and legislation.

And they can reduce bureaucracy for the licensing and construction of renewable plants and grids.

Here, we see that the German government has promised to do just that.

With a plan to decentralize and centralize tenders.

And a hope that this will ease the burden on the government to manage the consenting for all sites.

We wait with interest to see how effective this new format is.

Current cost developments, especially high inflation, are also a challenge to industry—and the world—right now.

At a time when margins are squeezed, I would argue that there is also a need to think about how to invest and to increase supply chain capacity.

Greater offshore wind buildout is only possible if returns are also achievable across the supply chain.

Auction tariffs should be indexed to reflect this.

So, planning is important.

And so, too, is policy.

Having the right people in place is also vital—my third point.

It will take a team effort to further accelerate the growth of offshore wind.

And, like the Beatles, at bp, we get by with a little help from our friends.

Great people in wind, like EnBW in the UK.

And thyssenkrupp Steel and Daimler looking to decarbonize heavy industry and mobility here in Germany.

And it is not just companies.

We enjoy great relations within countries.

And I can tell you, first hand, the great affection bp has for its business and history in Germany.

Germany is where we operate Europe's second-largest refinery system.

And our Lingen refinery, where we hope to soon produce green hydrogen.

Germany is where we are the market leader in energy lubricants.

Through our Castrol heritage brand.

Germany is where we are the leading network of petrol stations.

And have a growing network of electric vehicle (EV) ultra-fast charging stations.

And Germany is where 4,000 of our employees work.

And where they call home.

And we will have more employees based here soon, in this very city.

I can announce today that we plan to open a dedicated offshore wind office right here in Hamburg.

We're excited by this—and will have more to say soon.

It's all part of our commitment to offshore wind.

To Germany.

And this great city.

As you have heard, we have many different businesses here.

As we do in many countries around the world.

Yet, we can do even more when we integrate our businesses.

Offer customers a range of energy solutions, rather than just one.

Much like the Beatles.

Individually, they were great.

But they could do so much more together.

The same is true with energy.

Especially, when you use offshore wind as a catalyst.

Let me give you two examples.

The first is our successful bid with EnBW earlier this year.

Together, we are developing a huge offshore wind project off the coast of Scotland.

But that's just one part of the story.

Connected to this, we plan to expand EV charging in the country.

And produce green hydrogen, too.

Creating many jobs in the process.

We plan to do similar in the Netherlands.

There, bp has bid for two offshore wind permits.

With a focus on creating an integrated energy system.

What could that look like?

It would mean taking the electrons from its wind offshore.

Using it to produce green hydrogen.

And then taking that hydrogen and using it for sustainable aviation fuels.

And for heavy-duty transport.

We would plan to also take this wind-to-wheel concept directly to Dutch motorists.

Using the electricity generated offshore to power our EV charging hubs.

This type of project is what we mean when we talk about bp transitioning to become an integrated energy company.

It's about bringing a range of solutions to customers.

That's the future shape of energy. More offshore wind.

And combining offshore wind with other low carbon energy to create more solutions.

So, let me just conclude with one more thing needed...Perseverance.

Throughout history, energy transitions have taken time.

Whether its wood to coal.

Coal to oil.

Or oil to gas.

And the same is true as we seek to further scale up renewables.

And while there's no straight line to success.

Together, we have the potential to grow the offshore wind that the world needs.

We need the right plans in place—a blueprint we can rely on to keep us on track.

We need the right policies—to speed up permitting and stop bad bureaucracy.

And we need the right people to come together—in partnerships and

alliances that get the best out of offshore wind.

I think back to John Lennon's quote about how the Fab Four grew up here.

A place where they learned their expertise.

And then went on to become a global success.

Let's take inspiration from that story.

From history.

And propel offshore wind—the Beatles of energy—to even greater heights.

Thanks for listening.

WINNER: FUTURE OF THE WORKPLACE

“Organizing the Future of Work and Democracy”

By Trisha Calvarese for Liz Shuler,
President, AFL-CIO

//

Delivered in Philadelphia, June 12, 2022

The U.S. labor movement is the single most powerful and hopeful movement for progress in this country because of you.

I am grateful to all of you. Thank you for your confidence and thank you for your trust.

Thank you to my family and friends for being here to celebrate this moment.

Fred Redmond, we were a team from day one. We led the AFL-CIO through tragedy after Rich passed unexpectedly. You are a giant in our movement and I am honored to be partners with you.

Thank you to my biggest supporters. Dave, my husband, we are together in everything, every step of the way. I love you. My friends Kim and Bob, who are here from Oregon. The Sunday morning crew. You know who you are and I appreciate the countless hours you dedicated over many months.

My dad, Lance, I love you. And sister, Anna, thank you for always being the Captain to my Toni Tennille—we're children of the seventies—and a

wonderful mom to my amazing nephews Roland and Lance.

And to the staff of the AFL-CIO, thank you for your hard work and solidarity—this has been a year unlike any other.

I want to recognize John Sweeney's legacy.

I wish Rich Trumka were here. But we can feel his impact everywhere.

I remember talking with Rich about his journey through the labor movement. He always knew that, one day, he was going to be AFL-CIO president. He worked at it, built his expertise and he aspired to sit in that leadership chair.

I traveled a different path to reach this point.

As many women in our movement do—we find ourselves outside the spotlight, doing the hard work behind the scenes, focusing on making big plans come together to benefit the whole.

Often, we're leaders because we're good organizers. I learned that from my mom.

And from my dad I learned the value of hard work and a union card.

My family's story is an ordinary part of the greater working-class story.

My dad grew up in a one-room fruit picking shack. He and his four siblings often went hungry. Right after graduating from high school he enlisted in the Marines, and went straight to Vietnam. And when he returned to Oregon, he found a job as a hole digger at Portland General Electric. But it was a power lineman's apprenticeship that put him on the path to a good union job.

That changed everything.

In one generation, our family had a roof over our head and enough to eat. That's the power of a union. That's what IBEW 125 meant to my family.

But my mom and I also worked at Portland General Electric as clerical workers, and we didn't have a union. That difference showed me that in addition to good pay and benefits, the union also meant dignity, respect, and a voice.

That's how I got my start: by having one-on-one conversations with women who were my co-workers about a fair workplace.

We decided to organize a union. Though we didn't win that drive, it wasn't a failure. Because something always changes for the better--relationships, possibilities, the way we define the future.

The connections we built at that time helped us defeat a corrupt utility later on...many of us remember Enron.

No matter the challenge, when we organize, we rise.

I majored in journalism in college because I wanted to shine a spotlight on injustice. But instead of becoming the next Nina Totenberg, I fought for justice as an organizer for the IBEW.

And as former IBEW president Ed Hill would later explain it, the west coast local that I came from represented power linemen. And at the time, they were all men. When he hired me, he expected to meet an organizer who was, quote, "A six-foot-four hunk who rode in on a Harley with his hair flapping in the wind." All I had was the hair. But Ed gave me opportunity after opportunity and elevated a sister into the top ranks of the brotherhood.

Thank you to Lonnie, my president, Kenny, Travis, Rick Diegel, Sherilyn and my IBEW family for believing in me. I am here because of you and all of my IBEW siblings.

I stand on the shoulders of those who came before me--women whose dedicated leadership in our unions, in our workplaces, have moved all of us forward.

There are too many to mention of course...but Linda Chavez Thompson and Arlene Holt Baker

My teachers.

My leaders.

So much more is owed than just saying thank you.

Together, we will stand up for equal pay, for our autonomy, and to identify as our true selves at work—he, she, and they.

We are going to organize and rise together to break every ceiling—the ones made of glass...but also those made of steel and silicon.

We will elevate women in our movement; center the people who have been

excluded, paid the least but who, nevertheless, step up the most.

My path and style as a leader are different. They reflect the shift we're seeing in leadership in all walks of life. Less top down, more inclusive and collaborative.

Because it's not about getting credit. It's about results. And results are what the AFL-CIO is organizing to win.

Make no mistake: This is a defining moment for our movement.

One million are dead from COVID. Promises for racial justice have gone unmet. Inequality is resounding. The middle class has been hollowed out.

The wealthy concentrated power and profit away from working people.

The upward mobility that lifted my family has been reversed.

Millennials and Gen Z are backsliding with high rent, low wages and student debt.

And yet, something is happening.

We are on the brink of something big.

This magic. This power. Everyone in the room can feel it.

We are standing up.

Working people are rising.

Nurses walked out of hospitals wearing trash bags as makeshift protection against the virus. Then they returned with real PPE and won unions in Maine and in North Carolina.

19,000 graduate researchers in California stood up and won a union for more equitable, and inclusive universities.

Baristas at Starbucks across the country are reclaiming what it means to be a partner.

Corporate and retail workers are coming together to organize at Apple.

Working people are rising and organizing. It is having a domino effect.

Museum and stadium workers.

Teachers and students.

Hotel workers and bus drivers.

Capitol Hill staffers.

And cannabis workers.

We are seeing breakthrough organizing in big tech...like Alphabet and Activision.

We are rising so strong...that even Microsoft said it will recognize our organizing rights.

Young, black, brown, and AAPI workers are leading us and building collective action.

That's because the path forward for climate action...racial equity and the movement for Black lives...disability rights...and PRIDE...runs right through the labor movement.

People are turning to unions as a solution to their problems.

And thanks to the Biden-Harris administration--the most pro-worker administration in history--we have a once-in-a-lifetime opportunity.

It's not enough to protect what we have, we're not just going to recover what we have lost. This is about taking risks to define the future...on our terms.

We are making the jobs of the future union jobs from the start.

80,000 in offshore wind.

We are reimagining Appalachia and retiring the Rust Belt label.

Everyone should know, after the U.S. military, we are the largest job training network in the country.

We are the bridge to high-growth, high-demand careers.

As industries change, we are the place people can upskill and reskill.

Our apprenticeship programs have been putting people on the path to the middle class for more than 100 years.

That's what lifted my family.

I want every working person in this country--women side-lined from the workforce...people of color written out of worker protections for generations...millions of immigrant workers waiting for their pathway to citizenship our formerly incarcerated siblings...the next generation of veterans...everyone should have the life-changing opportunity of a good, union career.

As technology changes, we're changing with it.

We are working to make sure our tax dollars fund American innovation that benefits us.

Everyone included. No community left behind. American-made industries...

American-made supply-chains...all made with good, union jobs.

We rise. We organize. And through the power of collective bargaining, we transform.

Over generations, workers, with the power of collective bargaining won higher wages, better benefits.

We can use collective bargaining to meet our modern needs...like preventing employers from collecting data about us...or ending the toxic work culture causing the great resignation.

And for anyone who needs to hear it, it's okay, I'll say it, You are more than your job.

Elon Musk said the problem is Americans don't want to work.

The problem is we are exploited at work.

Just look at Amazon.

Where workers have to leave their dignity behind because democracy is missing from the workplace.

But we know what to do.

Democracy rises when we organize.

We are going to amplify the voices of working people...our hopes, struggles, and demands.

One conversation at a time, we will unite around shared values—the dignity of work, a good union job, and respect for each other and our diverse communities. This year we are building

more than a “political program”—we are mobilizing for democracy.

We will use our voices on the job and at the ballot box.

Democracy is a practice not just an idea.

It's teachers and mineworkers and families on strike lines all around the country.

It's the strength and resilience of self-determination—just look to the people in Ukraine.

While the richest men on earth might try to divide us, to colonize space, and treat us like robots...they don't own our humanity and they don't own our future.

A new era for the labor movement starts right here, right now.

Ten months ago, I asked our Executive Council to bring their boldest ideas to this question: What breakthrough do we need?

While we supported new collective actions—behind the scenes, outside the spotlight—we strategized and analyzed, asked and answered, how?

Well, we have a visionary way forward.

Just as the AFL invested to create the CIO for industrial organizing in the 1930s, today, we are launching the Center for Transformational Organizing—the CTO. This is the vehicle that

will accelerate and convert the energy of this moment to take our movement into the next century.

The CTO will bring together the brightest organizers, technologists, and researchers. We will develop, implement and scale powerful campaigns for unprecedented union growth.

By concentrating resources and coordinating to achieve the biggest wins, the CTO will use the power of the entire U.S. labor movement. That's 13 million of us in 57 unions in every state, in every zip code, in all industries.

And here's the bottom line.

In the next 10 years, we will organize and grow our movement by more than one million working people.

Together. All in. One, single, transformational goal.

We rise. We organize. It's what we do.

This is more than a comeback story.

This is a new story, yet to be told.

A story we will write, on our terms.

To be written by every one of us.

A new era for all working people across this country.

And generations from now, they'll tell the story of how we succeeded.

Together, in solidarity.

Let's get started.

Thank you all so much.

WINNER: HEALTHCARE

“America’s Twin Pandemics—Defeating Covid-19 and Rebuilding Trust”

By Joel Hood for Dr. Gerald E. Harmon,
President, American Medical Association



Delivered at the National Press Club,
Washington, D.C., Feb. 24, 2022

Hello and thank you. This month marks the two-year anniversary of the first known death to COVID-19 in the United States and there isn’t a single person I know who isn’t worn out ... frustrated ... or just physically exhausted. We’ve experienced trauma, lockdowns, economic difficulties, and at least five distinct viral surges.

That goes double for our nation’s physicians, and our entire health care workforce, who have been under siege from the earliest days of this pandemic.

We all been hurt in different ways. Many have lost loved ones to COVID-19. The country is moving quickly toward one million dead from this virus.

This is a heartbreaking tragedy that is unlike anything we’ve experienced in our lifetimes.

Many have lost their jobs, and the financial security that comes with that. Many have missed out on education ... or postponed weddings or other important celebrations. And most painfully, some have been unable to comfort dying loved ones or even properly memorialize them at funerals.

All of us have lost time with those close to us ... and we have had our lives totally upended.

(pause)

I have been a family doctor in South Carolina for nearly 40 years. I am also an Air Force Veteran, and proudly served our country in the medical arena in the Global War on Terror and overseas operations after 9/11.

So, as a doctor and a veteran, I have some experience with physical and emotional trauma. I know the signs, and what to look for.

It’s my opinion, two years into this tragedy, that our nation is suffering a

type of battle fatigue from our long fight with COVID ... and the full impact of this pandemic on our national psyche may not be known until long after this difficult period ends.

And it will end ... eventually.

We are seeing many states lifting public health mitigation measures such as indoor mask wearing ... and while this represents a new phase of the pandemic, it’s critical that such important decisions about public health are rooted in science and data and not driven by political pressures.

Every one of us is eager to bring this painful chapter to a close.

But how we emerge from this pandemic ... the lessons we learn and apply moving forward ... the causes we fight for ... will go a long way toward preventing the next great health crisis from gripping our country.

Our actions now can reshape our U.S. health system to better meet the needs of all people ... not only the brave men and women in the medical workforce, but also everyone who relies on our health system for the fulfillment of a long and healthy life.

COVID-19 will be with us for the foreseeable future, and we must understand what that means and make every effort to protect the most vulnerable among us.

That means becoming fully vaccinated against the virus, and receiving booster shots when eligible.

And it means vaccinating our children, when they are eligible. I encourage anyone with questions to talk to their doctor or another trusted health professional about the safety and efficacy of COVID-19 vaccines.

(pause)

We must do everything within our power to protect ourselves and those

close to us as this virus evolves. If we do that, we will ease the extraordinary pressure on the frontline workers in our hospitals, and make it easier for everyone to receive the medical care that they need.

Whatever the new-normal looks like at the end of this pandemic, we should all agree that it cannot look as it does now, where our hospitals are consumed with those needing care for COVID-19, and might be pressed to limit care for patients with other diseases. That simply cannot happen.

(pause)

Let’s talk about what we have learned during this pandemic, and what needs to happen to create a health system that honors those we have lost to COVID and better prepares our nation for whatever comes next.

(pause)

This work starts with a focused and comprehensive effort to rebuild trust in science, in medicine, in government, and in the public health agencies we rely on for credible, evidence-based information.

Sadly, COVID-19 isn’t the only pandemic we are fighting in America.

The other pandemic is a profound loss of trust in the advice of experts, including doctors and scientists, to help us make sense of what’s happening and make informed decisions about our health.

This pandemic of mistrust was probably beginning before COVID-19, but the extreme polarization during this crisis has profoundly hampered our nation’s ability to respond. It is a major reason why the U.S. has a far higher death rate from COVID-19 compared to other well-resourced countries.

There have been numerous and well-documented missteps prior to and

since the start of the pandemic that have understandably contributed to this environment of distrust.

- Inadequate funding of pandemic preparedness and public health agencies;

- Unclear lines of responsibility;

- Uneven use of federal authority to produce masks and PPE, as well as testing and supplies;

- Mixed messaging on masks, social distancing; isolation and quarantine;

- Political—and even personal—attacks on scientists and physicians;

- And most recently an inadequate response to the Omicron surge and a shortage of tests more than 18 months into the pandemic;

Playing the blame game is an exercise in futility, but we do recognize these missteps. Our focus now should be learning from those mistakes and rebuilding the trust lost as a result.

One way to begin rebuilding trust in science and medicine is to effectively counter those voices who spread easily disproven and blatantly false information online.

Surprisingly to me, some of the loudest purveyors of misinformation and junk science during this pandemic have been a very small number of doctors and health professionals.

These offenses are, in my opinion, the most egregious of all because they violate the ethics of our profession and each lie and untruth spread by the click of a mouse erodes the trust that is at the very heart of the patient-physician relationship ... trust that is essential in our ability to provide care.

This is why the AMA has called for state medical boards to respond swiftly when physicians spread falsehoods online and through the media, particularly disinformation relating to COVID-19.

It is critical that state licensing boards do their part by stepping up their vigilance for this kind of behavior that undermines public health and vaccine confidence.

What's more, we strongly encourage policymakers to explore appropriate methods of limiting the spread of

disinformation and ensuring there is accountability and consequence for those who do so.

Similarly, AMA urges media outlets, including influential social media companies and streaming services, to remain vigilant to help their readers, viewers and listeners more easily separate fact from fiction and reduce misinformation.

This can be accomplished while upholding the principles of the First Amendment that we all hold dear.

We continue to call on our public health agencies to base decisions on scientific evidence, data, and equity.

And for our government's scientific institutions, now and in the future, to be led by experts in their fields, not by political agendas...

... and for the actions made by our government leaders to be guided by the best available evidence.

We all must work to reassure the public that the information they hear and read is reliable ... that it is rooted in science and data ... and that they can trust it with their lives.

(pause)

Today, the AMA calls for five specific actions to fix our ailing health system, rebuild trust, and better respond to the next major public health emergency. And there will be one!

The first is to enhance our state and federal stockpiles of medically necessary supplies and improve the system for acquiring and distributing them. The shortage of PPE and other essential supplies in the early months of this pandemic slowed our nation's response and needlessly put lives of physicians and our frontline workers at risk.

Given what we have experienced in this pandemic, global demand can quickly outpace supply for even simple items, such as cotton testing swabs.

This should never happen in a country as rich in resources and manufacturing as ours.

We call on Congress to work with federal agencies to build our domestic manufacturing capacity, utilizing public-private partnerships to quickly accelerate production.

We urge that our nation create a transparent plan for obtaining and distributing PPE and other needed supplies, with clear delineation of federal and state roles.

And we call for increasing funding and improving planning for the Strategic National Stockpile, creating contingency plans and providing federal guidance on what should be stockpiled and what should be provided to states and local entities in a crisis.

(pause)

Second, we must significantly increase funding to bolster our nation's diminished public health infrastructure.

Chronic disinvestment in government public health agencies puts lives at risk and has severely limited our ability to fight COVID-19. State public health spending has dropped 16 percent over the last decade, resulting in the loss of nearly 40,000 jobs at state and local public health agencies.

It's gaps like these at the community level that contributed to a lack of widespread testing, resulting in more-rapid virus spread in the early stages of the pandemic. And our inability to perform large-scale genetic sequencing allowed for dangerous new variants to spread without detection.

A robust public health infrastructure is our nation's best defense against infectious disease.

It is critical that we invest what is necessary to increase staffing and upgrade essential functions, such as public health surveillance, which will make it easier to respond to emerging threats and better educate the public how to best protect themselves in a crisis.

(pause)

Third, we must learn from the process that led to the rapid-scale production of several safe and highly effective vaccines.

Operation Warp Speed is, quite simply, one of the greatest scientific achievements of our lifetime. We believe the public-private partnership and operational structure of this plan should be preserved in some form for future pandemics ... or any time

vaccines and therapeutics are needed in an emergency.

(pause)

Fourth, the rapid expansion and integration of telehealth and remote patient care has been a lifeline during this pandemic ... not only for patients but for struggling physician practices during periods of intense lockdowns.

The AMA has long championed telehealth and has provided expert guidance, support and resources to help physicians implement it in their practices during the pandemic.

But for telehealth to succeed the way patients and physicians want it to, we need the help of Congress. The AMA strongly supports the Telehealth Modernization Act and applauds its inclusion in the second Cures Act.

For the rest of this pandemic and beyond, Medicare patients must retain the ability to access telehealth services from their doctors without arbitrary restrictions.

(pause)

And finally, we must pause to consider the extraordinary pressure our nation's physicians and health care workers have had to shoulder the last two years ... men and women on the frontlines of our emergency departments and Intensive Care Units who have gone above and beyond in their service to all of us.

They have worked extremely long hours, often for days at a time ... through every surge ... at great personal risks to themselves and their loved ones. I promise you I have personally been there as recently as this past December.

Far too often, and with increasing frequency, they have become targets of violence and intimidation from an angry and equally anxious public.

This cannot be our future—and should not be our present.

We owe physicians and health care workers much more than our love and appreciation.

We owe them our most sincere efforts to fix the problems that have plagued our response to COVID-19 ... and to work with them to solve

common frustrations that are driving so many out of the profession.

As a nation, we are beginning to open our eyes to the mental health needs of physicians.

The AMA commends Congress for passing the Health Care Provider Protection Act.

This legislation is named for Dr. Lorna Breen, the New York City emergency room physician who sadly took her own life in 2020 after weeks of intense and psychologically grueling duty providing care for many COVID-sick patients in her Manhattan hospital.

This Provider Protection Act will help raise public awareness of the mental health needs of physicians and dedicate federal resources to create evidenced-based programs to better support physicians and other health care workers.

This action is long overdue.

(pause)

An article in December in Mayo Clinic's Medical Journal confirmed our worst fears about what this pandemic and other stressors are doing to our health care workforce.

The report, based on a broad survey of medical professionals last year, showed that one in five doctors said they planned to leave the profession within the next two years, and many more planned to reduce the hours they worked.

The reasons they cite would be familiar to anyone who practices medicine today, including a long list of administrative burdens and an overly bureaucratic system that leaves physicians feeling completely powerless and removed from what we do best ... caring for our patients.

And these problems like others I've mentioned existed long before COVID-19 pushed many of us to the breaking point.

(pause)

Our nation needs a hard reset on how we nurture and grow our physician community, with an eye toward increasing not only its size but diversity.

We need to expand the number of residency training slots for med

students and remove caps to Medicare-funded positions to bolster our physician workforce.

We need to alleviate one of the largest barriers that keeps more bright young students from pursuing medicine—the exorbitant cost of a medical school education.

The average young doctor in the U.S. leaves school with almost \$200,000 in debt, which often drives them to seek higher-paying positions in larger cities and contributes to physician shortages in rural areas.

And we must build a better education infrastructure with pathways to encourage more young men and women from diverse backgrounds to pursue medicine as a career.

Almost one in three people in the U.S. come from historically marginalized communities, but fewer than one in eight are physicians. This has to change.

The AMA has spent nearly a decade convening leading medical institutions through our Accelerating Change in Medical Education and Reimagining Residency initiatives.

We also have a number of efforts underway to increase physician diversity, including through scholarship assistance, mentoring and other pathways ... but here too we need a concerted federal effort and resources to make this a priority.

That's why the AMA is urging Congress to provide appropriate funding to support the creation and sustainability of medical schools and residency programs that have their roots in educating diverse populations, including at Historically Black Colleges and Universities, Hispanic-Serving Institutions, and Tribal Colleges and Universities.

To meet the unique challenges of health care in the 21st Century, it is essential that we build a physician community that better reflects the growing diversity of our patients.

(longer pause)

No amount of planning or investment that we make can completely eliminate the next viral threat.

But America is blessed with tremendous resources. We have the

best-equipped, best-educated, and best-trained doctors in the world.

We have brilliant, pioneering researchers pushing the boundaries of science.

And after two years fighting COVID-19, we have a renewed sense of ourselves, the communities in which we live ... and what we must do to rebuild trust ...

... to create a health system that is more inclusive of diverse populations and their needs ...

... more accessible to all ...

... more supportive of physicians and health care workers ...

... more flexible and better able to respond in a crisis.

We have no choice but to learn ... to grow ... to change ... and to

adapt to the health threats that are inherent in our increasingly connected world.

We have come too far as a nation not to learn from the past two years.

Now is time to Act Worthy of Ourselves.

Thank you.

WINNER: LEADERSHIP AND MANAGEMENT

"We Need to Recognize and Affirm the Voices of Women"

By Teresa Zumwald for Dena LaMar,
Chief Diversity, Equity & Inclusion Officer, Advance Auto Parts



Delivered at the Virtual Main Stage Event,
March 18, 2022

If you listened to the lyrics of our opening song, you heard India Arie sing that “inside my voice there is a soul, and in my soul there is a voice.”

Today, as we celebrate Women’s History Month at Advance, we feel Purposely Driven to recognize and affirm the voices of women. Because sometimes in the past, women’s voices have not always been heard.

About 15 years ago, long before I joined Advance, I was an SVP for Bank of America in Atlanta.

Since I was new on the job, the bank sent a few of us to a professional development program with peers from other large companies.

This program was really a business simulation:

- For five days, we competed in teams to run a hypothetical global company for five years.
- In this simulation, one day equaled one year for the company.
- Each day, we had to make tough, bold decisions to ensure our hypothetical company grew its profitability that year—despite all the business obstacles that were thrown at us.

It was stressful since everything we did was timed!

The team that made the best decisions, set their company up for long-term success and made the most

money over the five-day period would win the competition.

This was serious stuff since two coaches would observe you, evaluate your critical-thinking skills, judge how you acted under pressure and then send a report straight to your boss!

Once we understood the rules, the timer started—and we got to work.

I was the only woman and the only person of color on my team—which was fine, since for me, that’s nothing new.

Soon, it was time to make the biggest decision of the week!

What we decided would make or break our company in this simulation—and determine the fate of our team in this competition.

So I spoke up.

I used my voice to pitch my idea to my team.

I waited ...

But nothing was said.

My teammates just skipped right over it!

I said to myself, “Wow! I thought that was a pretty good idea!”

But my team was moving on.

We went back to the drawing board.

Soon, one of my teammates spoke up.

In his own words, he proposed an idea—the very same idea I had suggested only moments ago.

Everyone on my team stopped, looked at him and listened.

And then they said, “Wow—Mark! That’s a great idea! Let’s go with it!”

I felt like I had been robbed!

The rest of that day, I said very little.

But I wasn’t moping.

Just busy in my head trying to figure out what the heck I had done wrong.

- Was my idea just not clear?
- Did I fail to communicate effectively?

• What else could I have done to make my team hear my voice?

By the end of the week—you guessed it!—that idea put our team over the top!

We won the competition!

We beat nine other teams!

###

In hindsight, I learned A LOT from that experience.

The next time, I wouldn’t disengage and waste time dissecting the conversation.

Instead, I’d simply speak up.

During the debrief with our team, I discovered one more thing.

One of our coaches, who was a woman, had been taking good notes.

She knew what Mark had done with my idea.

But when she called it out during our meeting—and explained to everyone that this had actually occurred—

the men on my team were somewhat bewildered!

They had no idea—and could not recall—that this had gone on.

###

It may be quite unintentional.

But sometimes, a woman's voice is taken as a whisper—and later—reframed and reclaimed by someone else.

Other times, a woman's voice is simply dismissed.

Discounted and disregarded as unimportant. Insignificant. Irrelevant.

It happens.

Because even in 2022, traditional gender roles can still feel PERVERSIVE.

At times, there STILL can be doubt and hesitation about what women KNOW, and what women CAN DO.

When women's voices are taken as a whisper—or simply dismissed!—the consequences for women are tragic!

- We withdraw.
- We question ourselves: What did I do wrong?
- We wonder if we're really entitled to be where we are.

And we are less likely to speak up the next time because we do not trust that others will hear us, treat us fairly and value our ideas.

In a business relationship—in ANY relationship!—NOTHING is more important than TRUST!

So when trust is BROKEN—when trust is LOST—our business SUFFERS!

WE LOSE!

We miss OPPORTUNITIES for INNOVATION!

Because all the great ideas that WOMEN have won't even make it to the table!

###

Here at Advance, Tina Dumas is a commercial sales manager for central New York and northeastern Pennsylvania.

She remembers a time 30 years ago—before she came to Advance—when her voice was intentionally dismissed.

Back then, Tina was an assistant manager at a drugstore and eager to move up. So she asked her district manager how she could get there.

He told her straight up:

“We DO NOT promote women as

general managers under me.”

Tina was stunned—and resolved to make a change.

So she left the drugstore!

She got a job at Advance—and she was MOTIVATED!

She was determined to work hard and prove herself as an assistant manager for our store in Binghamton, New York.

In the beginning, Tina didn't know much about car parts.

So she talked to vendors, customers and fellow Team Members.

She took it upon herself to watch, listen, learn and study.

SHE was PURPOSELY DRIVEN!

So she got promoted to general manager, created new training and spent extra time teaching others so they could do better on the job.

Before long, she became a commercial accounts manager.

But Tina REALLY wanted to be a commercial sales manager.

For this position, she interviewed SIX times over SIX years!

And she was REJECTED all six times.

She was told there was always something MORE she needed to LEARN or to DO—whether it was people management, time management, customer relations or one more “stretch assignment,” which Tina always did.

Nevertheless, there was doubt.

And hesitation.

One time, she was even told she was “trying to move up just a little too fast.”

For Tina, all this was hard!

But the seventh time was different.

In 2018, she talked to Chris Benedict, the VP of professional sales in her area, and told him she WANTED this job! She had WORKED for this job! She was READY!

She had a book full of recommendations and a track record of performance.

Plus, she had trained people. Built teams. Led huge, regional projects. And delivered results.

She had EARNED IT!

So Tina used her voice.

She spoke up!

And this time, her voice was NOT dismissed!

This time, Tina got the job she had WORKED FOR, because she had mentors like Chris, and sponsors behind the scenes who wanted to give her a chance.

If you talk to Tina today, she will tell you what's working.

Chris is her boss.

He trusts her—and she trusts him.

In a business relationship, NOTHING is more important than TRUST!

Tina says Chris continues to recognize and affirm her voice by including her, asking her questions, getting her opinions, giving her opportunities, and inviting her to the table to present new ideas to help their region grow.

###

Today at Advance—beginning now, during Women's History Month—we have an opportunity to be Purposely Driven to recognize and affirm the voices of women.

We need to be accountable for our own words and actions so all women feel welcomed, respected and heard.

This is part of our DE&I strategy called “You are the Driver,” which is Powered by YOU, our Team Members.

That is why you are called to Be YOURSELF.

Be OPEN.

And Be UNDERSTANDING—and that means UNDERSTAND YOUR IMPACT.

###

Eleanor Roosevelt, one of the most influential first ladies in our nation's history, used her voice, understood her impact and chose many times to Speak Up.

Eleanor Roosevelt said this:

“The choices we make are ultimately our responsibility.”

And so I'd like to leave you with two important questions:

- How will YOU choose to respond the next time you hear a woman's voice taken as a whisper—reframed and reclaimed by someone else?
- How will YOU choose to respond the next time you hear a woman's voice simply dismissed?

The choices YOU make are ultimately YOUR responsibility.

Thank you.

WINNER: PHILOSOPHY AND/OR RELIGION

“Preek van de leek (translation: Lay sermon)”

By Michelle Knight and Arne Muis for Wopke Hoekstra,
Minister of Foreign Affairs, the Netherlands



Delivered at The Singelkerk,
Amsterdam, Oct. 9, 2022

Friends, or as you are may be more used to hearing in church:

Congregation,

It is a great privilege and a special honour to be here with you. This is a familiar setting for me: when my brother and sister and I were in primary school in Zeist, we also attended the Mennonite church.

The reading from Scripture we just heard sheds light on questions that preoccupy us all. Not so much the why, or where we come from, but our future, and the path leading to it.

These are questions that really get me thinking, questions I don't yet have answers to. Questions that centre on one of our most precious natural resources. You can't see it, hear it or touch it, and yet it dominates everything in your life, up until the very end. Time.

God made the world in six days and on the seventh day he rested. He created every day, and on the seventh day he saw that it was good. These words still resonate today. Not just because we continue to divide our week into seven days, but because they deal with the value of time. What does time mean? And how do you spend the time you've been given? These are the question I'd like to talk to you about today.

There is something intriguingly intangible about time. This has always been the case. The church father St Augustine wrote, 'What is time then? If nobody asks me, I know; but if someone would want me to explain it, plainly I don't know.' His ideas inspired many thinkers in the centuries that followed, but a full 1,600 years after he wrote those words, time remains a slippery concept.

It's no accident that *A Brief History of Time* by Stephen Hawking, a

man I greatly admire, has been called the most popular unread book of all time. 'The ultimate triumph of human reason': that's how Hawking describes that future moment when we finally penetrate the mystery of time. 'If we find the answer to that, [...] we would know the mind of God.' But let's be honest: in our search for time, the answers have not got any simpler.

In 1949 Albert Einstein received a special present for his 70th birthday from his friend Kurt Gödel: a new perspective on his theory of relativity. Einstein had already demonstrated that time is a relative concept, but Gödel went a step further: he made time disappear completely. It was his conclusion that there were universes without time.

This comes as no surprise to me. I'm a government minister, father and husband. And in all those capacities I can only concur with Mr Gödel that in my own universe there never seems to be any time! That's not how he meant it, of course. I'm not a mathematician or a theologian. But even if I have trouble following his theory as a layperson, his ideas do square with my own perception of time.

Sometimes time is a scarce commodity, but at other moments, you find yourself drowning in it. For example: when I have to fly in a westerly direction for my job, I go back in time. It's a wonderful, almost triumphant feeling—that sense of recouping lost time.

And there, high up in the sky, above all your distractions, you have a chance to reflect on life. But unfortunately, once you fly back home, you end up paying an extortionate interest rate on all those borrowed hours.

So outrunning time is an illusion. On the other hand, I don't think you should just let time wash over you.

Time is not there to be wasted. To me, this is not simply a distillation of the Calvinist work ethic; it's personal, a belief shaped by events in my own life.

When I was in primary school, my mother got cancer. Fortunately, she recovered. Later, the cancer returned. I was 19 then. She died at the age of 48, when I was 20. The lesson I learned from this was that everything can come to an end without warning. Not only life itself, but also the time you share with the people you love. All those moments that seem so ordinary you scarcely give them a moment's thought, but once they're gone, you long to experience them again.

More and more I've come to appreciate that time spent together is the most meaningful time. Being alone can be nice too, for a while: a moment of reflection while you're in the sky, or jogging through the woods. But if you only make time for yourself, you're ultimately alone. And sometimes lonely as well.

The search for meaningful time is as old as time itself. From classical Antiquity we have the figure of Chronos, the mythical Titan who represents time in its linear, measurable form: 'clock time'. Measurable like the seven days of creation from the Bible, or like the present time in which we dash from one appointment to next. Chronos's counterpart is Kairos, the youngest son of Zeus, who represents opportunities, the moment to be seized, meaningful time. You could also call it clock-less time. Kairos has long hair at the front, but in the back he is completely bald. If he's running towards you, you can grasp him by the hair, but if you wait too long, the moment has passed, and you end up clutching at empty space.

Not all time is equal; this also applies in my own life. There are moments

when you have hundreds of things to do at once, and other moments—during a holiday, for instance—when you have time for reflection.

There have been moments in my life that I wished would never end, but which passed by in a flash. And there have been other moments that seemed to drag on forever, but which I now have almost no memory of. And I suspect that's true for most of you.

To lead a meaningful life you need both Chronos and Kairos. I recognise this notion in today's reading of the creation story. A text about responsibility. The ability we humans have to influence the world and improve it for future generations. The ability to build an earthly paradise. This requires hard work, but that work is not an end in itself.

The idea of a day of rest, as described in the Bible, of taking time to reflect, has always appealed to me for that reason. On the seventh day you not only rest; you also join with others to celebrate the fruits of your common labours. But rest is important too, of course. It's no coincidence that top athletes spend a relatively large amount of time relaxing, in order to let their bodies to recover. And maybe that is also a lesson for us, or in any case for me.

If our goal in life is to build and maintain an earthly paradise, we cannot waste too much time with ephemera. The goal of life is not the hustle and bustle, or acting busy and self-important. It is the happiness of the others around you. It is justice and safety—for ourselves, but particularly for the next generation. We must avoid falling into the trap of efficiency, the need to always be in a hurry. Instead,

we should spend our time on what's important. Family, friends, the people we love. The world around us. Our ideals. And making a contribution to a better world for our children.

Unfortunately, this is a case where the practice doesn't fit the theory. Clock-less time is hard to achieve in a reality dominated by timepieces. There is a poster that hangs in train stations across the Netherlands, with a telling message: 'Over 3,500 station clocks tell you what time it is.' And if you are not at a station, there are countless other devices that show you the exact time.

Clocks are everywhere: from your nan's grandfather clock to the digital clock on your smartphone. They help us organise our lives, but they can also work against us. We live in a strange world: we're surrounded by clocks, but no one seems to have any time.

That's frustrating. It's frustrating because I know I should do better. For example, when one of my children calls me, with a question about algebra. The test is tomorrow. I'm busy so I ask if I can call back. They say 'okay', but I can sense the disappointment on the other end of the line. An hour later I call back, but there's no answer. Kairos has flown; the moment has passed. And it's also frustrating because so many things that demand my attention now don't mean a whole lot in the long run. A few days later I sometimes can't even remember what all the fuss was about, what was so pressing that it absorbed all my attention.

Time is relative, because if you examine the concept of time from a distance, our universe looks radically different.

Our planet has existed for around four and a half billion years. That isn't all that long, if you consider that our universe is over 13 and a half billion years old. The size of our world is also relative. It would take approximately 1,300 Earths to fill up Jupiter, the largest planet in our solar system. The largest planet ever discovered has a mass of more than 750 Jupiters. And experts estimate that there are 10 billion trillion stars in the universe.

In the face of these literally astronomical numbers, you may wonder why we make such a fuss about things. And yet, however insignificant we may feel in the light of eternity and the almost infinite cosmos, sometimes we genuinely do need to make a fuss. Because there is so much to do here and now on Earth. In our own lives, but especially for others. There's the neighbour who never leaves his house since his wife died. Or the young woman who feels like an outsider at her job. So many lonely people, invisible because I—we—don't take the time in our hectic daily lives to see them.

Let's slow down and take a moment. Take the time to truly see each other. Because the remedy for what ails us is time. Meaningful time. Chronos is important, but we cannot do without Kairos: those moments we can seize now and give to everyone we love and everyone who needs them. Moments that are paradise itself, even though you may only realise it afterwards.

'Bad times! Troublesome times!' wrote St Augustine. 'This men are saying. Let our lives be good; and the times are good. We make our times; such as we are, such are the times.'

Amen.

WINNER: PUBLIC POLICY

“Lights, Camera, Action”

Written and delivered by Kylie Duncan,
Student, Modesto Junior College



Delivered at Modesto Junior College, Oct. 24, 2022

Lights, Camera, Action
On March 24th, 2019 Gwyneth Paltrow posted a photo on Instagram. The photo was of Gwyneth and her daughter Apple Martin sitting together in a ski lift, wearing big goggles, with snowy mountains behind them. Innocent enough. However, the photo drew controversy because Apple publicly commented, “Mom we have discussed this. You may not post anything without my consent.” Gwyneth responded, “You can’t even see your face!” The photo remains up, in case you are wondering. This exchange predictably earned attention from publications like *People* magazine and—less predictably—a write-up in the December 2020 issue of the *Sage* journal, “Social Media & Society.”

It is a prime example of “sharenting.” However, it’s not just A-List celebrities confronting this issue: in fact, everyday families are at the center of growing tensions around privacy, profit, and the social media landscape. Content creators are increasingly sharing family-focused media, with their children taking center stage. However, decisions about that content—as we saw in the opening example—is left up to the parents, and there are no existing laws regulating children’s labor on social media platforms.

Thus, child labor laws must be reformed to include social media content. So today, we will first identify the problems created by family-influencer content. Second, expose the underlying causes, and finally, describe important solutions.

Let’s begin with the problems. There is a fine line between sharing a candid home video and carefully cultivating your child’s online presence.

Take the example of Jordan Cheyenne, described in a 2022 *Newsweek* article by Gerard Kaonga. In 2021, Jordan shared a video explaining that their family dog was sick and had little hope of surviving. When she thought the cameras had stopped rolling, she said to her eight year old son Christian, “Act like you’re crying,” and urged him to pose. While you might assume that family-influencers make up only a small subset of all social media content, a 2019 report from Pew Research shows that videos featuring children under 13 rack up three times as many views as other forms of content. An April 2022 *On Labor* article by Melody Burke reports that content creators with 1 million followers can make more than ten thousand dollars...for just one post.

This type of content creation has several implications in terms of children’s privacy, wellbeing, and labor. Even families who do not set out to profit from their content have created a digital footprint for their children. A 2019 article from *The New Yorker* by Hua Hsu puts it this way: “sharenting exposes children to the larger digital world without their consent... and deprives them of the choice to never be on social media in the first place.” It becomes even more problematic when profit is involved, with some parents taking content creation to extremes. A 2019 article from *The Guardian* by Julia Carrie Wong relays the chilling story of Michelle Hobson. Hobson featured her adopted children on a popular YouTube channel called *Fantastic Adventures*. Not only did she permanently take all of the children out of school to focus on filming content, but she was charged with “beating, pepper-spraying, molesting

and starving” the children if they failed to memorize their lines or participate. Not all examples are this extreme. However, there’s no doubt that we have entered unsettling territory.

It’s clear we are facing a problem. Next, let’s look at the causes. There are two key causes: a lack of policy and parental push-back. First, Child Labor Laws that protect children in the entertainment industry do not extend to social media. Traditional entertainment is regulated by Coogan Laws, including requirements that a minor’s working hours must be restricted and that a specific percentage of their earnings are protected outside of parental control. But families on social media are not subject to any regulations. Parents become the “gatekeepers” of their children’s online identity and the directors of their online career. Granted, this isn’t inherently bad. However, the previously cited article by Melody Burke points out that there’s no easy distinction between the content that is “okay” and “not okay.” Burke writes, “the reality of these arrangements proves that the lines are blurred between simply recording a child having fun, child labor, and child abuse.” This will remain the case until we have standardized policies.

Second, many parents push back against the idea that they are making their children “work.” Childhood goes by quickly, aren’t these families just documenting it? I think most of us could agree with this argument...but it’s a different story when it’s monetized. Good intentions are not enough to resolve the sticky gray areas created by social media content. Take the example of Bee Fisher and her family. Bee runs an Instagram account with a hefty following that features her fam-

ily of five. She tells Wired in a 2019 article by Emma Grey Ellis, “I don’t want to have a child 15 years from now sitting in a therapist’s office saying my parents made me take pictures every day...If there’re days they’re totally not into it, they don’t have to be. Unless it’s paid work....Then they have to be there.” There are countless examples like this, where we see that it’s play...until it’s not. It’s genuine emotion...until it’s not. It’s these times when good intentions are not enough. After all, as former child star Shelia James Kuehl points out in the previously cited Guardian article, “I don’t care if it’s simply unboxing presents, that’s work. It’s not play if you’re making money off it.”

Now that we have identified the problems and exposed the underlying causes, let’s now describe important solutions for children’s law reform. First, it is imperative that we amend our state legal statutes to ensure children on social media are extended the same protections other child actors are. Every state and US territory already has laws that require minors to obtain a work permit from the

state prior to working as a child actor, and ensures that a portion of their earnings are placed in a trust. Acting at the state level would also extend safety protections to these children. This would ensure that a child’s work week was limited 6 hours a day, and no more than 5 days a week. It also ensures students remain current in their schooling and mandates oversight for wellness and living conditions. To help make this solution a reality, I have created a website with information about how you can advocate to your state representatives. Take a few minutes after this speech to contact your lawmakers and demand that they act to extend child actor laws to these children.

Next, we need to ensure that the federal government protects child privacy. It is time for the United States to join other nations and enact a “right to be forgotten” law. This legislation—modeled after the European Unions ‘General Data Protection Regulation’— would let child social media stars choose to erase any data that was created and distributed when they were under the age of 16. For some, this

content is a public record of a traumatic time in their lives. My aforementioned website will link you to resources to join the movement in advocating for the right to be forgotten. Finally, I have included recommendations on my website describing how parents and guardians can make informed choices when sharing their children’s images and videos online.

Today, I sought to convince you of the pressing need to protect children appearing in online content. Through problems, causes, and solutions it has become painfully clear that now is the time to act. Please visit my website after this round that will take you directly to my advocacy website. It may seem easy to ignore complaints like Apple Martin’s as the latest celebrity child who is annoyed by the limelight. The problem, however, is far larger than just one instagram photo. We decided decades ago we needed to ensure children who appear in entertainment media are protected. It is time we make sure that the next generation of kids does not get left out. We’ve got the lights, we’ve got the camera—but now we must take action.

WINNER: RHETORIC AND COMMUNICATION

“Writers of the Lost Art: A Locknote Address on the Future of Speechwriting”

Written and delivered by Boe Workman,
Director, CEO Communications, AARP



Delivered at the 2022 Professional Speechwriters Association
World Conference, Washington, D.C., Oct. 13, 2022

Thank you, Jo Ann, and David.

It's nice to be back together after two years of virtual conferences brought on by the pandemic and still be able to have many more people attend virtually. The pandemic disrupted our lives, and it most certainly disrupted our profession.

We've all experienced it, and we've had a lot of discussion about it throughout this conference.

The PSA's 2021 Speechwriters' Census found that after two years of working through the pandemic, many speechwriters are lonely, bored, exhausted and unmotivated. Some are angry and fearful about the society in which speechwriting must be done.

And, as David observed in releasing the study, “Many are worried or sad about the changing nature of speeches themselves: All bullet points, few full texts; modern exec comms is too much social media fluff and informal virtual presentations, and too few major addresses.”

It's making many of us feel like speechwriting is a lost art. The pandemic has left us all wondering what the future will look like for speechwriters.

It's raised a lot of questions in our minds.

- Is there still a place for traditional speeches in our new post-pandemic, Zoom world, or is speechwriting, indeed, a lost art?

- In a world increasingly dominated by social media, are we as speechwriters reduced to writing tweets, talking points, and 20-second sound bites? Or, is there still a place for well-thought-out, seriously articulated ideas that can't be expressed in a sound bite.

- On a personal level, we ask ourselves—How do I fit into this new world? Am I still relevant as a speech-

writer, or should I think about polishing up my resume and looking for a new career?

Winston Churchill once observed, “the farther back you look, the further ahead you can see.”

So, I would like to take us back—not just to our pre-pandemic state—but all the way back to the beginning. And, in doing so, I think we can find a foundation for what the future of speechwriting can be.

The Nature of Rhetoric

The art of speechwriting goes back to ancient times. The Greeks and the Romans called it Rhetoric, and, it was one of the original seven liberal arts to be studied and mastered by all students.

The seven liberal arts were the subjects outlined by Plato in his utopian work, “The Republic” written around 375 BC. He believed these seven subjects constituted all the essential skills and fields of knowledge required by a free, well-educated citizen and created a foundation for continued learning.

He broke these down into two parts: the first 3—grammar, rhetoric and logic—were the trivium—also known as “the arts of the word.” These were the basic tools of reasoning and expression, and they had to be mastered before students could go on to study other, more complex topics, or the Quadrivium—consisting of arithmetic, music, geometry and astronomy.

Now, to be fair, Plato didn't invent the liberal arts. Most well-educated Greeks would have studied these subjects in his time. Nor, did he believe that you could just study these 7 subjects and call it a day. It was that by studying these 7 subjects you would gain the ability to tackle any other kind

of learning you might face in life.

But Plato took it one step further. He defined these subjects, as not just the ideal for education in general, but as necessary for anyone who leads in a society from a place of love and wisdom.

As democracy began to emerge with an understanding that every citizen was, in part, responsible to lead in society, the Romans embraced the 7 liberal arts as the appropriate way to educate all free and sovereign citizens in the Roman Republic and viewed a knowledge of rhetoric as essential to a thriving democracy.

The Rhetorical Process

Rhetoric, in its broadest sense, is the study and practice of persuasion. And, perhaps the most detailed, practical, treatise on the topic is *The Rhetoric*, written by Aristotle. Aristotle defined the art of rhetoric as “discovering in any given situation, all of the available means of persuasion.” This definition implies the relationship of a number of rhetorical principles which he discusses quite systematically and in great detail under the delineation of the five canons of rhetoric:

1. Invention
2. Disposition
3. Style
4. Delivery
5. Memory

Since we know that public speaking is a utilitarian art—that its purpose is to elicit practical responses from an audience or audiences—we are inevitably involved in making decisions and explaining or defending those positions.

In making decisions, we draw upon all the knowledge we have concerning the issue we must decide. We weigh

the choices we could make according to our knowledge, and we choose a course of action or position relative to the issue...and in the process we build an argument to explain or justify the decision.

Central to all these decisions we make in developing a speech are four variables:

1. A speaker
2. A message
3. An audience
4. A situation

It is our understanding of the relationship of these variables which guides our decision-making process in writing a speech. If we go back to Aristotle's definition, we find that rhetoric is about persuasion. This implies that we have a point of view, or knowledge (a message) that we want to convey (through a speaker) to an audience.

But Aristotle also includes in his definition "the given situation," or "in the particular case," (depending upon the translation) which indicates that persuasion is particular to the situation. Understanding what makes a situation "rhetorical" goes well beyond knowing the event, the occasion, the setting, etc. A situation is "rhetorical" when it can be altered via discourse.

So, the question we must ask as speechwriters is: How do we want our speech to change the situation? And, the answer to this question usually boils down to determining what kind of response or reaction we want from the audience. How will our speech cause the audience to behave or think differently?

For us as speechwriters, this means we must make choices concerning the kind of information to include in a speech and what will and will not work as communication in a given situation before a given audience. This process of decision making leads us to what Aristotle calls rhetorical invention.

Once we have discovered all the available means of persuasion, we must choose the appropriate ones and invent the arguments we will use to elicit the response we want from the audience. This is achieved by using the build-

ing blocks of reasoning—facts, expert opinion, examples, analogies, statistics, etc.—to create the right mix of logical, ethical, and emotional appeals—or, logos, ethos and pathos.

- Logos recognizes that people are rational, thinking human beings and by developing logical arguments supported by credible evidence, we can persuade people to accept a particular belief or take a specific course of action.

- Ethos recognizes that people are persuaded by the character, intelligence and good will of the speaker toward the audience. No matter how trustworthy, honest and likable a speaker is, their ethos is only as strong as the audience believes it to be. Ethos is much more than reputation. As such, speakers need to prove their trustworthiness through their delivery and content within the speech.

- Pathos recognizes that people are deeply emotional and that we are most emotionally comfortable when our beliefs and actions align. So, pathos is the art of engaging the emotions of the audience to persuade then toward a certain point of view or to take a particular action.

Developing effective persuasive argument requires all three. That is to say that ethos is not a substitute for evidence and pathos is not a substitute for logical argument. And, logical argument presented by a speaker whom the audience doesn't trust or believe and who doesn't engage their emotions to align their beliefs and actions won't work either.

So, we have to find a way to achieve the right balance to be persuasive with the audience. And, how we balance them is often dictated by the relationships among the speaker, the audience, the message and the situation.

When it comes to developing logical appeals or arguments, we are not so much concerned with theories of logic in the mathematical or philosophical sense as we are with the practical application of logic in the rhetorical sense.

The mathematician or philosopher would define logic as the science of rational argument because their focus

is on absolute truths. We, on the other hand, would more aptly define logic as the art of rational argument because we are not concerned with absolutes, but with probabilities.

Aristotle addresses the issue of probability in his discussion of the enthymeme. He notes that persuasion by argument is affected either by the example (which we think of as inductive reasoning), or by the enthymeme, which Aristotle calls a rhetorical syllogism, but we think of as deductive reasoning. And, he notes that the premises from which enthymemes are formed are probabilities and signs. This is where the argument begins, with an acceptable truth, or a common belief held by the audience and the speaker.

To persuade an audience, we do not have to prove absolutely, or beyond a shadow of a doubt; but we do have to convince them that the outcome is probable. And, the more probable we can make our argument—or the closer to absolute we can get—the more persuasive we are. The argument ends, then, with an acceptable conclusion. And, for a conclusion to be acceptable, it need not be absolute, it must only be probable.

Once we have invented the arguments—or decided what we want to say—we must again make a decision regarding the best way of organizing those arguments for disposition to the audience.

Remembering Aristotle's definition of rhetoric and the phrase "in any given situation," it's important to recognize that public discourse may be impromptu—an immediate reaction to a rhetorical situation. It may be extemporaneous—prepared and thought out but not planned in all specific details. Or, it may be a more formal, manuscript speech in which the exact language has been carefully thought out and selected.

The point is, no matter how formal or informal, long or short the discourse, some degree of structure must be imposed. Otherwise, it will sound like hopeless ramblings from a speaker not capable delivering a coherent message.

A speech is not a random relation of information. It requires creating order within limitations imposed by other factors—time, space, the physical setting, etc. For example, do we want to use a problem-solution sequence, simply state our point and prove it, use a motivational sequence, or tell our story in chronological order?

The nature of the audience and the situation may also suggest relationships that call for certain organizational patterns. Likewise, the purpose—which defines the relationship between the speaker and the audience—also helps determine how to organize the speech.

Next, we must determine the style of the language we want to use in the speech. The words we choose indicate the way we perceive and feel about the world around us. The way we say things is ultimately related to who and what the speaker is.

A speaker's style is essentially a culmination of other rhetorical factors. It tells the audience much about how the speaker views them and the situation, about how the audience identifies with the topic and how the audience identifies with the speaker.

So, we have to make decisions related specifically to the language we use in the speech: At what level should the speaker address the audience? Should it be formal or informal? What's the right tone? How technical should we be? Will the audience understand our acronyms or catch phrases, or should we avoid them? In other words, we must consider the precise words and tone we want to use to convey the message.

Finally, the speech is delivered to the audience. The audience, purpose and situational factors that influence how the speech is organized also influence how the speech is delivered. Some situations call for a formal manuscript-style presentation. For others, a conversation, "Fireside chat," or panel discussion is more appropriate. And still others may call for detailed visual support incorporating slides or video.

What I have just described is the basic rhetorical process. As speechwriters, we engage in this process

every day. But in the daily routine of speechwriting, the strategic and tactical elements of the rhetorical process often take a back seat to other demands and concerns, causing us to often lose sight of what all is involved in our work.

Greater understanding of the rhetorical process and the demands of rhetorical situations will not only lead to greater mutual understanding and appreciation of the roles of both the speechwriter and speaker, it will help us evolve and define the future of speechwriting.

AARP's founder, Dr. Ethel Percy Andrus, once wrote, "whatever many may say about the future, it is ours, not only that it may happen to us, but it is in part made by us. The essential values will never change, only our adaptation of them and to them. Each generation either brings new values by bringing vitality to our ideals or allows them, through indifferences, to decay."

The Future of Speechwriting

So, as speechwriters, we have to ask ourselves: Should we just sit back, bemoan the fact that our profession—and for that matter, the practice of public discourse—is changing and let it happen to us? Or should we bring new value by using our skills and talents and knowledge of rhetoric to help shape that future?

I think the answer is clear. And I would like to offer three ways that we as speechwriters can bring new value to help shape that future.

Embrace Disruption

First: Embrace disruption—Realize that the disruption we've experienced during the pandemic was not the first time rhetoric and speechwriting have been disrupted—nor will it be the last.

We can go all the way back to the Greeks and Romans and find that rhetoricians have seeming been locked in a constant battle between content and delivery. During the Middle Ages, the power and virtue of rhetoric declined—it was thought to be a "pagan

art," but it re-emerged during the Renaissance.

From the 1600s to the mid-1800s, when Western Culture began to transition to the social and political systems we have today, rhetoric was again disrupted by The Belle-Lettres Movement—which emphasized style and the beauty of language over informative or persuasive content—and the Elocution Movement of the mid-1800s which was all about delivery.

As we moved into the Gilded Age of the mid-1800s into the early 1900s, public speaking took on a whole new persona and level of importance. Politicians and traveling speakers would go from town to town, addressing large crowds and delivering long, impassioned speeches on topics of the day.

The ability to speak for hours in a loud boisterous style incorporating flowery, artistic, poetic language was considered a sign of intelligence and personal power. Likewise, a speaker who could not speak in this way was considered to lack of personal strength and character. Debate was very highly regarded, and good debaters were very highly respected.

Then came mass media—radio, television, film, and the Internet and that changed everything. Former Reagan speechwriter Peggy Noonan wrote a column in the *Wall Street Journal* in 2011 that summed it up well.

"In the past quarter-century or so, the speech as a vehicle of sustained political argument was killed by television and radio. Rhetoric was reduced to the TV producer's 10-second soundbite, the correspondent's eight-second insert. The makers of speeches (even the ones capable of sustained argument) saw what was happening and promptly gave up. Why give your brain and soul to a serious, substantive statement when it will all be reduced to a snip of sound? They turned their speeches into soundbite after soundbite, applause line after applause line, and a great political tradition was traduced."

And, then she went on to say, "But the Internet is changing all that. It is

restoring rhetoric as a force... Speeches are back.”

And, in a way she was right. The Internet has brought us a proliferation of speeches, TED Talks, fireside chats, interviews, podcasts and panel discussions on a wide range of topics that are being viewed by millions of people—Speakers delivering messages to audiences in a given situation, trying to persuade them to accept a particular point of view or take a specific course of action. In other words, practicing rhetoric.

Then came the pandemic. Our speakers were grounded, live events were canceled, and everything went virtual. We got a crash course in writing Zoom presentations—fewer and shorter platform speeches; more conversations, fireside chats and panel discussions.

In the process, we lost the connection and sense of community that comes from sitting in an audience, seeing and hearing a speech live.

It's not just the connection between the speaker and the audience, it's the connection and feeling of community that audience members get from each other. It's the ability to sit in audience and look around to see how other people are reacting—to get that sense of where you agree and disagree.

As we emerge from the pandemic, live events are returning because people crave connection and community. It's the reason we go to movie theaters and concerts and sporting events—to share that human experience.

The point I would make, is that throughout all these disruptions going back centuries, the basic rhetorical process that I described to you is still basically the same.

Using Aristotle's definition, the basic “means of persuasion”—logos, ethos, and pathos—haven't changed.

What has changed—and will continue to change—is the relationship among the variables—the speaker, the message, the audience and the situation. These changes are driven largely by technology and audience expectations.

Today, we have many more places to practice persuasion—many more

situations in which to persuade—many more channels to funnel the messages we create.

Technology has brought us many more tools we can use to help us inform and persuade audiences. I've been around long enough to remember the times when, if you wanted to use visuals in your presentations, you either had to use a poster board on an easel or bring a slide projector and a carousel of 35-millimeter slides—which often got stuck or ran out of order.

Then came PowerPoint and video to replace all that. And now we have YouTube and iPhones that allow us to create and incorporate visuals into our presentations quickly and easily.

If you want to see what might be in store for us down the road, watch Verizon CEO Hans Vestberg's opening keynote at CES last year on how 5G technology will frame the 21st century. And see for yourself how Lauren Tilstra and her team at Verizon incorporated emerging technologies like virtual and augmented reality to create this incredible presentation.

What's also changed is the makeup and expectations of the audiences we address. They are much broader; much more diverse; and in many cases much more polarized. They expect speakers to talk to them about their wants and needs and speak out on an ever-widening range of issues to show how they align with their organization's values. And, they're not shy about sharing their views and opinions on social media when they don't.

All of these changes are really quite an amazing if we think about it. They give us the opportunity to engage directly with millions of people we could not have reached before—allowing our speakers to reach publics and constituencies that shape an enterprise's success and identity.

Think About Our Purpose and Role

As we adapt to these changes and begin to shape the future of speechwriting, we also need to think about

our purpose and the role we have as speechwriters in our organization. This is the second thing we can do to shape the future of speechwriting.

I'll never forget what Jim Holland, AARP's Chief Communications Officer at the time, told me when he hired me in 1993. He said, “I'm hiring you as a speechwriter, but that's not your job. Your job is to make Horace look good and build his reputation. And, you're going to do that by writing good, well-thought-out, compelling speeches and articles that help showcase him as a leader. And, by doing that, you'll help us achieve our goals. In other words, your job is to help him lead this organization.”

Isn't that what we all do— Help leaders lead? Whether you write for the CEO of a Fortune 500 company, a department head, an elected official, a university president or dean, a graduation speaker, or anyone else, you're writing for someone who is trying to influence an audience, someone whose purpose is to lead an audience to accept a point of view or take a specific action, often in pursuit of a larger goal. Our purpose—our role—is to help that leader lead.

In order to do that, we need to know the leader's goals—where they want to lead; what they want to accomplish. I'm not talking just about the organization's vision and mission; I'm talking about their personal goals. What kind of imprint do they want to leave on the organization? What do they want to be known for? How would they want to define their legacy?

I think of the story Clare Boothe Luce once told about a conversation she had with President Kennedy at the White House in 1962.

She told him that a great leader is “one sentence”—that his or her leadership can be so well summed up in a single sentence that you don't have to hear that leader's name to know who's being talked about.

“He preserved the union and freed the slaves,” or “He lifted us out of a great depression and helped to win a World War.” You didn't have to be told “Lincoln” or “FDR”. She then

urged Kennedy to think about what his sentence would be.

As speechwriters, we need to do the same thing. We need to urge our leaders to think about what their sentence will be. And then, we need to use our skills and talents as speechwriters to help them get there.

And, we need to view every speaking engagement as an opportunity to help our leaders lead—whether they're addressing a small gathering or an large audience, a formal speech or a fireside chat, a major policy address or product launch, or a ceremonial ribbon cutting.

Regardless of the occasion, the audience will come away with some impression of our speaker and our organization and our message that will either advance our leader toward their goal or detract from it. Our job is to make sure it advances them toward their goal.

Embrace “Rhetorical Perspective”

This leads me to the third thing we can do to shape the future of speechwriting: Add value to our organizations by providing a “rhetorical perspective.”

Rhetorical perspective is what distinguishes speechwriting from other types of writing. If you think back to the original seven liberal arts and especially the Trivium that I talked about earlier, one could develop good writing skills by studying grammar. And while rhetoric was a clear outgrowth of grammar, it required much more—it involved learning how to express opinions and make arguments in dialogue.

One can be a good writer and not have a rhetorical perspective; but being a good speechwriter requires both. In other words, you can be a good writer and not be able to write a good speech. But you can't write a good speech without being a good writer.

I'm sure we've all been told at some point in our careers that we have a “knack” for writing, or that we're a good “wordsmith.”

While I hear that and appreciate that people think I'm a good writer, I also see it as kind of a backhanded

complement because it doesn't recognize the strategic and tactical elements of the rhetorical process that go into writing a speech.

Executive speechmaking is a vital function in any organization. The fact that millions of dollars are spent each year for people to go out and give speeches validates that importance. Likewise, YouTube and other sites are filled with videos of people giving speeches—TED Talks, Commencement Addresses, Issue Debates, Interviews, Convention Addresses, you name it—Many of them written by people sitting in this room.

The Edelman Trust Barometer, year after year, finds that when a company is facing a crisis or challenging times, people want to hear from the CEO, and in case of a product recall, they want to hear also from product experts.

One conclusion that comes through time and time again, is that the CEO had better have something to say, and he or she had better say it well.

That's where we come in. As speechwriters, we offer a unique perspective to our organizations by our ability to look at a situation rhetorically—a perspective often missing from other points of view, yet one that is vital to the organization.

We may not be the ones who determine what our organization's positions will be on issues, but we are the ones who give audiences the reason to believe. And, when we are able to demonstrate the value of rhetorical perspective, we become recognized as more than “wordsmiths”...we become valued as strategic thinkers.

This is our lane—our expertise—it's what we bring to the table and how we add value. We bring a perspective as to what works and what doesn't work as communication. Rhetorical perspective is as important as a legal perspective, or a political perspective, or a financial perspective. And, we shouldn't be shy about offering it.

Rhetorical perspective requires us to know our organization, understand our principal's goals—personally and professionally—and what we can do

to help them achieve them. It requires us to think holistically—to understand how each assignment can contribute to achieving those goals and move the organization forward.

It requires us to think about audiences, issues, strategy, positioning, perspective and how to bring value. And, it demands that we use all the tools in our toolbox to develop and communicate our messages—and that we do so in an open environment of trust and authenticity.

- Traditional speeches play a major role—both in-person and virtually.
- Print media plays a major role.
- Social media plays a major role.
- Our in-house Intranets play a major role.
- Broadcast, videos, and podcasts play a major role.
- Face-to-face communication plays a major role.

These strategies aren't in competition with one another, they are enhanced by each other. We can't let ourselves get boxed in—we have to be adept at using all of them.

We have to remember that regardless of the channel or format, content is still the king. And as speechwriters and/or executive communicators, we create content. That's our forte.

Applying Rhetorical Perspective as Consumers

There is another aspect of rhetorical perspective that I want to address briefly, and that's our role as consumers of communication.

While rhetoric and public speaking can be used to inspire, to enlighten, to move people to action and to articulate the aims of society, it can also be used to destroy, to demean and to discredit the opposition. It can be used to, as Lincoln said, appeal to “the better angels of our nature,” or to play upon our greatest fears and insecurities.

This is as evident today as it has been in many years. As we strive to figure out what to believe and accept from the millions of messages we are bombarded with every day, we need to

develop a way to sort out and evaluate this onslaught.

In a democracy, citizens not only need to know how to communicate well, they also need to know how to critically evaluate the speaking of others.

When U.S. Senate Chaplain Barry Black addressed our conference two years ago, he urged us as speechwriters to “release the power of responsible rhetoric,” and he talked about the “moral power” of responsible rhetoric to promote the common good.

It’s not enough for us as speechwriters to practice responsible rhetoric in the speeches we write, we must also use our knowledge of rhetoric to demand that all people who speak in public live up to high ethical standards to promote the common good.

In a democracy where we are not only free but obligated to debate and consider differing ideas and points of view, we all need to become more critical consumers of public discourse.

And who better than us as speechwriters—the people who create public discourse—to lead the way?

Rhetorical perspective gives us a way to do that. It’s not so much about creating a long list of rules from which we can make final judgements as about developing a rhetorically critical screen that allows us to filter those messages.

The rhetorical process is one of sifting through and sorting ideas in an attempt to determine what is best. And, we should recognize that without the presentation of strongly and passionately defended and articulated arguments, without the presentation of clearly defined alternatives, there would be no distinct ideas to sort through.

I am a firm believer in and practitioner of rhetorical perspective, having made its study and practice my chosen profession.

I think Barry Black’s message was right on target. My Aristotelian belief is that “what makes a man a sophist is not his skill, but his moral purpose,” and that in the long run (sometimes a very long run) the worse cannot be made to appear the better reason.

I believe that people have the right to make up their own minds, but that they also have an obligation to search out and weigh the evidence and arguments on all sides of any question.

I also accept—begrudgingly—that most people do not do this. When individuals have reached a conclusion—even one I feel may be misguided or simply wrong—they have a right to equal time in speaking freely on its behalf, in the academy, in the church, and especially in the body politic. As such, I am opposed to censorship of ideas and their expression in private and public speech, and of any form of self-expression, whether in speech or behavior, and in literature or other creative arts.

Nevertheless, I expect every person to bear responsibility for any speech or behavior that violates the constitutional guarantees of free speech and of privacy. In my own behavior, I try to speak and act without offending others, and in what I perceive to be good taste, while recognizing that my taste is not necessarily that of my neighbor, nor his or hers mine.

Conclusion

As a speechwriter, I believe in the power of rhetoric to initiate and energize ideas, and in the principle of public discourse to illuminate, refine and resolve public issues.

Ted Sorensen, President Kennedy’s speechwriter—and someone who inspired me to become a speechwriter many years ago—said it best in his book, *Counselor: A Life at the Edge of History*:

“The right speech on the right topic delivered by the right speaker in the right way at the right moment ... can ignite a fire, change men’s minds, open their eyes, alter their votes, bring hope to their lives, and, in all these ways, change the world. I know. I saw it happen.”

I have a quote framed in my office that I look at every day when I go into work. It’s an excerpt from *Antidosis*,

written by Isocrates in 354 BC at the age of 82 as a defense of rhetoric. It says:

“There is no institution devised by man which the power of speech has not helped us to establish. For this it is which has laid down laws concerning things just and unjust, and things honorable and base; and if it were not for these ordinances, we should not be able to live with one another. It is by this also that we confute the bad and extol the good. Through this we educate the ignorant and appraise the wise; for the power to speak well is taken as the surest index of a sound understanding, and discourse which is true and lawful and just is the outward image of a good and faithful soul... We shall find that none of the things that are done with intelligence take place without the help of speech, but that in all our actions as well as in all our thoughts speech is our guide, and it is most employed by those who have the most wisdom.”

As a people, our values, aspirations, wildest dreams and even our fears must be communicated before they can be acted upon. Rhetoric does that. What otherwise may be vague, or misinterpreted, or even imperceptible is made concrete and actionable through rhetoric.

The hopes of a small band of colonists struggling to battle one of the most powerful kingdoms in the world became the foundation and lasting aims of a new nation and an inspiration far beyond when Thomas Jefferson verbalized them in the Declaration of Independence.

The tragic death of George Floyd was one of hundreds that occur every day in this country until community and national leaders began speaking out, causing people to understand it in the broader context of the nation’s centuries old struggle for racial and social justice.

Speeches are the artifacts of humankind’s thoughts and visions; hopes and fears. Humans are by our very nature constantly seeking to influence others and are influenced by others. This isn’t

necessarily good or bad—it simply is—and will continue to be.

As speechwriters, very few of us will have “a life at the edge of history” as Ted Sorensen did. But we all have

an important role to play in our little corner of it—practicing rhetoric to influence, convince and persuade—helping leaders lead.

What we do is fundamental and

timeless: we practice rhetoric to help humanity in crisis find words to guide itself.

And that, my fellow speechwriters, is an art that will never be lost.

WINNER: SOCIAL JUSTICE

“Dr. King Can Give Us the Courage to Speak Up, Take Action and Champion Inclusion”

By Teresa Zumwald for Dena LaMar,
Chief Diversity, Equity & Inclusion Officer, Advance Auto Parts



Delivered in Raleigh, North Carolina, Jan. 14, 2022

Today, as we revisit the dream of Dr. Martin Luther King Jr., I’d like to go back in time for just a minute and ask you to use your imagination.

Can you imagine what it’s like to spend eight days and eight nights—alone—in jail?

Surrounded by darkness and bars of steel?

Out in the open—one toilet, no mattress?

To suffer in solitary confinement because you had the courage to stand up for what is right?

On April 12, 1963, that’s what happened to Martin Luther King for marching against racial segregation in Birmingham, Alabama.

He was arrested for violating a court injunction forbidding demonstrations in the city.

On that day, eight white clergymen in Birmingham published a letter calling for a stop to the protests.

These religious leaders wanted King and others to try negotiating in the courts instead of marching on the streets.

Alone in jail, Dr. King responded to the clergymen by writing a bold letter that challenged their thinking, disputed their claims and justified the need to take direct action.

Later that summer, this letter—now known as the famous Letter from Birmingham Jail—was published in several magazines.

Over the years, I’ve read King’s letter many times.

All 7,000 words!

And I am STILL taken aback by its brilliance—and its relevance—yet today.

Dr. King wrote this:

“We will have to repent in this generation not merely for the vitriolic words and actions of the bad people, but for the appalling silence of the good people.”

He also said this:

“I cannot sit idly by and not be concerned about what happens. Injustice anywhere is a threat to justice everywhere.”

In his letter, Dr. King had the courage to defy the clergymen’s call for patience in the face of injustice when he wrote this:

“For years now I have heard the word ‘Wait!’ ...

“This ‘Wait’ has almost always meant ‘Never.’

“We must come to see ... that ‘justice too long delayed is justice denied.’”

###

Here at Advance, all of us are called to find inside ourselves the courage to Speak Up.

The courage to Take Action.

The courage to Champion Inclusion alongside our fellow Team Members as part of our diversity, equity and inclusion strategy called “You are the Driver.”

Sometimes at work, we are stunned inside when we see something or hear something that doesn’t feel right.

We look around to see how others are reacting and wonder, “Is it just me who thinks this is wrong?”

Often, it’s a small thing.

But it’s the small things that really matter.

Because they can either make people feel a part of something—or feel excluded from something.

We stay silent sometimes.

Because silence is seldom punished, ostracized or criticized.

We do nothing sometimes because we are afraid.

Dr. King said fearfulness—cowardice—is submissive surrender to circumstances.”

Have you ever been afraid and surrendered to your circumstances?

Let’s be honest.

All of us have!

Because sometimes, standing up for what is right does not feel safe, politically correct or popular.

But then—as Dr. King reminds us!—our “conscience asks the question”:

“Is it right?”

Is. It. Right.

“There comes a time,” Dr. King said, “when we must take a position that is neither safe, nor politic, nor popular, but one must take it because it is right.”

To do this, we need courage.

###

“Courage,” Dr. King said, is the “inner resolution to go forward despite obstacles.”

In 1977, it took courage for my family to become the first Black family in an exclusive, all-white neighborhood in Decatur, Georgia.

Right after we moved in, the Homeowners Association made a few changes.

First, they took us to court just for moving in.

Then, they banned us from our neighborhood swimming pool because we were Black.

We were told that white people didn't want to swim with Black people because we would dirty the water.

The sign at the pool was very clear:
No Blacks Allowed.

As a 6-year-old, I didn't like it.
But I accepted it.

Growing up in the South, I already knew there were certain things our family could and could not do because of the color of our skin.

In 1982, my parents and nine other Black families who had moved into our neighborhood over the years—doctors, lawyers, professors and entrepreneurs—quietly joined together and got the courage to file a lawsuit.

They felt it was unfair for Black families to pay their dues to the Homeowners Association—just like everyone else!—and still not be allowed to use the pool.

The judge agreed.

And by the time I got to middle school, we were finally permitted to swim in our neighborhood pool.

###

Despite the obstacles in our neighborhood, my parents—college students in the '60s who marched with Dr. King—found courage inside themselves to go forward.

Persist!

And initiate a change.

For my parents, it was a proud moment!

For me, what happened at our neighborhood pool became a lesson in courage and taught me what to do in the face of injustice:

To take personal responsibility to DO SOMETHING—despite obstacles—when something is not right.

To NOT be silent!

To NOT sit by!

To NOT wait!—as Dr. King said—when our conscience asks the question:

“Is it right?”

• Is it right here at Advance to be a Team Member who talks the talk about equity and inclusion—but never actually takes a step to walk the walk?

• Is it right to keep wondering if we are “ready for DE&I,” or to keep worrying that we might be “moving just a little too fast”?

• Is it right to wait—to keep kicking the can down the road to tomorrow—when opportunities for equity are here today?

Is it right?

###

All of us at Advance are good people.

All of us want to believe that everyone is always given the same fair chance to come aboard and get ahead if they work hard.

The same fair chance to be themselves and feel included.

But our data has shown this doesn't always happen for people of color, women and our LGBTQ+ community at Advance.

A fair outcome is not always inevitable.

So we have to be intentional:

Each of us has to take personal responsibility to DO SOMETHING to make it happen!

And that takes courage.

###

I know we can find inside ourselves the courage to Speak Up.

Take Action.

And Champion Inclusion for our fellow Team Members here at Advance.

I know because I see other people taking personal responsibility to DO SOMETHING to make it happen every single day.

People like Nicole Jefferies, an SVP at Advance who serves on our CEO Inclusion Council.

I appreciate Nicole because she asks questions challenging the status quo.

She shares.

And she participates.

She is ALL IN!

For example:

• Nicole has joined our Pride Team Member Network to learn about

people who are not like her and to be a better ally for them.

• She attends our DE&I events with guest speakers who give her new perspectives.

• And she makes it a point to invite other people in.

During her past roles at work, Nicole traveled the world!

So she developed a genuine curiosity about other people who come from different backgrounds.

Getting curious about other people has opened her mind.

And then—her heart.

And it's given Nicole the courage to DO SOMETHING—despite obstacles—when something is not right.

###

All of us are on a journey of finding out when and where to use our voice—and how to use it for good.

So many times, when we witness something that is not right, we think, “I'm not getting involved” because “this does not apply to me.”

But it does!

As Dr. King wrote in his Letter from Birmingham Jail:

“Whatever affects one directly affects all indirectly.”

Historians call Dr. King's letter the most important document of the civil rights era.

If you've never seen it, I encourage you to look it up online and read it.

It radiates strength.

Resolve.

And courage.

###

Finding courage inside ourselves to DO SOMETHING is the first step toward progress.

But “human progress,” Dr. King warned in his letter, “never rolls on the wheels of inevitability.”

It does not happen naturally on its own.

Instead, human progress comes through “tireless efforts and persistent work.”

On this Martin Luther King Day weekend, I want to challenge everyone to take personal responsibility to DO SOMETHING every day at Advance

so our workplace becomes more equitable and more inclusive.

Let us each make an effort and persist in this work.

Inspired by the courage of Dr. King, whenever we feel tempted to “surrender

to our circumstances”—“to stay silent,” “to sit by,” “to wait”—we can ask the question Dr. King asked himself many times:

“Is it right?”

And if you feel it is NOT right, the

next logical question to ask yourself is this:

“Do I have the courage to DO SOMETHING about it?”

Thank you.

WINNER: TECHNOLOGY

“The Power of Patents and Knowledge Transfer in Fueling Africa’s Innovation Landscape”

By Katie Williams for António Campinos,
President, European Patent Office



Delivered at ARIPO Secretariat, Harare,
Zimbabwe, Africa, Dec. 6, 2022

[Introduction: Importance of innovation for Africa]

Good morning. It’s wonderful to be back in Harare, the sunshine city. And I would like to start by thanking the African Regional Intellectual Property Organization and Africa Intellectual Property Rights & Innovation for co-organising this important programme of roundtables and discussions lined up over the next two days.

It’s great to see participants come together from different universities. From different corners of the continent. Capturing the vitality and ingenuity that encompasses the spirit of today’s Africa. With its regions rich in diversity—home to around 2000 languages. A continent crammed with culture. Extensive resources. An accelerating start-up scene. All fundamental building blocks to empowering technological innovation.

And as our technological world becomes more complex, we are navigating through an era of digital dominance: data is the new oil, internet is a speedy highway of information, and technology is a tool for tiresome tasks and the great challenges of today.

Africa is reaping rewards from a decisive decade dominated by the fourth industrial revolution. The stage has been set for a fresh explosion of innovation and impactful transformation to sweep through industries and improve well-being. Mobile money is the new currency. Drones for delivering medicines are the new modes of af-

fordable healthcare. Satellite images for crop performance are the new tools for work. This cluster of tremendous technology is a testament to the continent’s creative capacity, as inventions lead regions down pathways to progress.

Africa is moving. Its potential is vast.

[Challenges for Africa’s patent landscape]

But many of these opportunities rest on fragile foundations. There remains a geographical imbalance in patent applications around the world. The World Intellectual Property Organisation found that Africa accounted for only 0.6 percent of the world’s patent applications in 2021. On top of that, applications from African residents accounted for 22 percent, indicating that most applications are submitted by non-residents.

This data shows the continent’s contribution to the global innovation landscape still has much more potential. There is a need to build patent expertise and awareness, to ultimately pave the way to a strong enabling environment for IP protection. This will undoubtedly boost the participation of African countries in producing high-value goods and services in a rapidly transforming knowledge-based economy.

Because the world today is simply not the same as the one we lived in a decade ago. An earthquake of challenges—a pandemic, climate change, spiralling prices—are shaking the foundations of our systems. Industrial revolutions are also taking place in

quick succession with a fifth revolution soon to take hold of our global community. Things are moving. And moving fast. They demand a new way of doing things. The world—including Africa—needs to be ready to harness the power of its innovation landscape.

[Opportunities with IP]

And intellectual property is the key to unlocking this potential, clearing the path to transformational innovation and economic growth. After years of challenge, our ailing economies need a boost back to health. And IP has never been more effective in providing it: in the past, policy findings in intellectual property by the Common Market for Eastern and Southern Africa—COMESA for short—have concluded that IP has become a major tool in economic growth, and in wealth creation for individuals, companies and countries in a knowledge-based economy. And this mirrors similar findings in our studies at the EPO, and those of other patent offices around the globe: patent-intensive industries account for 17% of EU GDP. In Japan, it’s a similar figure at 22.5% of the national GDP, and in the US, it’s 24% of American GDP.

IP is a proven powerful catalyst for creativity, growth and economic development. For creating employment and solid revenues. For attracting foreign investment and partnerships. For promoting knowledge sharing. For providing incentives to invest in R&D. For supporting effective technology transfer.

[IP as a tool for SDGs]

If we look through the lens of history, it's clear what impacts inventions have had on our daily lives—and more broadly human progress through successive technological revolutions.

But now, we have the chance to shape these revolutions in a way that charts a course for sustainable development. And we should view our sustainability objectives through the prism of innovation. The journey towards achieving the Sustainable Development Goals is long and the clock is ticking. Both the UN 2030 Agenda and African Union Agenda 2063 support science, technology and innovation as vital tools to attaining SDGs. And IP is undeniably fundamental as it contributes to key phases of technological and innovative progress.

Around half of the emissions reductions to get to net zero by 2050 will need to be powered by sustainable innovations that are not yet even on the market. Climate change is our reality and our commonality—and Africa is battling the strains more than anyone, despite being one of the lowest emitting continents. Regions are bearing the brunt of energy poverty. According to the International Energy Agency, today around 600 million people in Africa are living without access to electricity, even though the continent is home to a good supply of sustainable energy resources.

Patent knowledge will be one route to reaping the benefits of a clean-energy future; bringing our scientists, innovators, and entrepreneurs together through knowledge sharing and smart patent information searches to help fuel a renewable revolution, just like we've done with the EPO's recently launched Clean Energy Platform and patent-insight studies. Accessible to all. Freely available.

[Raising IP awareness]

But despite all its benefits, IP remains a mystery to many. Its relevance is poorly understood. Its potential underutilised. And we're seeing this amongst knowledge-based SMEs—the backbone of economic growth,

representing around 80 percent of employment in Africa. Many of which are producing amazing life-changing innovations. Take Vula Mobile—a start-up in South Africa—created an app used to scan someone's eyes to detect whether they have cataracts. There is a need to scale up this incredible innovation through the use of IP.

Unlocking Africa's innovation potential demands inclusive solutions that embrace and empower everyone—from education all the way to market. Universities and knowledge-based SMEs are the vital vehicles in developing an economy driven by fresh ideas, and an economy driven by progress. Because a 21st century economy cannot prosper without knowledge. Building a network of expertise will play a key role in helping inventors understand the power of patents, grow businesses and take innovations from the lab all the way to the hands of farmers, doctors and consumers.

And the beauty of the patent system is that it's a rich source of knowledge—our very own encyclopaedia of global innovation. We have to make good use of it. That's why we've opened the door to 140 million records of patent data with our public platform, Espacenet. Our Patent Index is published annually to raise awareness of patenting trends. And if that's not enough, you can have patent statistics at your fingertips—on the go—with our patent data app.

[Importance of PATLIB 2.0]

Our PATLIB network marks an entry point to the depth and breadth of patent knowledge. The network was established by the EPO over 30 years ago in cooperation with national patent offices. And it's moved from strength to strength—today we have around 330 PATLIB centres in 37 countries. The centres are available to anyone seeking support in patent information, training in IP, and technology transfer.

Expanding the PATLIB network to unlock a treasure trove of patent knowledge to the wider world comes as the next natural step. And that includes right here in Africa. We want to build

a common language of innovation across different domains. Across different cultures. Across different local and national landscapes. All fundamental to face current and future complexity.

Gaining knowledge is the first step to innovation. But sharing knowledge is the first step to utilisation. Decades of progress have shown that high-impact innovation doesn't stem from individual advancement, it comes from a creative cycle of information that connects and cooperates within our global neighbourhood. That's real collaboration.

As knowledge grows, curiosity deepens, unleashing a chain reaction of new ideas to spring out of the minds of each new generation. Having decades of collected patent knowledge at inventors' fingertips allows them to stand on the shoulders of giants and build upon existing creations. Technological progress is a two-way street: innovation boosts knowledge, while knowledge boosts innovation.

[Knowledge Transfer 2 Africa Initiative]

Knowledge is the unique currency of our globe—to be of value it must be widely shared, not saved. Our Knowledge Transfer 2 Africa Initiative—implemented in August this year—is in place to foster cooperation between our PATLIB network and more than 60 universities spanning the continent. We want to lay down the groundwork for exploring skills in patent knowledge, technology transfer and patent commercialisation capabilities.

And we're making great strides during the first phase of this journey: We've been able to identify the development needs of the participating institutions, tailor participants' requirements to our training catalogue, and create a PATLIB learning path packed full of various training and e-learning possibilities. Some of these training sessions have already been set in motion. And the interest shown by participants, the multitude of questions they have raised confirms the underlying focus of this initiative—the importance of building access to patent information. Knowledge is the engine of develop-

ment, while curiosity is the fuel. And I'm convinced that this energy will allow us to inspire creative innovators as we dive deeper into the strategic use of IP, as more universities join our network in the future.

I would like to extend a huge thank you to the dedicated teams at the national and regional patent offices for their commitment in selecting participating universities. As well as to the staff at the EPO for their efforts in turning this initiative into a reality. It's success now lays in the hands of its participants. And that's where you come in. So be active and share your initial impressions. Your ideas matter. Your experiences matter. With the first phase of the project almost over, we want to use this seminar to take stock of our progress and pave the way to the second leg of this exciting journey.

It's good to diffuse knowledge on existing novel applications, but it's

equally important to grasp the knowledge needs of communities. That's why we will offer Q&A sessions with experts from the PATLIB network, as well as organising meetings with the universities to monitor developments. We will adapt to your needs as they evolve. We need to reach out and reach wide.

[Conclusion: importance of cooperation]

Africa and Europe—our two sister continents—have a long-standing history of cooperation on patents. Our bilateral cooperation activities extend to 42 out of the 55 African countries. We've established training programmes to develop the skills of examiners from regional offices. And we've offered an IP teaching Kit and Espacenet training at universities.

There is immense value in cooperation, and that is why it's so important to have this seminar—to bring everyone involved to the table. Only by

working together, will it be possible to encourage a broader use of IP.

We suffer no illusions regarding the unpredictable challenges ahead. There is an African proverb that goes along the lines of "For tomorrow belongs to the people who prepare for it today". By using the tools of the patent system—the information, the knowledge to leverage that information, with greater cooperation at the forefront—we can prepare for tomorrow by supporting inventive communities of today in their fight against future challenges.

We want to support Africa in activating its full potential and switching on to the world of intellectual property and innovation. To ignite growth. To fight challenge. And to write the next chapter of sustainable development.

On that note, I'd like to end by wishing everyone some productive sessions for the days ahead. Thank you.

WINNER: FOREIGN POLICY

"Condemning Erdogan's Threat to Attack Athens with Ballistic Missiles"

By Hartley Voss for Bob Menendez,
United States Senator



Delivered on the United States Senate Floor,
Dec. 19, 2022

A few days ago, in front of a town-hall in Northern Turkey, President Erdogan threatened a missile strike on Athens.

'Greece is afraid of our missile. They say that the Typhoon Missile will hit Athens.'

And then he addressed the Greek people directly and said quote, 'It will... unless you stay calm.'

This is a NATO member—directly threatening to target Athens, a city of three million civilians.

According to the United Nations—an intentional attack on civilians is a war crime.

And so, Madam President, I come to the Floor today to condemn the recent actions of the Turkish President which are not only disturbing—they are totally unacceptable.

For years Erdogan has pursued repressive, anti-democratic policies at home and abroad.

From criminalizing insults of Turkey and freedom of expression to the suppression of dissent and political opposition figures, Erdogan has jailed and silenced so many pro-democracy and human rights activists that at one point there were more lawyers and journalists in Turkish jails than anywhere else in the world.

His government continues to try and hide the truth about the Armenian Genocide, prosecuting writers and historians.

In 2008 one of the journalists who wrote about the genocide was assassinated on the streets of Istanbul.

As violent as Erdogan's tenure has been at home, his foreign policy has

been absolutely awful.

On the eve of Baku's War in Nagorno-Karabakh, Turkey sold Azerbaijan 77 million dollars of military equipment that was used to attack innocent Armenians.

So it's no surprise Erdogan met in Tehran this summer with the Russian and Iranian presidents—some of the world's most brutal dictators.

Just look at the leaders that he collaborates with.

It's because he shares their worldview. And you can see this clearly in the way he approaches the region.

Five decades after Turkey's illegal occupation of Cyprus, Erdogan is still stoking divisions on the island.

Last year, he proposed reopening the Cypriot town of Varosha in an attempt to spread Turkish influence.

That is a violation of U.N. Security Council resolutions that was condemned by the European Union.

And this September, Erdogan threatened to reinforce the already Turkish 40,000 troops on Cyprus with more land, naval and aerial weapons, ammunition and vehicles.

Clearly Erdogan looks at Putin's illegal annexation of parts of Ukraine and is taking note.

And that's what makes President Erdogan's recent comments about launching missile attacks on Greece so disconcerting.

We've seen Erdogan challenge Greek sovereignty repeatedly. This summer he sent fighter jets over the Greek islands in the Aegean Sea.

So his threats to strike Athens fit a pattern of Turkish claims to what is Greek territory.

He has said Turkish forces may land in Greece 'suddenly one night.'

He seems to be increasing his illegal, autocratic behavior in the run-up to the elections in Turkey next year.

In November he launched an air, artillery, and drone assault on Kurdish cities in Northern Syria. And suggested ground forces would soon follow.

'Payback time,' Turkey's Ministry of National Defense tweeted, announcing the operation against the Kurds who have long been a target of Erdogan's wrath.

Attacking the very forces that are essential U.S. partners in combatting ISIS, and in doing so putting at risk U.S. troops in Syria.

He's been out for revenge at home too.

Just last week, one of Erdogan's political rivals—the popular mayor of

Istanbul—was sentenced to prison for two and a half years.

The charge? Insulting members of the Supreme Electoral Council.

That would be the equivalent of an American being put in jail for two and a half years for insulting some state electoral commission or the Federal Election Commission or any entity as such.

And in case the prison sentence didn't send a clear enough message, the court also imposed a political ban on the mayor.

Erdogan might be using this aggression and repression as a diversion no doubt from the dire failure of his own economy.

He might be doing it out of spite.

Or he might be doing it because he is a thug.

But one thing is clear—the United States must take the Turkish President's actions seriously.

Those who just simply say 'oh, well he's a lot of bluster'—they do so at risk. They said 'Putin was bluster' and we have a war on the European continent.

We need to hold Erdogan accountable for his behavior when he violates international laws, or challenges democratic norms, or allows his forces to commit human rights abuses.

And that's why I'm calling for free and fair elections in Turkey.

I'm asking the international community of democracies to condemn Erdogan's jailing of his political opponent.

I want our allies to use their leverage to try and prevent further incursions into northeastern Syria.

And I'm demanding that Erdogan end all overflights of Greece and pull every last Turkish soldier out of Cyprus.

And I think, given all of this recent behavior, the United States should not be putting F-16 fighter jets in President Erdogan's hands.

That is why, as Chairman of the Senate Foreign Relations Committee, I will not approve any F-16s for Turkey until he halts his campaign of aggression across the entire region.

I'm sure this won't make me many friends in Ankara.

And President Erdogan has criticized me personally—calling me an enemy of the state.

But if standing up to human rights abuses makes me an enemy of Erdogan—if calling out Turkey for arming Azerbaijan and enabling the massacre of innocent Armenian civilians makes me an enemy of Erdogan—if demanding Turkey recognize Greek and Cypriot sovereignty makes me an enemy of Erdogan—then it is a badge I will wear with honor.

And so to my colleagues here in the Senate, I'll close by saying—do not be afraid to stand up for American values in the face of Erdogan's aggression.

To the international community—do not hesitate to hold Turkey accountable for violating international law.

To the citizens living in the shadow of Erdogan's Typhoon missiles—do not forget the United States stands shoulder-to-shoulder with you.

And to those people in Turkey who still hope for a free, democratic future—do not give up.

One day soon, with your bravery, peace and prosperity will return to your homeland.

Madam President I yield the floor.

WINNER: ANALYST CALL/INVESTOR MEETING

“Making Progress in a Time of Change—Address to Annual General Meeting”

By Michel Reinders for Ben van Beurden,
CEO, Shell



Delivered in London, May 24, 2022

Thank you, our shareholders, for joining us today. Some of you are watching us online... and some of you are here with us in London. It is great to have you all with us.

During our annual general meeting one year ago, I told you how excited I was about the future. We had just presented our new strategy called Powering Progress... and our targets to accelerate the transition of our business towards a net-zero emissions business by 2050. The world has changed dramatically since then. The war in Ukraine still appalls me, as I am sure it appalls you.

And added to this humanitarian disaster that has disrupted and destroyed so many lives, people across the world face other urgent challenges. We are all facing the ongoing and urgent challenge of climate change. Some parts of the world are still struggling with Covid. And others are experiencing a cost-of-living crisis.

This cost-of-living crisis is affecting lives. If you ask me what role energy companies should play in helping to solve this crisis, I think the answer is a sustainable, long-term transformation of the energy system. I believe we need policies that ensure energy companies can deliver the oil and gas where it is urgently needed today to rebalance supply and demand... and simultaneously help replace these fossil fuels quickly... but responsibly... with low- and zero-carbon energy. If we want to prevent energy disruptions in the future, we need stable policies that stimulate investments in both today's energy and the energy of the future.

With all this uncertainty and change going on in the world some may wonder whether Powering Progress, our strategy to transform Shell into

a net-zero emissions energy business by 2050, is still the right one. Can our strategy withstand fuel shortages for customers, inflation and extremely volatile commodity prices? Can it cut emissions and continue to create shareholder value at the same time? Can it supply reliable energy to places where it is needed most?

My answer to all these questions is yes, our strategy is still the right one. Precisely because it is designed to cope with change. It is designed to continuously deliver value for shareholders and society... while taking opportunities to grow... and become even more competitive and resilient.

This means we are focusing even more than we did on our customers. It means retraining thousands of our staff in skills that will be needed for the energy transition. And it means radically transforming the company over the next decades. Let me give you some examples of what this means in practice.

To start, last year, we completed one of the most effective reorganisations in our history. We are now operating in a smarter, more customer-focused way with fewer people. We also simplified our share structure and moved Shell's headquarters, including our tax residence, from the Netherlands to the UK. These changes have given the company much more flexibility, which helps us to deliver more value to our shareholders. And I am happy to see that our financial performance over recent quarters has been consistently strong.

But this cannot be the only metric used to judge our investment case.

Apart from creating shareholder value, we must also respect nature by recognising the growing urgency and take action to protect biodiversity, pre-

serve water quality and use resources more efficiently.

We must also power lives... by supplying energy for those who need it most... and by being a diverse and inclusive organisation. In 2021, for example, 47% of all graduates we hired were women. On our Board the percentage of women is 50%. Of all our employees and our senior leadership, around 30% are women. So we are making progress, but we still need to do better.

Another way to judge our investment case is by our readiness for the future. Because the world is changing... and as more people use low and zero-carbon energy, this is also where the customers of the energy sector will be. And as you've heard, this means that for Shell, the energy transition is a great opportunity... as long as we change as well.

And our portfolio is changing. We recently announced the acquisition of Sprng Energy group, one of India's leading renewable power platforms... and won bids for offshore wind in Scotland that will produce enough renewable electricity to power every Scottish household... twice over. In fact, once the Sprng acquisition is completed, we have about 50 gigawatts of renewable generation capacity in operation, under construction and in potential future projects... which would be more than enough to power all households in the UK.

We are also building a comprehensive network of charging points for electric cars. During the last year, we grew our worldwide network by about 50%. And we are making good progress towards our expected average 1-2% a year reduction in oil production to 2030.

For some, of course, we are not moving away from hydrocarbons fast enough. I believe we are. We have set climate targets that we believe are aligned with the more ambitious goal of the Paris Agreement on climate change: to limit the increase in the average global temperature to 1.5°C above pre-industrial levels. Last month, we published a report on how we are delivering on these targets. And today, you get the opportunity to vote on our progress, which I think has been strong.

To start, by the end of 2021, we reduced the absolute emissions from our operations and the energy we use to run them by 18%. This is compared to 2016 on a net basis. Our target is to achieve 50% compared to 2016, by 2030.

Cutting these absolute emissions from our operations is important... but we have another target that is perhaps even more crucial... not just for us, but also for the world... because it also includes the emissions from our customers. This is the target to bring down our net carbon intensity.

By the end of last year, we had reduced our net carbon intensity of the energy products we sell by 2.5 %, also compared with 2016. This means we have met our target to cut 2-3%. This may not sound like a lot, so I want to give you some context. Last year, the world economy experienced a very intensive recovery with a 6% growth in global GDP... a 6% increase in CO₂ emissions... and no reduction in the world's carbon intensity.

So the 2.5 % reduction of our carbon intensity is indeed significant... and this reduction target will quickly become much larger. We have set a target of 9-12% carbon intensity reduction by 2024... a milestone that is tied to our executive pay.

Like I said, this carbon intensity is not just crucial for us, it is also important for the world. I can illustrate this with a single example. Shell sells a lot of aviation fuel. Imagine we decided to stop selling this fuel... imagine we decided to close our kerosene factories, stop supplying to our customers and leave this sector altogether. That would

bring down Shell's absolute emissions from our aviation fuel operations to zero. But would this also help the world to come closer to achieving net-zero emissions. Would fewer planes depart from airports? I don't believe so.

Because if Shell supplied less kerosene, it wouldn't mean that people would fly less. Airlines wouldn't buy less fuel. They'd simply buy it from other fuel companies... and total demand for fossil fuels wouldn't change at all.

Now imagine a second, different scenario... Shell continues to sell aviation fuel... but more and more, the fuel we sell is sustainable... and so we help our customers change the type of energy they use... and lower the CO₂ emissions they produce.

This is what we are doing. And I believe it is the best solution for both our shareholders and society. Because together with our customers in aviation, we are helping to change demand for energy. We are working on ways to help increase the use of low-carbon fuel. And decrease carbon emissions from this sector.

In Rotterdam in the Netherlands, we took a final investment decision last year to build an 820,000-tonnes-a-year biofuels facility. This will be among the largest in Europe producing sustainable aviation fuel and renewable diesel made from waste and certified sustainable vegetable oils.

This sustainable aviation fuel will not replace all kerosene in the world in the next few years. But it will help the sector move away from kerosene... it will start to help lower emissions from aviation as a whole... and it will bring down the carbon intensity of the energy products Shell sells.

That is the difference between helping to reduce the intensity of emissions by gradually improving the energy use of an entire sector... or letting go of customers in this sector altogether and leaving it for someone else to deal with. It is the difference between walking away from a problem or stepping up to be part of the solution. Shell intends to be part of the solution. We are stepping up.

We are working with all sectors that use a lot of energy and need help from energy companies with expertise and experience to find a path to net-zero emissions. And aviation is a good example of one of these sectors. In the same way, we are working together with our customers in shipping, heavy-duty road transport, industry and the production of chemicals.

We are investing in technologies that help these sectors find their own paths to net-zero emissions. These paths include, beyond the biofuels I just mentioned, wind and solar power, hydrogen, carbon capture and storage and ways to offset emissions by planting trees and preserving nature. In this way, apart from bringing down our own emissions, we also help our customers to adapt.

That brings me back to our strategy, Powering Progress. It was designed to respond to changing circumstances... without losing sight of our targets and goals. It factors in the different ways in which energy makes a difference. And in doing so, our strategy helps us to deliver a secure supply of reliable and sustainable energy across the world.

That's a tall order. And we will not shy away from it. But no company can do this in isolation. We will continue to work with our customers... with governments... and with you, our shareholders. We need your support.

Last year during the AGM, you overwhelmingly supported our Powering Progress strategy and our plans to transform Shell into a net-zero emissions business both purposefully and profitably.

Today, the vote is about the progress we have made in the past 12 months. I think this progress was strong. Especially when you consider that according to the International Energy Agency, almost all activities in the global economy produced more carbon emissions in 2021 compared to 2020.

Just try to think of a sector that succeeded in reducing emissions... Power generation did not. Industry did not. Transport did not... Emissions from these sectors all went up in 2021.

So our progress in the energy transition is ahead of what we see in most sectors using energy... and what's more, we achieved this progress profitably. Our strategy, in short, is working. So I ask you, our shareholders, to vote in support of the progress we have made in the last 12 months... and not to vote for the resolution from Follow This.

The Follow This resolution calls for targets that would conflict with the Shell strategy that so many of you agree with. In fact, the resolution could be harmful to that strategy. The Follow This resolution proposes targets that go much further than even the most progressive pathways to net zero in our sector, for example the pathways of the Intergovernmental Panel on Climate Change and the International Energy Agency.

What's more, these IPCC and IEA pathways include actions by all parts of society. Follow This suggests we should reach these targets on our own, which is unrealistic for Shell as a single company to achieve.

Most significantly, the Follow This resolution focuses solely on changing the supply of energy. This approach would mean we would have to abandon our customers and shrink our business. This is fundamentally different to Shell's energy transition strategy... as you hopefully took from the example I gave about Shell's role in helping aviation reduce emissions.

We believe that a dramatic change in demand for energy is just as critical as the required changes to supply for the energy transition to take place. And this means working together with gov-

ernments... society and... crucially... our customers.

So in short, the Follow This resolution is unrealistic... it would not help reduce the world's carbon emissions... and it is not in the best interest of you, our shareholders.

So today, we ask you to vote in support of the progress we have made in the last 12 months... and not to vote for a change in our strategy by pursuing misguided targets for our company as suggested by Follow This. Because I believe we have made significant progress. We are reinforcing Shell to deliver a secure supply of energy in the places where it is needed most. We are changing into a net-zero emissions business by 2050. And we are strengthening Shell as a business for today... and the future. Thank you.

WINNER: AWARD ACCEPTANCE

"Remembering Wendy"

By Bill Bryant for Leslie Hale,
President and CEO, RLJ Lodging Trust



Delivered in New York City, Nov. 21, 2022

All I ever wanted was to be like Wendy.

Growing up on the tough streets of South-Central Los Angeles, I wanted to be the fierce competitor my sister was.

Wondering if I was out of my league when I arrived at Howard University, I longed for Wendy's grit.

Finding myself in charge of a business where people needed direction, I beseeched Wendy's natural leadership abilities.

As you heard my mother say, she was "special."

It's been nearly 20 years, but the feeling I had the day Wendy passed away has never left. I remember feeling helpless while she was in the hospital... calling on her last breaths of resilience.

I remember feeling bewildered. How could I not know how lupus

could nibble away and then devour a robust life?

The answer to that question hits at the simple truth of this disease—it's complicated. It's unpredictable and mysterious. As difficult to diagnose and as challenging to treat as it is hard to live with.

Scientists and doctors know that some trigger is required for lupus to manifest in a human body. A viral infection... exposure to a chemical or drug... complications associated with childbirth... excessive stress.

But there was no red flag to alert us to what was coming for Wendy... or for our family. Her absence left a hole in our lives that we peer into every day. But this organization—and all of you—have given purpose to our pain. And tonight, for the first time, give purpose to our loss.

On behalf of my family—my parents, my husband, our children, my sister, Wendy's three beautiful daughters, Krystalyn, Autumn and Jackie—thank for your unwavering love and support.

Thank you, Jennifer and Art, for this opportunity and your kind and moving words. And thank all of you for all you do as vital foot soldiers in this fight. Because of your very generous contributions, more than \$3.9 million dollars have been raised to continue LRA's critical work.

My gratitude also extends to my co-chairs, Jennifer, Tom and Debbie. To my colleagues... and all our partners who support the RLJ Trust, for rallying for the cause in true RLJ fashion. And for my very dear friends, from all parts of my life, for your generosity and support, there are no words to express my appreciation and profound gratitude.

I know many of you are familiar with lupus from your association with LRA. Maybe you've had a friend or loved one touched by its cruel hand.

Tonight, along with others you have heard from, our job is to make you even more familiar. So aware of the widespread devastation of lupus that you feel compelled to act.

Because by telling stories, Wendy's story and thousands more, we help people understand the insidious nature of this disease ... and the need for ongoing vigilance in the fight for a cure.

As you know, lupus predominantly affects women of color. It is three times more common in Black women than in white women. It is also more common among Hispanic, Asian and Native American women.

Lupus robs women of their health in the prime of their lives. Some as young teens, many as young adults. Before they have had a chance to nurture a family or mold a career.

The medical community considers lupus one of the most enigmatic of all diseases. Its potential is often underestimated because its symptoms can

believe its severity. And then it's too late. That's the way it was for us.

And that's why we need to spread the word beyond those attending and tuning into tonight's Breakthrough Gala.

That awareness also needs to flow into communities where its most likely victims are the backbones of families and at the center of cultural, social and economic vitality.

Awareness is the first step that motivates communities and support organizations to be more alert to warning signs and the message they are trying to communicate.

Awareness is also the first step that encourages the importance—especially among people of color—of participating in clinical trials.

And, of course, awareness is the first step that engages us to open our hearts and tugs at our generosity.

Sadly, diseases that fall within the health disparities that characterize lupus often do not receive the funding they need. Tonight, you've heard about the gains that LRA has made in efforts to free the world of lupus through the power of science. Lab breakthroughs

... clinical trials leading to new medications, treatments and potential therapies. All products of the \$220 million dollars LRA has invested in lupus research since its inception.

Sadly, it has not been enough. A cure still eludes us. So, we must do more.

For me, supporting the LRA will be one of the most significant things I will do in my lifetime. Joining this fight has given me the opportunity to spread the awareness to others that I lacked when I needed it most.

But anyone who knows me, knows that I've never been good at asking for help. In our family, independence and determination were table stakes.

But on this subject, I have not been bashful about asking for your help. And tonight, with memories of my sister refreshed in my mind, my resolve and audacity are emboldened.

Thank you all for this great honor.

Wendy, I hope you're proud of me. Not for anything I might have accomplished, but for the person I became by looking up to you.

Thank you.

WINNER: COMMEMORATIVE SPEECH

“POW/MIA Recognition Day: Always and Never”

By Elizabeth Powell for General Daniel Hokanson,
Chief, National Guard Bureau



Delivered at the Pentagon,
Arlington, Virginia, Sept. 16, 2022

Secretary Austin, Ambassadors of our partner nations, DoD leaders, and our distinguished guests—

Today, we honor and observe POW/MIA Recognition Day.

We ache with the absence of those who remain missing.

We wrap our arms around the families who bear the burden of dark and heavy questions.

We find strength in our international partners, and our shared humanity, for this solemn mission.

We seek solace in the tireless efforts of compassionate professionals and service organizations, who refuse to rest until every American comes home.

But more than that, we grapple with the concepts of always and never, and the murky spaces in between.

“Always” stretches beyond time—it is a promise that transcends death.

“Never” is also a promise—it is definitive, final, and unmoving.

In the murky spaces in between are the timeless questions. What are the limits of human endurance? Where can we find peace? Who can bear the weight of agonizing uncertainty? How long can hope survive?

My family grappled with these questions in November 1967, when they received word my uncle was missing in action after his infantry company was overrun during the battle of Dak To in Vietnam.

For the families in this room, and more than 81,000 families still awaiting answers, the questions stretch across months, years, and decades—some, even the better part of a century. Sometimes the answer is the happiest one—your loved one is alive, and coming home to you.

Sometimes, the answer is nothing but bitter grief. But sometimes, our

loved ones remain missing, denying us the promise of “always” and “never.” These are the service members and families we honor today.

But our Nation has made a promise—if you pledge your life to our Nation, if you pledge your life to the Constitution, we will not leave you behind. We will never leave you behind. And that is why we continue the search—unyielding, relentless, across distance and time—to keep our promise. Always.

1st LT James E. Wright, from Lumber Bridge, North Carolina, cared about others. His family described him as handsome and kind, and deeply committed to his community.

He began his military service as a member of L Company, 120th Infantry Regiment—which is today part of the 30th Armored Brigade Combat Team of the North Carolina National Guard.

He transferred to the 11th Infantry Regiment, 5th Infantry Division in 1942—which is how he ended up on the banks of the Moselle River in France in early September 1944. His regiment crossed the river and took up position in the woods, but after sustaining heavy losses, they were forced to pull back.

A few Soldiers stayed behind to search for the wounded and the missing, remembering their promise to leave no one behind. LT Wright was one of those Soldiers.

After rescuing three wounded Soldiers on the German-occupied side of the river, LT Wright crossed the river one more time. He was never seen again.

Except “never” wasn’t “never.”

Last year, 77 years after his death along the Moselle, LT Wright came home. After an anonymous burial in the Luxembourg American cemetery... after research by the 7th Armored

Division Association...after his remains were sent to the POW/MIA Accounting Agency Laboratory...after generations of questions in the murky space between...LT Wright came home to Lumber Bridge.

He is buried at the Oakdale Cemetery—in the community he loved, and nearly in sight of the home where his family waited for his return.

Nearly 4,300 miles away, LT Wright’s name is still on the Walls of the Missing at the Epinal American Cemetery in France. But now, next to his name is a rosette—a symbol the missing has been found.

And that brings us to the promise of always and never—a concept that is never far from those who serve our Nation, but one we bring to the fore on POW/MIA Remembrance Day.

Love is always. Family is always. Duty, service and honor—they are always.

My family’s news in 1967 was bitter-sweet. Uncle Steve’s battalion of 330 sky soldiers suffered 95 killed and 87 wounded at Dak To. After his company was overrun, Steve hid in the North Vietnamese occupied area caring for his best friend Robert Bly, who was severely wounded. When U.S. forces retook the area, Steve was found alive, next to the body of his best friend. Our family received the good news, Robert Bly’s family did not. But their son’s name lives on in my uncle’s first born son: my cousin, Robert Bly Hokanson.

Because of love, because of family, and because of duty, service and honor, we never leave our fellow service members behind. We never let their memory fade. We never give up hope. We never give up the search.

We always remember. We never forget. And we will never rest until every last American comes home.

WINNER: COMMENCEMENT/CONVOCATION ADDRESS

“Three Lessons from Five Years”

By Daniel Notman for Linda A. Livingstone,
President, Baylor University



Delivered at Baylor University,
Waco, Texas, Aug. 13, 2022

Albert Einstein once said, “Intellectual growth should commence at birth and cease only at death.” Today, we celebrate a milestone of your intellectual growth. And it is a milestone you should be very proud of! You worked hard and committed yourself to your studies to get to this point.

This summer marks five years since I began serving as Baylor’s president, and this milestone has been a marker of growth and learning for me. Recently, I have been reflecting on the events of the last 5 years, many of which we experienced together.

Some of those experiences were high points, such as becoming a Research 1 university and winning our first ever men’s basketball national championship! We’ve also experienced some low points, including the many challenges of the pandemic and, more recently, the loss of our beloved bear, Joy. Through the highs and lows, we’ve experienced the remarkable resilience and perseverance of the Baylor family.

Today, I thought I would share with you three lessons that have been especially important for me over the last five years. And I hope that they will benefit you as you begin the next stage of your journey.

First, I want to encourage you, when faced with a challenge, rise to the occasion. During your time at Baylor, you’ve had to adapt to many things. Maybe you changed your major (one or twice or three times!) Maybe you had to retake a class or two along the way. But you did what it took to complete your degree. You rose to the occasion.

One of the players on our football team exemplifies what it means to rise to the occasion. But he wasn’t one of the team’s big-name recruits. In fact, he wasn’t recruited at all; he walked on

to the team. During his first season of eligibility, he “redshirted” and didn’t play in any games. And, in his first season actually playing for Baylor, we only won one game.

As the Bears rebuilt over the next four years, this player developed a reputation as one of the team’s hardest workers. Coach Aranda has said this player would go “full throttle” during Monday practices, even while other players treated those practices like a walkthrough. After years of grinding through practices with little playing time, he started the last four games of last year’s season.

And at the Big XII Championship against Oklahoma State, with only seconds left on the clock, Jairon McVea sprinted and tackled OSU’s running back inches shy of the pylon in the corner of the endzone. McVea’s play (now fondly known as “the McPlay,”) clinched victory for Baylor, a Big 12 Championship, and a berth in the Sugar Bowl. Take a look. [show video]

That will go down as one of the biggest moments in the history of Baylor Athletics.

I have to show you one more picture of Jairon. [Show picture with Bob Bowlsby]

Here he is photobombing me and former Big 12 Commissioner Bob Bowlsby after our Sugar Bowl win. You have to love not only his athletic abilities but also his sense of humor!

When asked about the play, Jairon said matter-of-factly, “I saw the ball and I said, ‘I have to run this guy down.’” He rose to the occasion. Hebrews 12:1 says, “[...] let us throw off everything that hinders and the sin that so easily entangles and let us run with perseverance the race marked out for us.”

As you run the race marked out for you, rise to the occasion to complete what’s ahead of you. Maybe you’ll have to adapt to a culture that is unfamiliar to you. Maybe your supervisor will ask you to learn something outside of your skillset. Your time at Baylor has prepared you to handle whatever is thrown at you. As you rise to the occasion, you’ll become a tremendous asset to those you work with. And you’ll learn that you’re capable of more than you knew!

My second encouragement for you is to lean on your community. Each one of you has worked diligently to make it to graduation today. But there’s also a whole community of people who helped you reach this moment. There are your professors, who taught you day after day, gave you feedback on your work, and were active participants in your education.

There are your friends, who helped and encouraged you, and who built lifelong memories with you. And, of course, there is your family, who has supported you since the day you were born. Many of them helped you move in at Baylor several years ago and are here again to see you at the finish line. As we celebrate your achievement, it’s only fitting that we recognize the community that helped you graduate today.

Students, would you stand and thank your family, friends, and faculty by giving them a round of applause? [motion for students to stand, applaud]

As you take the next step in your journey, don’t forget about the relationships you’ve built at Baylor. They may impact you well beyond your college years.

Ten years ago, here at the Ferrell Center, a young woman named Brit-tany Tucker celebrated her gradua-

tion with a bachelor's degree in choral music. Earning her degree had been an uphill battle for Brittany; during her second semester, she became so sick that she had to withdraw from school. She found out she had a kidney disease caused by lupus.

When Brittany returned to Baylor, she became friends with another student named Daphne. They met playing cards in the SUB, and their friendship grew as they participated together in the Heavenly Voices Gospel Choir, Impact Step Team, and All-University Sing.

After graduation, Brittany began her first year of teaching in Dallas, while Daphne moved to Atlanta to complete a dual graduate degree.

But Brittany's health deteriorated that fall. Within two years of graduating, Brittany's doctor told her to start dialysis and look for a kidney donor.

The Baylor family stepped up. Daphne was quick to volunteer and was the first to be tested for a match—and she was, indeed, a match.

In the middle of her dual-degree program, Daphne flew 781 miles to Dallas to undergo surgery and give her kidney to Brittany.

[insert post-surgery picture of Brittany and Daphne]

The surgery was a success, and, today, Brittany is healthy and still teaching music. In fact, when we reached out to Brittany and Daphne last week, they had just finished taking a cruise together!

[Insert picture of Brittany and Daphne from their cruise]

This is just one of four stories we know of in the last 13 years of one Baylor alum donating a kidney to another Baylor alum. In most of these instances, they were friends who made memories together at Baylor and now share a life-giving and lifelong bond.

As you enter the next phase of your life, rely on your community. Let them support you and care for you. Let them challenge you and speak into your life. And get involved in their lives, too.

And as you make new friends, don't forget about the relationships you've built here at Baylor!

Finally, I want to encourage you to anchor yourself in hope during challenging times.

When I arrived at Baylor in June 2017, I received a lot of letters:

Letters of congratulations

Letters of advice (lots of letters of advice!)

And letters of hurt and anger. (I returned to Baylor during a particularly challenging time in our university's history, when many people had lost trust in Baylor.)

One of the letters I received in that last category came from a woman with deep affection for Baylor. She was an alum, married to a Baylor alum, with many alums in her family who were deeply engaged with Baylor. But because of her grief over what had transpired, she didn't know if she could recommend that people send their children to Baylor. She used phrases like "I am sickened," and "I remain furious." She even said, "I am ashamed to wear anything that even says 'Baylor' on it in public."

Reading her letter left me profoundly humbled and with an enormous sense of responsibility to heal and restore that trust over time. I responded to the letter and sent along a Baylor shirt—sharing, among other things, that I hoped she would someday trust Baylor again and be able to wear her Baylor clothes with pride.

Maybe you felt hopeless at some point over the last few years: Fearful that the pandemic would never end or worried that you would never finish your degree or land a job. In times of discouragement, I often have to tell myself to keep hope alive.

Fast forward from summer 2017 to March 2019. The First Gent and I were in Kansas City for the Men's Big 12 Basketball tournament.

We had lunch one day with an alum and one of his sons at a local BBQ spot. During lunch, the alum asked me, "Do you remember the letter you received from a woman who said she could never wear her Baylor clothes again?"

"Yes," I said, "that letter had a huge impact on me." [pause] "That was my

wife!" he exclaimed. [pause] I had not made the connection and had no idea it was the same family!

He shared that his wife was now wearing her Baylor clothes again and was proud to share that she went to Baylor.

[Insert pic of crowd.]

In fact, she and her husband proudly attended the Sugar Bowl, just like these celebrating students did! We had re-earned her trust.

And she's not the only one! Just last week, a global research firm named Morning Consult released a study measuring the public view of trust in universities across the country. The study named Baylor one of the ten Most Trusted Universities in the US. [Put up Morning Consult picture]

Isn't that remarkable! We've gone from alumni who won't wear their Baylor clothing to being among the most trusted universities in America. Psalm 130:7 says, "[...] put your hope in the Lord [...] with him is redemption in abundance." God's love can always redeem and heal broken institutions and broken people if we let it.

So, when an unexpected curveball derails your future plans or you're tempted to despair, anchor yourself in hope. Having hope isn't being idealistic or impractical. It's relying on God's proven history of faithfulness, mercy, and grace. And it's recognizing that, even when times are tough, God is working in ways we may not realize.

As you graduate today and begin a new, exciting chapter in your life, I encourage you:

Rise to the occasion.

Rely on your community.

And anchor yourself in hope.

And, I can't end without giving you one other piece of advice from my first five years—from 1 Thessalonians 5:17—"Pray without ceasing."

Prayer teaches me to persevere to accomplish what's ahead of me. It teaches me to rely on my relationships, especially with God. And it anchors me in hope. As you go, I pray this blessing over you:

May God "strengthen you with

all power according to his glorious might” (Colossians 1:11) so that you can persevere in accomplishing your goals.

May you sharpen one another as iron sharpens iron (Proverbs 27:17) and bear one another’s burdens (Galatians 6:2) in community,

And may you “overflow with hope by the power of the Holy Spirit” (Romans 15:13).

Congratulations, class of 2022!

WINNER: CRISIS COMMUNICATION

“Commissioner Johansson’s Speech to the European Parliament on the Impact of the War Against Ukraine on Women”

By Martin Mevius for Ylva Johansson,
EU Commissioner for Home Affairs



Delivered in Strasbourg, France, May 5, 2022

Dear President, honourable Members.

Russia is not only waging war against Ukraine.

Russia is waging war against women.

There are increasing and credible reports of Russian soldiers raping women, women and girls as young as 10 and as old as 78.

Rape as a weapon of war.

Violating women’s bodies to break the spirit of a people.

Rape is a crime against women, a war crime, a crime against humanity.

So I welcome the resolution of the Committee on Women’s Rights and Gender Equality condemning sexual violence.

You ask: How can we investigate these crimes?

I say: We must leave no stone unturned to punish the perpetrators.

The EU supports investigations by the Ukrainian authorities, the Member States and the International Criminal Court.

Eurojust opened a case, and supports a Joint Investigation Team. We proposed to boost Eurojust’s capabilities to handle evidence of war crimes.

You ask: How can we support victims of rape?

And I say: We must do everything in our power to help the victims.

Can you imagine the trauma? Russian soldiers come into your yard. They kill your husband who tries to

protect you and they rape you, one after the other? They invade your country, they invade your home, they invade your body?

The Temporary Protective Directive is very clear: Member States need to provide medical help, also psychological help.

And can you imagine you are pregnant by your rapist?

Like 9 out of 25 women, systematically raped in a basement in Bucha.

Let me tell you something I feel very strongly about: Women who suffered rape and sexual violence need to have access to safe abortions and sexual and reproductive health treatments, immediately and unconditionally, and any other specialised care they need.

That is what I call Standing with Ukrainian Women.

With Member States we will donate emergency contraception pills, and civil society organisations are doing a fantastic job helping these women. They deserve our thanks and support.

And yesterday I had the opportunity to discuss exactly this issue—the topic of how to support women, victims of rape in Ukraine—with Olha Stefanishyna, Deputy Prime Minister of Ukraine. And we are discussing how we can join efforts in this aspect.

You also ask: What are we doing to prevent and fight trafficking of women and children?

I raised this issue from the first day of war.

A few weeks ago I presented to this House the decisive action we are taking. Europol has set up a special task force and yesterday, together with EU anti-trafficking coordinator Diane Schmitt, I presented the Common Anti-Trafficking Plan to the solidarity platform—where we coordinate efforts to help refugees.

And next week, the solidarity platform will endorse this plan to raise awareness, to boost prevention, investigation and prosecution, early identification and support victims.

You ask: How do we support women once they are safely in Europe?

And I say: By putting in practice the Temporary Protection Directive, helping women with healthcare and housing and schools and with jobs.

By helping with childcare—as outlined in the Child Guarantee and the Strategy on Rights of the Child—and with a new European talent pool pilot initiative to match women’s qualifications and skills with employers across Europe.

Honourable Members.

When I think of the women of Ukraine, I think of the old lady who—on the first day of the war—walked up to a Russian soldier twice her size.

She gave him some sunflower seeds and said: Put these in your pockets so they will grow where you die.

Let her strength inspire us to do everything we can to support the amazing women of Ukraine.

WINNER: DEDICATION/GROUNDBREAKING CEREMONY SPEECH

"The Story Written on Our Walls"

By Chris Moran for Scott Angle,
Senior Vice President for Agriculture and Natural Resources,
University of Florida Institute of Food and Agricultural Sciences



Delivered in Homestead, Florida, Nov. 5, 2022

This is a historic day for TREC, for UF/IFAS and for the land-grant mission. We honor Dr. Pauline Lawrence's half-century journey as a pioneer, professor and philanthropist. With today's naming, we take an important step forward on UF/IFAS's journey toward becoming a more inclusive institution.

Today reminds us that that although we have long fallen short, we can live up to the land-grant's ideal of being truly a people's university. One of the ways we can do that is through the stories we tell about ourselves, written in part on building walls, making ALL students feel like they're part of this story and that they are welcome here.

We're inspired to do this work because Dr. Lawrence has chosen to do this work for 53 years. We were really still in the infancy of integration when Pauline Lawrence arrived in Gainesville in 1969 and Homestead in 1973. UF had admitted its first Black student only 11 years before.

Having a house here at TREC for the young Pauline Lawrence made all the difference. She was a foreign student on her own who couldn't afford Miami-area housing prices even 50 years ago. Having affordable housing right here meant she had money for food, the Laundromat, and other living expenses. She could be near her research.

And, I think it's important to say, she could be safe from all the hazards a young woman of her age and time may have been subject to had she lived outside the protective cocoon of an isolated research station.

She also had a mentor who made the house and the station home. Professor Richard Baranowski and his family had Lawrence over to their home for dinner and regularly checked on how she was doing, not just what she was doing.

Making it possible for Pauline Lawrence to become the first Black female entomology graduate student and first female to live and study at TREC was the right thing to do. It was also, from the point of view of the advancement of science, the smart thing to do.

Had Lawrence not studied here, she likely would not have joined our faculty. She may not have discovered a virus in wasps that destroys the immune system of fruit fly pests and has led to their use as one of the world's most effective biological control agents for (tuh-FRIT-id) tephritid fruit flies. She would not have attracted millions of dollars in NSF and USDA funding to UF/IFAS that advanced the basic science that underpins pest control and promoted the careers of numerous undergraduate and graduate students and postdoctoral associates.

And she would not be in the position she's in today as benefactor and philanthropist, who along with her husband, Professor Carlton Davis, established a scholarship fund nearly 20 years ago. Today we celebrate her latest act of paying it forward, the anchor donation that will make it possible for generations of students to have a place to live, study and pursue their dreams.

Someone else helped make today possible. Gilly Evans inspired Dr. Lawrence with his vision of what this

center can be. He, too, is a pioneer, not only as the first economist to lead an REC but also as the first Black person to sit on the UF/IFAS Administrative Council.

And until today, none of the 1,300 buildings at IFAS, and not a single one of more than 2,000 buildings at the University of Florida, had ever been named for an African-American.

160 years after Lincoln signed the Morrill Act, 116 years after UF opened in Gainesville, 64 years after Black students were admitted, we finally acknowledge in brick and mortar, not in lip service, the contributions of an African-American in building our university into the world-class institution it has become.

The naming of a dorm doesn't expiate our past exclusion. But it does inspire us to do better. The symbolism of today's ceremony matters, because it reminds us of our higher purpose.

The real change, though, has to be in each of us, in our hearts. We need to be more welcoming like Richard Baranowski and his family and more determined like Pauline Lawrence. We need to find more Pauline Lawrences, hire them, support them, invite them into the scientific community.

The Pauline O. Lawrence Student Residence is now a permanent reminder that when we extend opportunity to previously excluded people, all of us are better for it.

So, my thanks to you, Dr. Lawrence, not only for your support for TREC and for students, but for helping the university get a little closer to living up to its professed ideals.

WINNER: EMPLOYEE MEETING

“Listening, Learning and Leading”

By Amanda Todd for Jennifer Mnookin,
Chancellor, University of Wisconsin-Madison



Delivered at Union South-Varsity Hall,
Madison, Wisconsin, Nov. 9, 2022

Thank you Lynn for that kind introduction, and hello everyone!

Show of hands: How many of you are doing your job exactly the same way you were doing it before the pandemic? Not seeing many hands...

I know that many of you are juggling new responsibilities at work and at home ... handling increased workloads with fewer staff ... managing a hybrid workforce ... and just dealing with a lot of change.

And you care enough about growing as leaders on this campus to carve out this time to be here—that says a lot. I want to thank the Office of Human Resources, Learning & Talent Development section for bringing us together today.

I hope you'll walk out of those doors five hours from now feeling energized, inspired and ready to build on your current programs or try something new.

A whirlwind introduction to UW

I've been here at UW-Madison for three months, and it's been a whirlwind.

When I took this job, I knew the *university* as a place committed to engaging with problems out in the world ... a place committed to educational excellence ... and a place dedicated to public service, with a research enterprise that's broad, deep, and truly outstanding.

And I knew *Wisconsin* as a place that managed to create and nourish this amazing university while being ... quite average in terms of population and income. By those standards, this state should have a 'pretty good' university. Instead, it has a great one.

Every one of you contributes to that in many ways, including by creating environments where people can be their best creative selves—which I consider essential for any good leader to do.

Also essential is listening and learning. I didn't arrive here with a five-point plan in my back pocket. The vision and plan for the university's next chapter has to be *collective*. And it has to build on the university's strengths while also focusing on the places where we might have opportunities to do something different.

I'd like to invite each of you to send me your thoughts and ideas. I'll give you a QR code at the end that will take you to a couple of questions about what you see as the precious parts of our DNA that we need to preserve, and where we might have room to grow.

This moment in higher education and what it requires of us.

This is a really timely conference.

Higher education in this country—and particularly *public* higher education—is facing enormous challenges, and we badly need leaders with vision and purpose who are interested in solving problems.

Here at UW, some of the challenges we face are financial, and others go to the heart of who we are as a university.

Financial challenges

We're educating more students than at any time in our history, while also responding to pressing needs in our state and across the country and the world for knowledge and innovation as we deal with really complex problems like pandemics and climate change.

And we're squeezed (like so many *families*) between rising costs on the one hand, and shrinking revenues on the other.

- Our tuition has been frozen for nearly a decade
- State investment in the university over the past 20 years has declined

significantly—today, state dollars account for only about 15% of our revenues.

- And our costs aren't frozen! To remain a top university, we have to attract and retain great people. Which means paying competitive wages ... investing in our programs and facilities ... and providing scholarships that allow us to compete nationally for top students—particularly students of color.

Existential challenges

At the same time, we're in a world where the public's view of our value is changing dramatically.

Support for higher education in this country has historically been strongly bipartisan. Not anymore.

A decade ago, nearly $\frac{3}{4}$ of U.S. adults in a national poll agreed that college is very important ... now, only half do.

Did anyone see Nate Silver when he was here a couple of weeks ago? I was sorry to miss him!

His organization, FiveThirtyEight, has a new poll of 1,800 likely voters shows the deep partisan divide that's opened up:

- While 70% of Democrats agreed that a college education is the best way to get ahead in the U.S., just 37% of Republicans did.
- And more than 80% of Republicans agreed that most college professors teach liberal propaganda, compared to 17% of Democrats.

We've seen some of the effects of this partisan mistrust in efforts by lawmakers to restrict what we're allowed to teach. Fortunately those have failed, but they've succeeded in other states, and they're nearly certain to re-surface here in Wisconsin.

We must be able to teach and conduct research without political interference, so we can prepare students to think critically—and that’s not just vital to us; it’s vital to our democracy. This country won’t remain a global leader in innovation without a highly educated citizenry.

That’s one of the reasons it’s so important that we hold fast to the values that have made great universities like UW-Madison a beacon for scholars from all over the world—freedom of speech and academic freedom.

We have to be a place where *any* idea can be explored and discussed—and where people can talk across difference without becoming unmoored.

That’s not easy! And I want to thank those of you who are faculty and instructional staff work who work hard to create those spaces for robust discussion.

And at a time when we’re starting to see the fruits of many years of hard work (including by many of you in this room) to make this campus more diverse, inclusive, and welcoming, we’re now awaiting decisions from the U.S. Supreme Court in two cases that could make it illegal for us to consider race in hiring and admissions.

All of which makes this a defining moment for every person on this campus who hopes to grow as a leader—including every one of you.

I want to share a story about my own leadership journey and some of the qualities I think leadership requires—but first, I’d like to learn a bit more about you.

Audience poll

If you’d take out your phones and scan this QR code, you’ll see my first question.

Question 1: What is your current role here at UW? (live poll—bar graph)

- Faculty
- Academic staff
- University staff
- Student
- Not affiliated—I’m a community member

<<comment on results>>

Question 2: How long have you worked here, whether in your current job or in other positions? (live poll—bar graph)

• Less than 1 year (anyone been here less than 3 months? You’ve got me beat!)

- 1-2 years
- 2-5 years
- 5-10 years
- 10-20 years
- More than 20 years

<<comment on results>>

Where are the ‘less-than-one-year’ folks? Let’s give them a round of applause! How about the ‘more-than-20s?’ Applause!

Every institution needs a mix of new people who bring fresh ideas and different ways of looking at problems, and people with deep institutional knowledge who know where the roadblocks are and understand who needs to be at the table to move something forward.

Question 3: In 3 words (or fewer) tell me what comes to mind when you think of the traits a great leader should possess. (Word cloud)

<<comment on results>>

ALL leaders need certain things—a sense of purpose and commitment to the university’s mission ... credibility ... a willingness to listen and learn ... and an ability to work collaboratively.

But beyond that, there’s no one way to be a leader—and these responses show that.

Leadership takes self-reflection. You need to figure out how to be your authentic self while *also* moving an enterprise forward in ways that produce positive change.

Here’s one other thing your word cloud suggested: Good leaders are collaborative. They invite people into a journey to explore what is possible, rather than issuing orders.

Collaboration

There’s a saying that you might have heard: If you want to go fast, go alone. But if you want to go far, go together. I think that most success happens

through collaboration—especially when you bring people on board whose perspectives are different from yours and you commit to compromising where that makes sense.

When I was Dean of UCLA Law School, we were starting a new program that was controversial. People were excited, but also worried. Would this be a good investment? Were we taking people down a path that wouldn’t turn out to be what we’d hoped for?

We took a vote, and there was a majority but not a super majority. Our voting rules didn’t require a super majority, but I decided to pause and spend some time engaging with the critics of this program. We created a small task force on which the critics had a substantial voice. My vice-dean wasn’t happy about this; he thought, we have the votes, let’s move forward. But the pause didn’t take long—it delayed us by about two months. It let us make some tweaks to what we were planning to do, which ultimately strengthened the program, and most importantly it allowed the critics to feel heard.

When we came back to take another vote, a few people had changed their minds. We still didn’t have a super majority, but an interesting thing happened. People who planned to vote NO came up to me and said “I’m still against this, but I get that we’re moving forward and I’m not really that opposed—I’m just still worried and I want my vote to reflect that.”

So we were in a very different place. The program sailed through. Fast forward a few years, and now some of the ‘no’ votes are playing an important role in the process and feeling really good about it.

But a note of caution I want you all to hear:

Universities can sometimes take this *way too far* with an ‘infinite engagement’ around things that means we never actually get something done. A balanced approach to decisionmaking can’t be an excuse to leave things in permanent limbo or expect other people to get things over the finish line.

So how do you accomplish what you need to accomplish?

Lessons in leadership

First you need to decide when to lead from the front and when to lead from the back.

Some of the my proudest accomplishments at UCLA were initiatives in which I stayed in the back and let others be in front. But I've also had times when I've seen that, to get something done, I needed to be at the front of the room saying, *this matters*. And then I've had times when I've migrated to that position as I've watched a process unfold.

When I was dean of the law school at UCLA, there was a proposal on the table for a major change in the way we evaluated students. Two camps formed: Camp One was strongly in favor of dramatic change; Camp Two was strongly in favor of maintaining the current system.

I initially thought I'd lead from the back. I wanted this to be a faculty-run process where I wouldn't take a position. But it wasn't working. And because the issue was important enough to me, and I felt we were on the cusp of something, I decided to move from quietly guiding the process to being out front, telling people "I feel strongly that we need to do this, and here's why".

I tried to make people feel heard, and we ultimately got to the right place.

When you're leading from the front or the back, you will have times when your role will be to recognize that the path forward has become overgrown with issues that are pulling people off track, and you need to clear away the underbrush so everyone can see where they're going.

At other times, you will need to plant new seeds, to add nuance or complexity when a situation has been over-simplified and nobody's looking around corners.

My leadership style is 'yin-yang'. I have a tendency, when everyone's

marching forward without looking around corners to say: "Wait a minute. This is a step more complex that it appears." By contrast, when it feels like there are a thousand things on the table and it's so messy and complicated that we can't get anything done, I have a tendency to say: "Hold on. That's all true BUT let's focus on this one thing."

Returning to our quiz ...

Question 4: Imagine you're receiving a lifetime achievement award—what do you most want to be known for? (short answer)

To put it another way, what contribution as a leader at this university would you like to be remembered for?

>>comment on results<< *Kindness, compassion, effectiveness, innovation... somebody wants to be a sports executive... ensuring people feel seen. I really love the person who said, 'lifting as I climb' ... And yes, 'She got '@#\$\$%' done' is an excellent one too.*

I'd like each of you to make note of how you answered this question, and every now and then reflect on what you've written and how you think about your own leadership and whether your priorities have changed.

For me, I want to be known as a leader who trusts the people I work with, and who can be a decider and make hard decisions, but who can also be a brainstorming partner.

And I want to be known as a leader who creates the lanes by which *others* can bring their creativity and talents to fruition.

To do that, you have to know something about your employees' abilities and aspirations. And you *also* have to being willing to engage in some self-reflection.

The comedian Sheng Wang observed in one of his Netflix specials that

Diamonds are forever ... but so is a plastic bag.

We all have different ways of viewing the world and the things the person who reports to you might value may be very different from the things you value.

I want to invite you to think about (for yourself as well as your

employees) what you really care about—what are your 'diamonds'? And what is not of great value to you? What are your plastic bags?

A 'someday' thing

I also want to encourage you to lean in to leadership. How many people here have never felt imposter syndrome? I dare you to raise your hand! We've all felt that—we've all had moments when we've thought, "I'm not ready for this".

That's absolutely normal, and it's really important that you not always listen to that voice. Just because you don't have all the answers, doesn't mean you're not ready. In fact, if you feel *completely* ready for the next step, you've probably waited a little too long.

Let me tell you about a position I said "yes" to 15 years ago, which put me on the path to the job I'm in today.

I'd left UVA to go to UCLA, so I was very new there and had just recently gotten tenure. The Dean called me into his office one day and told me that he wanted me to consider being one of his two vice-deans. I was shocked! I didn't think I was ready. I didn't think I was ready as a scholar ... I didn't think I knew the institution well enough ... and I didn't think I had the 'sea legs' as an administrator to take on this role. But he said to me:

"I know it's a little early, but I think you can do this, and I think we could work well together, as partners."

I remember listening to him and trying to figure out if this was a sales pitch because he didn't have anyone else willing to do it, or whether he actually believed that I could do this!

I'd thought about taking on this kind of role as a 'someday' thing—I had the interest, and it was something I intended, but maybe not this soon.

But I realized that sometimes in life, an opportunity is thrown at you that isn't quite what you expected, or when you expected it ... and sometimes the right thing to do is to catch it and run with it.

So I said YES. And what helped make the decision to say yes was the

realization that the Dean saw something in me that made him believe I was ready—even if I wasn't entirely convinced of that myself.

That moment was catalyzing for me, and ultimately led me to the dean's role when he left, and then here to UW-Madison. The Dean became a mentor and a friend. He is now the president of Northwestern. And so these connections and circles that we create continue to play important roles in our lives.

There are [three lessons](#) here for leaders and people who aspire to become leaders:

First—find opportunities to work with people outside of your own orbit.

- The reason the Dean tapped me for that vice-dean role was that he'd seen me work with colleagues on a governance committee and saw that I could listen and lead and problem-solve. So volunteering for that one committee put me on the path that brought me here.

- Maybe you serve on a campuswide or school-wide committee ... maybe you serve in governance ... or maybe you work on a big cross-disciplinary project.

- That'll do a few things. It'll expand your network ... give you a bigger and broader view of the institution ... and create opportunities for you to show what you're capable of.

Second—recognize that everybody has opportunities to lead in different kinds of ways, no matter their role, and spaces where they could learn to lead. Be the kind of person who lifts others as you rise. See someone's talents and abilities, and help create opportunities for them.

Be their cheerleader when they succeed, and be compassionate when they don't. Set expectations but also understand that life is complicated and people aren't perfect.

Creating these opportunities is especially important for women and people of color—because we still live in a world where there are implicit biases. So being attentive to that is really important to creating the equitable world that I think we all hope for.

Third—as I said earlier, when you're contemplating an opportunity (whether it's thrown your way, or you've sought it out), know that you don't have to check every box in order to be successful.

Don't do that naively. Having imposter syndrome doesn't mean you *are* actually qualified for every role! But it's worth sometimes taking risks. So erring on the side of taking a chance on yourself and on others is often the right choice.

Rubber balls and crystal balls

I mentioned that nobody's perfect. My last story is about grace, and giving grace to others.

I learned this story from my sister. She's my younger sister, so it took me a while to realize that she had leadership lessons to teach me. She learned it from someone who was a wonderful leader in her own right, but who had gone through a number of challenges, including a serious bout with cancer. She was in remission when she shared this story with my sister, and now I share it with you.

This is about recognizing that we all drop balls. Anyone who says they never do probably isn't taking enough risks and doesn't have enough challenge in their life. But there are different kinds of balls. Many of them are rubber, but some are crystal. So what you want to do in your work life—and in your *life-life*—is to make sure that the balls you drop are the rubber ones. The rubber balls bounce. You can pick them up on the next bounce. There's another opportunity. If you don't pick

it up, it'll be there for someone else to pick up.

The crystal balls don't bounce at all. They break and there's no way to put them back together. So make this distinction in your own right. Prioritize. Be candid about it. Recognize the critical importance of some aspects of what you're doing, and the need to make those the ones you do not drop.

But when you drop a rubber ball, give yourself a little grace. And when someone you work with, or who works for you, drops a rubber ball, don't beat them up either (metaphorically). It's not the end of the world.

I've got two kids, 19 and 23. When they were growing up, I dropped balls! But I worked hard not to drop crystal balls in my core relationships with my kids, my spouse, and my important friendships.

Conclusion

This is a defining moment for this university. We have big challenges on our plate as an institution, but this is also a really exciting time. We're going to need leaders who can reach across the boundaries of their individual units to collaborate and solve problems ... and we're going to need leaders with all of those traits you put up here on the wall.

Compassion, kindness, listening, being change agents, getting stuff done. We need your innovation, your empathy, and your courage to lead. For every one of you navigating the many changes we've been through—and continuing to innovate and problem-solve—thank you!

Here's the QR code where you can share your thoughts and ideas as we help create the university's next chapter.

I am grateful for all that you do to make this university one of the best in world. Happy to take a few questions.

WINNER: INAUGURAL SPEECH

"The Race We're In"

By Nikitta Foston for Dr. Jack Resneck Jr.,
President, American Medical Association



Delivered at the Annual Meeting,
Chicago, June 14, 2022

With so much pain and despair in the last two years, in the wake of this pandemic and a politically fractured country, I admit to having had real questions, and some trepidation, as I approached this presidency.

Questions about whether we could collectively—all of us in organized medicine—move beyond the serious challenges we face.

I wondered if I could make a difference.

Then Rabbi Stacy, who we heard from this evening, told me a story that struck a chord.

It's the story of Georgene Johnson, a middle-aged woman from Cleveland who, 30 years ago, took up jogging. Eager for a little competition, she signed up for a local 10k run.

Georgene showed up on the morning of the race, began her stretching exercises, and, when she heard the starting signal, took off running with the crowd.

Five miles in, Georgene began to wonder why the course hadn't doubled back towards the start as she expected.

Confused, she asked an official, and discovered she was running the Cleveland Marathon.

Her 10K was scheduled to commence an hour later.

Georgene started crying. She tried to make her plight known to officials and bystanders. But no one was able to give her a ride back to the starting area.

So, Georgene just... kept ... running. She thought to herself:

This isn't the race I trained for.

This isn't the race I entered.

But, for better or worse, this is the race I'm in.

Georgene finished the Marathon.

All 26 point 2 miles... in four hours and four minutes.

She had never run more than 8 miles before.

So here we are, in 2022.

Many of you have shared with me your own doubts about the future of medicine, and about the promise of our advocacy.

When you joined this profession, you probably didn't anticipate shouldering the weight of a pandemic that has taken the lives of over a million Americans.

Or working in a health care system stretched so thin that at times physicians seemed to be the only thing holding it together—sometimes with duct tape.

While so many of our patients have supported us as we cared for them ... banging pots and pans or howling from their windows in the early days of Covid ... I doubt you imagined a divided country such as this, where physicians and public health officials often face anti-science aggression, and threats of violence simply for doing our jobs.

You probably didn't plan on insurers questioning every prescription, and every procedure you asked for.

Or government criminalizing routine and vital health care ... enshrining discrimination against our LGBTQ patients ... or attacking a woman's right to control health care decisions that should only be between her and her doctor.

No, this isn't exactly the race we trained for.

But this is the race we are in.

And while it would be easy to get overwhelmed by despair, as I begin this new role ...

I've never been prouder of my physician colleagues. I've never been prouder to be part of this profession.

And I've never been prouder of our AMA.

In the early weeks of Covid-19, despite an appalling lack of PPE and testing capacity, physicians put their lives on the line and ran toward the burning fire, not away from it.

Who can forget the images of doctors sleeping in tents and garages to protect their families from exposure? Or traveling to New York, and the Navajo Nation, to help exhausted colleagues and desperate patients.

Indeed, some of our colleagues lost their lives.

As the pandemic wore on and the country splintered, manipulated by the rampant spread of misinformation, some of you faced patients in emergency departments and ICUs denying the realities of this virus even as they were being intubated.

I'm proud of doctors who in small and large ways kept working to educate our communities.

I'm proud of individual physicians in every state, from every specialty, who patiently explained the benefits of vaccination to their patients.

I'm thankful to public health officials who endured relentless pressure from politicians, faced physical threats from angry strangers, or even lost their jobs.

When there is urgency, there is the possibility of unity.

And so now, as we gather for the first in-person inauguration since the start of this pandemic, I'm urging all of us to choose the promise of our greatest hopes, not our fears.

Let's pledge tonight to bring to the journey ahead the same urgency and innovation that led to accelerated vaccine development and widespread adoption of telehealth in response to Covid.

Let's sustain that urgency and apply it to fix those frustrations Gerry Harmon gave voice to on Friday...

Dysfunction that interferes with what drew us all to medicine in the first place—caring for patients.

Obstacles that drive burnout, dissatisfaction, early retirements, and sometimes even depression and suicide.

That's why we're forcefully advocating for a Recovery Plan for America's Physicians.

This includes fixing a deeply flawed Medicare payment system that hasn't seen a real inflation update in two decades. That requires burdensome reporting of irrelevant measures, and has yet to implement any of the dozens of innovative payment models designed by physicians to improve quality and reduce cost.

It includes removing the hurdles that health insurers and others create to deny high quality, evidence-based care to patients.

For example, I remember when prior auth was focused on a few brand-new, high-cost medications, but when prescribing a generic steroid cream invented in the 1960s started to involve several days of faxes, phone calls, and appeals, it was clear we had sunk to a new low.

It includes supporting team-based care, but not pretending that every health care practitioner has the same training and experience as physicians. Patient safety demands that we lift up physicians for their expertise, as leaders of health care teams.

It includes ensuring physicians have the technical support and insurance coverage to integrate telehealth and other digital tools into their practices. And that new health innovations, such as AI, are created in collaboration with physicians on the front lines who will deploy them, with evidence that they are user-friendly, effective, and actually drive meaningful health outcomes—not just hype outcomes.

This is the race we are in.

The Covid pandemic has broadened awareness of longstanding health inequities, as the nation observed appalling adverse outcomes for Black, Latinx, Indigenous, and other historically marginalized communities. It brought to

light the institutionalized systems that have perpetuated racism and gender discrimination in medicine for as far back as we want to look.

The AMA has not always been on the right side of history.

But we have enormous capacity to reduce harms and advance equity, and that begins with reckoning openly with our past mistakes—making space for healing and transformation.

I am immensely proud of our House of Delegates and our Board of Trustees for their commitment to a more just and equitable health care system ... work that is grounded in science and evidence, and is the foundation for the more equitable future we all seek.

I'm proud of the leadership of our Center for Health Equity. I'm optimistic because their efforts are not siloed, but are becoming embedded across AMA teams focused on medical education, advocacy, science, publishing, litigation, chronic disease, and innovation.

I always try to approach this topic with humility. Some in this audience have far more health equity expertise than I, and some bring lived experiences that I do not.

But among the many privileges afforded to me by birth was a family who recognized racial inequities in our communities, and in some cases, spoke up.

My father and his siblings grew up in Clarksdale, Mississippi, and witnessed some of the unspeakable cruelties of racism.

My uncle Myron, who was engaged in civil rights work, started an anti-segregation newspaper anonymously with several friends in the 1950s as an undergrad at Ole Miss. Once he was outed as a contributor, after death threats and his car being shot at on the highway, they had to stop publishing.

When Myron returned to Ole Miss as a medical student, he was failed out for his views and had to abandon a career in medicine.

I can't claim I shared Myron's bravery, but I recognized, growing up in Shreveport, Louisiana, that some things I saw just weren't right.

My understanding of racism was unsophisticated. It certainly wasn't informed by adequate dialogue with people experiencing redlining, educational discrimination, or violence.

But I knew enough at age 16 to write an op-ed in our city's newspaper about the need to remove Confederate monuments from our courthouse lawn.

You can imagine how that went over in 1987.

I was also influenced by stories of my great-grandmother. Widowed with two young children by the last great pandemic a century ago, she applied to medical school in the early 1920s—and was accepted. But the misogynistic physicians in her small town made their objections clear—and laid out threats that derailed her plans.

These narratives prepared me to commit to a lifetime of listening and learning—to participate in, support, amplify, and continue to work toward a more equitable future.

Make no mistake, this is all of our work ...

... this cause belongs to all of us ...

... and each of us must do our part to eliminate health inequities by engaging in anti-racist and anti-sexist work.

While important gains have occurred, Covid and a mountain of other evidence about health inequities remind us—painfully—that our work is far from over.

Medical education of the past really didn't entirely train us for it, but...

This is the race we're in.

I have to admit that—in my heart—I'm an institutionalist. I believe those who show up can use levers of power to confront our system's flaws.

One can approach those flaws with a desire to blow up the system, or from the inside, getting seats at leadership tables to bring about change.

The insider approach doesn't have to be meek or apologetic—it can be powerful, focused, and infused with purpose.

This is the nerdy policy part of my life, which my friends will force me to admit is most of my life.

The part that loves talking tactics and strategies. The part obsessed with

forging understanding and compromise to get something done. The part that left my parents fearing for decades that I might run for Congress.

But it's also the part of me that knows the power of telling stories to convince policymakers and the public of our AMA goals. The stories from my own clinic. The stories from the frontlines that you share with me.

It's the part of me that is willing to go back to the drawing board with clever colleagues and staff to try again after failing to get a Congressional bill over the finish line to fix Medicare payment, or lower drug prices, or right-size prior auth, or expand patient access to care.

It's the part of me that won't give up on our AMA efforts to stop the public health crisis of gun violence, demanding waiting periods, universal background checks, red flag laws, and bans on assault-style weapons and high-capacity magazines that our House of Delegates policy supports.

Enough is ENOUGH.

I'll keep relentlessly showing up to accomplish those goals.

It's the part of me that knows that local, state and federal governments are not unmovable forces—they are our own creations, and change happens when we recognize that and engage.

Despite the enormous strain it's currently enduring, I maintain my belief in our American democracy, and the potential of our institutions to bend the arc of the moral universe toward a more just and more equitable system.

Our presence here tonight is a part of that ecosystem of change.

Change will not always be easy. Our journey together is not without challenge—but I am not so easily deterred. And neither are you.

I am deeply humbled to stand before you, to accept the honor of AMA president beside so many of my heroes, mentors, and dear friends. I don't take the responsibility of representing our profession lightly.

I'm overwhelmed with gratitude for my family.

When I was in high school and college, I'd often say that I did not plan to go into medicine. So much for that.

We can blame my father, a retired dermatologist, who woke up excited every day to see patients. If he ever had days when he dreaded work, he hid it extremely well. Burnout was not in his vocabulary.

He loved medicine's intellectual challenges, learning from colleagues, and most of all, connecting with patients. His example was my blueprint, and it still is today.

He never discouraged me from a career in medicine, and I'm optimistic that the amazing physicians and students in this room will work to leave behind a profession worthy of inheritance by yet another generation.

For my compulsion to organize everything around me, we can blame my mother, who developed a reputation as a fixer for community non-profits in need of putting their finances in order. Mom could analyze an organization, deducing its secret maps and keys to getting things done, in a nanosecond.

Mom and Dad, thank you both for decades modeling integrity, compassion, optimism, and teamwork.

To my kids, Zachary and Amelia. You tolerate my work travels (which of course, you occasionally get to come along for, which I know is a plus). You love strange foods and new places as much as I do. You revel in my nerdiness and only make fun of my music selections or dad clothes occasionally. You are so much cooler than I was as a teen, but let's be honest, that's a pretty low bar.

Seriously, I beam with pride in you both. You are kind, empathic, and loving. You work hard, and speak up, and push us when you think we're wrong. I'm confident the two of you will do your parts to leave the world a little better than you found it.

Thank you to my wife, Ellen, my partner, and my best friend. What you do, providing care to some of the most marginalized patients, inspires me and everyone who knows you.

As a leader in your own right, you choose to do some of the hardest and least appreciated work in our profession.

You are not the strong woman behind me. You are the powerful woman beside me.

As a fellow physician, you understand and support this passion of ours. I could not do any of this, nor would I want to, without you.

Ellen, your love, your patience, your example—give me the strength to try and change the world.

To my sister Else, thanks for your love and encouragement, for not letting any of this go to my head, and for pretending to be a rebel before realizing you were really another organizer—like the rest of the family.

A lot of family and friends have traveled to join us today. That includes cousins, aunts, and uncles, friends from college at Brown and medical school at UCSE. It means so much to me to have you here with us.

I'm thankful to my mentors, mentees, colleagues, and friends at the AAD, UCSE, and the AMA, as well as the staff and management teams at each of these places. You have taught me so much and inspired me to become a better leader.

Thanks to my patients for the privilege of caring for you. For sharing your personal stories, health concerns, struggles and hopes with me. You remind us, as doctors, why we chose medicine in the first place, and why we come here, to the AMA, to advocate.

You ARE THE WHY.

To my fellow AMA presidents ...

Gerry, thank you for your history of service to our nation, your commitment to health equity, and your unparalleled ability to use just the right story (usually from rural South Carolina) to convince the most skeptical listener of our AMA viewpoint.

Sue, thank you for fighting back against misinformation, for defending science, for teaching our nation about Covid, and for standing up for physicians when we needed it the most. And you did it all, serving as our media star, from the confines of your home TV studio.

Patrice, you were our leader when Covid struck, and you accepted the charge with strength and grace. You brought clarity and leadership in moments when there was too little of either. As a result, you endured too many insults, but fiercely defended us all. I'm filled with gratitude for your mentorship and your leadership on mental health and health equity.

These presidents have shepherded our profession and our AMA through challenging times. I'm thankful for their friendship and inspired by their leadership.

A little more than two years ago, our nation was facing a virus we knew little about, and our health care system was in crisis. The world as we knew it—closed.

But today the world looks a little different. A little brighter. A little more hopeful.

I am hopeful and optimistic because I know our AMA is a force for good for patients and for doctors.

For more than two years physicians have put everything on the line.

Today, we are reminding policymakers that it's time our nation renews its commitment to doctors and the patients we serve.

Today, we work to elevate and prioritize the voices of physicians over purveyors of disinformation.

Today, we fight in legislatures and in court to keep politicians from inserting themselves into our exam rooms, and dangerously

criminalizing evidence-based care, including contraception, abortion, and gender-affirming care.

Today, we are intentionally and deeply committed to the work of health equity and racial justice.

And today, for our nation's physicians who have bravely responded to a historic call without hesitation, we are a focused, science-based, nimble, influential, and powerful ally.

We will always have doctors' and patients' backs.

This may not be the race we entered.

But this is the race we're in.

And together ... this is the race we'll win.

Thank you.

WINNER: STATE-OF-THE-INSTITUTION SPEECH

"Gov. Ralph Northam's final State of the Commonwealth speech"

By Chelyen Davis for Ralph Northam,
Governor, Virginia



Delivered in Richmond, Virginia, Jan. 12, 2022

Good evening. Mr. Speaker, Madam President Lucas, Lieutenant Governor Fairfax, ladies and gentlemen—thank you for inviting me to speak with you tonight.

To my wife Pam, to Justices of the Supreme Court, members of the State Corporation Commission, and my Cabinet and staff, thank you for your service to our Commonwealth. To Justices Lemons and Mims, congratulations on your retirements, and thank you for your service.

And to everyone in this chamber and watching at home, thank you. And happy new year.

This is my fourth, and final, address to you, and to the people of Virginia. This speech—an update on the state of our Commonwealth—is a longstanding tradition. And it has value beyond what I say here tonight. This is a time when elected leaders from different branches of government, different political parties, and different parts of the state come together, to talk about

the Commonwealth that we all share. No matter our differences, or what we share in common, every year we come together.

Next Monday, Governor-elect Youngkin will speak to you in just the same way. By then, he will be Governor. I wish him the best and I'm confident he will lead this Commonwealth well. When he succeeds, Virginia succeeds.

This is a night when I talk about the state of the Commonwealth. And this time, my last time, I'm going to talk about what we have done over the past four years to improve the state, and what kind of Commonwealth I am leaving in your hands.

We are only here for a short time—especially governors. But every day is an opportunity to help someone, to make their life better.

And that is how we have governed.

If you asked me who we are in Virginia, I would tell you we are people who care about each other. We try to

treat each other right. We want our neighbors to succeed, just as much as we want that for ourselves. We know that it's not enough for me to be doing ok—you need to be doing ok, too. And our policy choices are rooted in who we are—people who want the best for others.

My adult life has been about helping people, especially children. Serving in the Army, working as medical director of a pediatric hospice, and caring for thousands of children—all of those roles have allowed me to help people.

I saw the Senate, the lieutenant governor's office, and now the governor's office as a means to help people at a different level—especially those who need it the most. It has been a chance to help people with fewer resources. And I also saw a chance, as the first governor in generations to come from a rural area, to put a greater focus on helping rural Virginia.

Shortly before I ran for Senate, I evaluated an infant in the emergency

room. I diagnosed him with cerebral palsy, seizures, and cystic fibrosis. All of those are serious medical conditions, and they require a lot of care. As I walked back to my office, I saw the father on the phone. He was crying, and saying he could never afford the medical care that his child would need. That experience convinced me that healthcare is a right, not a privilege. No father should have to worry that he can't afford to take care of his child. I ran for office to help that man and others like him.

I also remember as a doctor sitting with a family whose child had picked up a loaded gun in the home and shot himself. Dead at age 3. I've been to too many funerals for children who died because of a firearm. Like a loaded gun in the home, or a stray bullet on the playground. I ran for office to help ensure that more families won't have to endure that kind of pain.

Virginians choose leaders who will make our commonwealth work better for them and their families, no matter who they are or where they live.

I can confidently say that we have done that.

We are leaving this Commonwealth better than it was when we came into office.

We have built a state that does a better job of treating people right. It's more welcoming, more open, more fair and equitable.

We have built a state that helps people who need it—whether they need health care, or cleaner water, or to keep a roof over their head during a global pandemic.

We have built a state that recognizes the wrongs of the past, and works to reckon with and rectify them.

We have built a state where everyone has greater access to opportunity—the opportunity to get what you need, to build the life you want to live, where you want to live it.

Everything we have built and accomplished over these four years, has been about helping people.

We are leaving in your hands a strong and healthy Commonwealth,

one that treats everyone right, takes care of people when they need it, and provides opportunity for everyone to thrive.

We could not have a safe and stable Virginia without the work of my Cabinet, their teams, state agency heads, and the thousands of state employees. They truly provide the service in public service—from law enforcement, to road crews, to social workers. I hope you'll join me in a round of applause for our state workforce.

I am leaving you with the strongest state budget Virginia has ever seen. Thanks to our strong economy, we are at a unique moment, when we have the funding to catch up on long-delayed investments, while also putting money back into the pockets of the hardest working Virginians. Just today, we announced that general fund revenues were up 20 percent in December—making it five straight months of double-digit revenue growth.

We need to be clear, this is because we have consistently taken a prudent, cautious approach to budgeting.

We have strengthened our balance sheet to keep our finances stable. We've made targeted long-term investments to help Virginia grow, helped people get through the pandemic, and put money aside as a buffer for the future.

In fact, I've sent you a budget that brings our reserves to more than \$3.8 billion. That's 16.8 percent, more than double the 8 percent I set as a goal four years ago, and more than any previous governor of either party.

I want to thank Secretary of Finance, Joe Flores, and his team, along with the Department of Planning and Budget. Building Virginia's budget and keeping our finances steady and stable requires people who know state finances in and out, and we've been lucky to have that during this administration. Thanks also to Senator Howell and Delegate Torian, chairs of the money committees, for their leadership over the course of some very complicated state budget cycles.

We've also had record economic success. I've traveled around the world, meeting with companies, and telling them why Virginia is the best place to be. During our four years, we've brought in more than \$81 billion in economic investment, more than four times any previous administration, and creating more than 103,000 jobs.

For most people, the most important thing they need is a job where they can support themselves and their family. From Day One, I wanted Virginia to be the best state for business, because I knew it would mean we were doing the right things to attract jobs and help Virginians.

That's why I am so proud that we've been CNBC's best state for business in back to back years—something no other state has done.

We are also ranked number one for business climate by Business Facilities magazine. We have proven that when you treat people right, it's good for everyone and it's good for business. Businesses are excited to be in Virginia, and to come to Virginia.

Being named best state for business is a testament to our workforce, our education system, our commitment to diversity, and our strong business climate.

From Amazon making Virginia home to its second headquarters in 2018, to Micron's \$3 billion investment to build semiconductors, to Blue Star's incredible commitment to make billions of medical gloves in Wytheville, Virginia is the state where companies want to invest, put down roots, and grow.

We've also taken steps to be a better state for workers. I've listened to Virginians who told me they just couldn't support themselves on \$7.25 an hour. They were always one paycheck away from losing the roof over their head. That's why we're raising the minimum wage—an increase to \$11 an hour just kicked in, and we'll get to \$15 by 2026. We've helped working families in a variety of other ways—we've made it easier to adopt through surrogates through Jacob's law, and for our own state workforce we've put in one of the

most progressive family leave programs in the country. When you treat workers and their families right, it helps everyone.

We've also made historic investments in affordable housing, and Virginia leads the nation for rent relief during covid—helping people keep a roof over their heads.

I want to thank Secretary of Commerce and Trade Brian Ball, and everyone on our economic development team. A state that's both good for business and good for workers doesn't happen by accident. It is built with a lot of hard work, and these folks deserve the credit. With everything Virginia has going for us, there's no reason we can't be best state for business for a fourth year. I'll be cheering you on.

Our best in the country success has come in part because we have been deliberate about building a workforce and an education system that are second to none.

These days, if you want to get a good job and get ahead, you need additional skills training or education beyond a high school diploma.

I have sent you a budget that continues the priorities we've pursued all along. We have put half a billion dollars into HBCUs during my term, an increase of 87 percent. And we are making higher education and skills training more affordable, and more accessible to all.

That includes a program I've wanted to implement since I ran for governor. As I campaigned, people told me about dropping out of community college because they couldn't afford it. We came up with the G3 program, making community college tuition free for low and moderate income students, if they are getting training in high-need areas. I appreciate Senator Saslaw and Delegate Filler-Corn for their work to pass this important initiative.

Our higher education system is dependent on our K-12 system. Every child deserves the same opportunity to get the skills and knowledge they'll need to thrive in life.

That's why for the past four years, we have increased our investments in K-12 education. We've put historic amounts of support into at-risk students. We've raised teacher salaries more than 10 percent, the largest increase in 15 years. The budget I've sent to you dedicates new funding to help localities build or modernize their schools.

And we have invested in early childhood education. As a pediatrician, I know that brain development starts early—those first years are vital, and a robust early childhood education system means that children with fewer advantages can get the same good start in life. I am grateful to my wife Pam, who made early childhood education her mission, and everyone who has worked on the early childhood team in our administration.

Our teachers, our school staffs, our administrators, are dedicated to one thing: educating children. They are highly trained and skilled, and they do a phenomenal job. They all deserve our thanks and gratitude, especially after the stresses and challenges of the past 22 months.

I want to thank Secretary of Education Fran Bradford, and our incredible education team. I also want to thank Virginia's first Secretary of Labor Megan Healy. Education and workforce go hand in hand, and these teams have done tremendous work over the past four years.

Education does not just happen in a classroom. And it is not only the young who can learn new things. If we are not learning, we are stagnating. And if we cling only to what we think we know—without keeping our minds open to new information—then we cannot move forward.

My administration has made it a priority to ensure that in Virginia, we understand our past—so we can learn from our mistakes. For too long, we've been comfortable telling a story about Virginia's history that left out a lot of people—and a lot of uncomfortable facts.

But we cannot pick and choose history based on how it makes us feel. We need to understand the full and true story—and put a Black child's right to have her history included in our textbooks before our own desire to feel comfortable.

That is the only way we can understand how yesterday affects today—and make changes for tomorrow.

We are a commonwealth of contradictions—the place where the first enslaved African people landed, and the place where representative government was born.

We have worked, hand in hand with many of you, to make Virginia a place that reckons with its past.

We have given greater support to institutions dedicated to telling that full and painful story. We've focused our historical resources on telling stories that have been marginalized. For example, when Senator Richard Stuart found that stones on his property, used on the river bank to control erosion, were actually headstones, he called for help—and we discovered they had been taken from the historically Black Harmony Cemetery in Washington, tossed aside during development with no respect for the people they represented. We were able to get many of those stones back to the graves they belonged to.

We have taken steps in every agency of this Commonwealth to better support and celebrate the diversity of our state. And we have developed government-to-government relationships with the sovereign tribal nations that called Virginia home for thousands of years before Europeans arrived.

With much help I put together the most diverse, talented, and hardworking Cabinet in the history of Virginia. We created the state level Office of Diversity, Equity, and Inclusion, led by the country's first cabinet-level Chief Diversity Officer, and I thank Dr. Janice Underwood and her team for all their work.

I know that talking about history—our real, true history—can make some people uncomfortable. Mostly those

people look like me. And I have not always understood the ways that the uglier parts of our past affect things and people today.

But I kept my mind open. I listened, and I learned. I used to tell students, the eyes can't see what the brain doesn't know. I know that Virginians want to understand each other. As someone who works with children, I know that hatred, bigotry, and discrimination are not things we are born with. They are things we learn. And that means inclusion is also something we can learn.

We all work in good faith to try to understand the world we live in together. It's hard, when we don't all hear the same stories, and we don't all understand the same facts. It can feel like we're further apart than ever. But the Virginia I see is full of people who have more in common than their differences. The better we understand our past, the more we broaden that common ground.

As Governor, and as legislators, our job is to be good stewards of this Commonwealth, and to prepare for what will come in the next ten, twenty, fifty years.

When it comes to the environment, we know that the next 50 years—the next five years—will be a time of great change.

We are already seeing that. Christmas Day in Richmond was 70 degrees, and last week we got half a foot of snow. In Colorado recently, wildfires burned a thousand homes, and then the ashes were covered by a blizzard. Western Kentucky towns were devastated by rare December tornadoes.

Our climate is changing, and our weather is changing—faster than ever, and with devastating consequences.

We must do our part to stem the tide, and make sure that the world we leave for our children and grandchildren is safe. I ran for office in part because I was seeing the demise of the Chesapeake Bay—the disappearance of sub-aquatic grasses, crabs, and other living creatures. I ran for office to help save and protect our waters and air for our grandchildren to enjoy.

In the past four years, we have invested strongly in clean energy. I was proud to sign the Virginia Clean Economy Act, and I thank Senator McClellan and Delegate Sullivan for spearheading the work to get that legislation passed.

Clean energy is a job generator. Businesses that are looking to locate in Virginia like our renewable energy initiatives. And Virginia is also at the vanguard of the new offshore wind energy industry in the United States.

We must embrace clean energy, because the cost of not doing so will be devastating. If you want more floods, more fires, more storms, more disaster—and more destroyed property, lost jobs, and devastated communities—then do nothing. But a stable future requires us to act.

That's why I'm leaving a plan for a cleaner energy future.

And it's also why we've spent four years making our waters and our air cleaner and safer for our children, and our children's children—including investing \$1 billion in cleaning up the Chesapeake Bay.

I am confident we are leaving our environment cleaner and better than when we found it—and that we've put in place the right policies to make Virginia a leader in clean energy, and the jobs and economic progress that come with it.

I want to thank Secretary of Natural and Historic Resources Ann Jennings, and her team for their work these past four years to make Virginia's environment a better place.

Leaving a better future for our children also means leaving a system that protects public safety, and ensures that our justice system is as fair as possible.

Our law enforcement do an incredibly difficult, and often dangerous job. That's why this year, I sent you a budget that provides pay raises and bonuses meant to not just reward our officers, deputies, and jail officers for the tough jobs they do, but also to make pay scales more fair.

We also worked closely with you to make sure our criminal justice

system reflects the Virginia that we are today.

Too often, our modern-day punishments and practices have their roots in a more discriminatory and unfair past.

That's why we've made marijuana use legal. I want to thank Senator Lucas, Senator Ebbin, and Delegate Herring for their work on this policy, which is complicated, but important.

That's also why we have ended use of the death penalty in Virginia—the first southern state to do so—because it was applied unfairly, and we couldn't rely on the system to get it right. Thanks go to Senator Surovell, Delegate Mullin, and many others who have worked on this for years.

Just look at the Martinsville 7—Black men who were convicted of rape and sentenced to death by an all-white jury. In Virginia, it was almost entirely Black men who were sentenced to death for rape convictions, and it was clear these seven men were executed because they were Black. I was glad to acknowledge that wrong, in some measure, by granting them a posthumous pardon earlier this year.

In fact, our administration has restored the civil rights and voting rights for nearly 126,000 people, and issued more than 1,100 pardons—more than all past governors combined.

That's because second chances are important. We cannot expect people to fully reenter our society as long as we hold that conviction over their heads, and refuse to treat them like full members of society. If you commit a crime, you should expect punishment—but punishment should fit the crime.

This year Virginians could have a chance to vote to make the restoration of rights automatic, if the work of Senator Mamie Locke and others is successful. There must be a date at which we say, enough. You've paid your debt, and it's time to move forward.

That's who we are in Virginia. We are a state that believes in justice, not just punishment. And we are a state that believes in grace, and in mercy.

The facts demonstrate that what we're doing is working. In the last five

years, Virginia has had one of the lowest recidivism rates in the country.

I want to thank Secretary of Public Safety Brian Moran and his team for all their work to make Virginia a state that is safer, and more just, for everyone. And I want to thank Secretary of the Commonwealth Kelly Thomasson, who has now helped two governors restore the rights of thousands of Virginians, and everyone on her team. They have done an incredible job.

I mentioned that we restored voting rights for thousands of Virginians.

Voting is fundamental to our democracy. Many Americans have fought—and some paid the ultimate price—to protect the freedoms we have under our democratic system, including the right to vote.

That's why voting should be as easy as possible, for as many voters as possible.

Yet for too many people, barriers still exist. I remember talking to a trucker who told me his schedule was so unpredictable that he often didn't get to vote—because he was on the road on Election Day.

That's why we've worked together to make Virginia a leader in voting access.

Now, you can vote early for 45 days before the election—without having to explain your schedule to an election official.

Election Day is a state holiday—because we want people to have the free time to vote, or to volunteer at the polls.

And voter registration is automatic through the DMV.

Virginia has gone from being one of the toughest, most restrictive voting environments, to one of the best and most secure in the country. I want to thank Senator Deeds, Senator Locke, Senator Lucas, Delegate Herring, Delegate Simon, Delegate VanValkenburg and many others.

Because of these changes, we have seen record voter turnout in the past two elections. In fact, the 2021 election—in which all of you in the House were elected—saw a 20 percent increase in voter participation over four

years ago. Contrast that with other states that have chosen to make voting harder and more restrictive—with the result that fewer people vote.

This shows us that our current rules work. Our elections are fair and transparent.

And it's really important for voters to hear that message—especially from those of you elected to office under these rules. It does tremendous damage when elected officials use false claims to undermine faith in our elections. Voters deserve better, and our elected officials need to do better, and not perpetuate anyone's big lie.

Virginia's elections are always well-run, they're free and fair, and they're transparent. This is a hallmark of our democracy, and I am proud of all Virginians whose efforts help ensure that our elections go smoothly. I want to thank everyone in the Department of Elections, along with Secretary of Administration Grindly Johnson and her teams.

Voting is a right—not something to be held back as a privilege, reserved for a few.

Access to health care is also a right—not a privilege to be reserved for those who can afford it.

Like the father I mentioned earlier, faced with not being able to afford care for his sick child. That shouldn't happen.

That's why I was proud that in the first year of my term, together we agreed to expand Medicaid access to thousands of Virginians.

We couldn't foresee the pandemic, but I am glad that when a global health crisis arrived, more than 600,000 Virginians had access to care that they did not have in 2018. Thanks to the work and cooperative spirit of the Southwest Virginia delegation—and I won't mention you by name—we made that happen. We were able to come together, across party lines, because it was the right thing to do. That is who we are. We don't just want health care for ourselves—we want it for our neighbors.

And never before has our health been so dependent on others, as in the past 22 months of this pandemic.

In the midst of a contagious respiratory virus, where my actions affect you and your actions affect me, we needed Virginia to be a state where people take care of their neighbors.

As the nation's only governor who is also a doctor, I am proud of how Virginia has handled this pandemic. We have followed the science to keep Virginians as safe and healthy as possible. We have seen fewer cases and fewer deaths than many of our neighbors. Nearly 90 percent of our adult population has had at least one shot. We're the 9th state in the nation for having our residents fully vaccinated, and for vaccination rates for teenagers. We're doing better at vaccinations than many other large states and all of our southern neighbors.

That said, none of that matters to the people who have lost a loved one to this terrible virus. Nearly 16,000 Virginians have died of covid in the past 22 months. And all of them were dear to someone. My deepest sympathy goes to the families and loved ones for their loss. I'd like to take a moment of silence in their memory.

As I leave office, I hope that our Commonwealth will continue doing what we know works: follow the science. Get vaccinated. Wear masks. Take care of other people, not just ourselves. That is who I know Virginians to be.

I want to thank Secretary of Health and Human Resources Dr. Vanessa Walker Harris and her team. I also want to take a moment to thank the thousands of doctors, nurses, teachers, Guard men and women, and public safety officers who have worked tirelessly to keep us safe.

In the balcony this evening I want to introduce a few folks.

We have Major General Timothy Williams, who leads our Virginia National Guard.

Dr. Linsey Marr, the Charles Lunsford professor in civil and environmental engineering at Virginia Tech, whose groundbreaking research has

helped guide not only the nation, but the world during this pandemic.

Dr. Norm Oliver who has led our Department of Health with distinction and compassion,

And Dr. Danny Avula, who dropped everything when this pandemic broke out to lead our Covid task force.

These individuals worked day in and day out, facing an unknown virus, trying to give the best health guidance they could to a worried public.

If you look at our covid data, you can see that we have lost fewer Virginians than many other states. This team has saved thousands of lives, and I am incredibly grateful.

We owe our thanks to our public health workers. They are truly public servants, dedicated to helping their neighbors stay safe and healthy. They deserve our gratitude. It hasn't been easy, and their work is not done.

If you want to thank them—our public health workers, our local health departments, our doctors and nurses in hospitals, our long-term care facilities staff—then you know what to do. Get vaccinated or boosted. Wear a mask. Protect the people around you. That's how to thank a health care worker.

Over the past four years we have done a lot to make Virginia a better place to live and work. We've also made it an easier place to live and work—by investing in the infrastructure that connects us all.

If you commute, or if you travel, you want better roads and rail systems. If you work from home, or you're in school, you need reliable Internet access.

We have laid the groundwork to transform that infrastructure.

In just four years, we've moved broadband investments from \$4 million a year, to \$2 billion. We're on track to have universal broadband on its way to every community by 2024—far faster than expected, and faster than most other states.

This is one of the most important investments we could have made, especially in rural communities. Broadband

is to today's economy what electricity was generations ago. It is quite simply a necessary service for students to connect to education, businesses to connect to the wider world, and citizens to connect to work. I want to thank Senator Boysko for her role leading the Broadband Advisory Council, which has played an important part in this progress.

We've also made generational investments in roads and rail—\$3.8 billion to expand the Hampton Roads Bridge Tunnel, \$2.2 billion to fix I-81, and \$3.7 billion to transform rail across the Commonwealth.

These projects, and many others, will help Virginians in every part of the state get where they want to go faster, and safer.

I want to thank Secretary of Transportation Shannon Valentine and her team for all their work to transform the way we move around Virginia.

Investments like broadband are especially important for rural Virginia.

As you all know, I was born and raised on the Eastern Shore. And one of my goals as governor was to put more focus on the needs of rural Virginia. Too often, rural communities feel left behind.

You often hear people say they grew up in rural Virginia, but they live and work somewhere else.

Rural areas often don't have the same work or educational opportunities as our urban and suburban areas. In other parts of the state, you often hear, "well, why don't they just move?" But that's not the answer. Instead of encouraging people to leave rural areas, we have worked to bring more opportunities to them.

I've made rural Virginia a priority—as my friend Senator Bill Stanley reminded me recently, I promised him I wouldn't forget Southside, and he'll tell you that I lived up to my word.

We've supported rural economic development—such as the biggest new jobs announcement in Southwest Virginia in a decade, 2,500 new jobs making nitrile gloves in Wythe County. My friend Congressman Morgan

Griffith called it the largest economic development announcement made in Southwest during his time in Congress.

We created the Office of Outdoor Recreation to promote Virginia as both a great place for outdoor businesses, and for outdoor travelers. This section of the economy is huge and has great potential for growth. Thanks to Senator Hanger and Delegate Bulova for their dedication to these issues through the Virginia Outdoor Recreation Caucus.

We created the ReBuild Virginia program, investing nearly \$400 million in grants to help our small businesses in communities across the Commonwealth stay afloat during the pandemic.

And we've supported agriculture, our largest industry. We've funded 55 Agriculture and Forestry Industries Development projects, more than the past two administrations combined, and we've supported and conserved working lands and forests.

I want to thank Secretary of Agriculture and Forestry Bettina Ring, everyone on her team, and everyone who works to support and prioritize rural Virginia. Every community, from the Eastern Shore to Lee County and everywhere in between, deserves attention, and it's been important to me that rural Virginia not be left behind.

I also want to thank our Secretary of Veterans Affairs Carlos Hopkins, who is actively serving with the National Guard in the Middle East right now, and Acting Secretary Kathleen Jabs. They and their teams have done amazing work to support veterans and make sure that we are well-connected with the military operations that call Virginia home.

One in 12 Virginians is a military veteran. In fact, I'm one of them. In the past four years, we've promoted the V3 program to hire more veterans, and taken a number of steps to help ease the transition to civilian life. We are one of the best states for veterans, and I hope we continue to take care of veterans as they deserve.

I also want to thank our National Guard, who have done so much to

serve this Commonwealth. We call on them to help in emergencies, from last January's attempted insurrection in Washington, to natural disasters, to our covid response. They helped with testing in 2020 and vaccinations in 2021. And more National Guard members are deployed now than at any other time since World War II. We are truly grateful to them.

Four years ago, I stood here, in this room, on this dais, in front of many of you.

I told you where I wanted to take Virginia. And I asked you to work with me to get us there.

It has been a more tumultuous four years than I think any of us expected.

But the challenges have also been opportunities.

More people have health care access. More people have jobs. More people have access to an affordable education. More people have access to broadband—and soon, everyone will have it.

Our rail system is prepared for important upgrades. Our energy sources are becoming cleaner and safer. Our teachers, law enforcement officers, and public servants are paid better. The Chesapeake Bay and its estuaries are healthier.

We are telling a fuller story of our shared history, and inviting more voices to the table. We are protecting the rights of more people, and making Virginia a more open and welcoming place to live.

Tonight, I can say that together, we have accomplished more than we could have dreamed of that night in 2018.

We've worked together to expand Medicaid, protect adoption rights,

At every turn, we've looked for ways to help people.

We are leaving you with a Virginia that treats people right, helps neighbors when they need it, rectifies past wrongs, and helps everyone have the opportunity to thrive.

That's who we are as a people—and we are all God's people, created equally. We take care of each other.

Tonight, let's ask ourselves—are we going to keep up this progress? Or will we retreat, become people who are more worried about ourselves than each other?

I hope we will not. I hope the spirit of helping other people continues to prevail. I hope we'll continue to be people who want to serve the world, rather than conquer it. People who sow kindness and hope, rather than anger and fear.

We all are here for a short period of time, and every day is a God-given opportunity to help someone, to make their life better.

I am grateful to all of you in the General Assembly for the work you've done with me and my team, and for your constituents. I have worked with some of you for a number of years, as a colleague in the Senate, then as lieutenant governor, and now as governor. I know that despite our differences, you all care deeply about this Commonwealth, and the people we serve.

And I again want to thank my Cabinet, and my staff. Members of my Cabinet, please stand.

They have devoted themselves to doing good for the people of Virginia, and while you don't always see their work or hear their names, everything we have done well has been their work. They deserve our thanks.

Over these four years, I have been welcomed into communities in every corner of this Commonwealth. I have met thousands of my fellow Virginians, and what I have been most struck by is this—Virginians are good people.

You want to help others. You have a deep love of place, and of your community. You want to see your neighbors do well.

You put your trust in me to lead our great Commonwealth as the 73rd Governor. And I promised to make the best decisions I could for you.

Every single day of the past four years, my team and I have tried to live up to that trust. And every day, I have felt so proud, and grateful for you, Virginia. I've seen your strength and resilience, your kindness, your generosity. It is you, more than anything else, that makes Virginia the best state, in the best country in the world.

It has been the highlight of my life to serve you. As a past governor rightly said, there is truly no higher honor, than to serve as Governor of the Commonwealth of Virginia.

From the bottom of my heart—thank you.

WINNER: TED TALK/TEDX TALK

“Making Crypto Its Best Self”

By Megan Pope for Alex Casassovici,
Founder, Azarus



Delivered at TEDxBoston Studio, July 28, 2022

I still remember Christmas 1986. It was a special day for me, we had moved back from Nigeria, and under the tree were two giant boxes wrapped in red. It was an Amstrad CPC 6128 running CP/M BASIC as an OS. I was fascinated by it, and while it took me years to really understand how to build on it, this took me on a defining path. I’ve seen the birth and evolution of the Internet, GPUs, and mobile phones, and since the mid-90s I’ve been building hardware and software and business to develop new ideas.

I bought my first Bitcoin in 2013. It was challenging at the time—it made you feel like you were doing something illegal. In 2016, I started building on blockchain technology, after the Ethereum project introduced the first programming language running on chain. Blockchain is probably the most exciting revolution I’ve been a part of; it’s a revolution that didn’t start in a lab controlled by corporate America but one that’s rooted in Internet forums, Opensource, and local communities.

In 2018, I founded Azarus, a crypto you can add to your Twitch streams. Azarus watches along and quizzes the fans on what exactly is happening in your stream. If they get it right, they earn credits and can redeem them in the Azarus store. Azarus rewards fandom and attention so creators have a more committed audience, stand out, and grow their channel.

Blockchain has even become a family affair as my wife also has a startup in the space, and my teenage son spent last summer coding a bot to trade crypto.

Crypto as a Tool

I love crypto, but not everyone shares my views, and understandably so.

Gamers are very vocal about their concerns with crypto and NFTs on Twitter, and if you watch the news, you see stories about the dark underbelly of crypto and how it has been used to fund harmful ventures. It still has a horrible impact on the environment. But I want to make the case that crypto isn’t inherently good or bad. It’s a neutral technology, a tool, which is still in its infancy.

When humans apply their own ethics to a tool, that tool is used to create either an adverse or positive impact. Take for example nuclear fission. It can be used to provide clean energy, and this was the first application of this technology until Einstein and Szilárd suggested it could be weaponized in 1939.

Ultimately, any technology is at the mercy of the user, and crypto is no different.

To that end, we need to have a bigger conversation about the role cryptocurrency will play in our future and develop ethics and healthy structure around how we use it.

Parenting Metaphor

Pardon my cheesy metaphor, but it reminds me a lot of parenting. My son is 15, and he loves hanging on rocks. It started with caving, then climbing and bouldering—which we okayed with proper preparation and supervision—but when he tried to go cliff jumping, that was a clear no.

Similarly, as we see cryptocurrency moving out of its infancy and into adulthood (did you know Bitcoin is already a teenager?), we need to remember that it’s not a fully functioning adult yet. Just like parents who put rules and parameters in place to keep a child safe, we need to think through how we can

utilize crypto in ways that are safe and intentional. Like a teen with so much potential, crypto has shown promise that it can be used for the betterment of humanity and the environment if it just has the right guidance.

Overview

Today I want to illuminate three benefits I see of cryptocurrency and how it’s already being used in productive, positive ways. I believe these current efforts can serve as guideposts as we seek to harness the power of crypto in the future.

1. Environmentally Friendly Crypto

First, there have been efforts at creating environmentally friendly crypto. After the Paris Climate Agreement was signed, many crypto organizations looked at their impact on the climate and together created the Crypto Climate Accord to work collaboratively to develop #ProofOfGreen solutions. They’re trying to decarbonize the cryptocurrency and blockchain industry and #MakeCryptoGreen, often through the use of buying carbon credits (source). Cryptocurrencies like Chia, Cardano, Nano, Stellar Lumens, and Algoran are leading the charge. At Azarus, we’re also committed to being carbon-neutral, and since our data centers use renewable energy, our servers and technology are net-zero.

This change is made possible by the engineering of new blockchain protocols that, unlike Bitcoin, do not rely on solving hard and energetically expensive cryptographic challenges to process transactions. The technology is still evolving, and solving issues like this one is part of the journey.

2. Crypto as Community

A second reason to be optimistic about the future of crypto is that it helps connect community members. Crypto provides a sandbox to build an ecosystem where contributions of all kinds towards a common objective are rewarded. We talk about alignment of incentives, and when this is done in the open, it's one of the most powerful motivators for a community.

And there are already communities for everyone. You like soccer? Sorare will help you build your dream team. Socios gives you a vote in your favorite team's decisions.

You like playing games? YGG will teach you the ropes of the best blockchain games. Like exercise? Then join STEPn, an exercise-based crypto that motivates and rewards.

I'm personally involved in the Tuff Guys community, an NFT collection focused on mental health and giving back through charity.

As a matter of fact, crypto projects start by building a community before building their products, putting all the early supporters at the center of the journey. Through crypto, you can enable communities in which everybody contributes. It's a revolutionary way of imagining collaboration between total strangers. The real value is that it enables the creation of full ecosystems. And this is important because as our values as a culture change, our relationship with technology also changes. What we want out of our digital experience is changing.

We crave authentic communities based on shared experiences, and crypto can emphasize that by generating trust out of thin air.

3. Crypto Decentralizes Power

Finally, the third reason crypto has incredible potential to impact our world for better is that it decentralizes power away from governments and large organizations and gives control to the users. I firmly believe that this is a good thing because the concentration of power has become blinding for many. Crypto is only as powerful as its many users, and a core idea of crypto is that through the token, diverse stakeholders have their incentives aligned. Decision-making power is squarely in the hands of the users.

In crypto, projects often start by gathering support through building a community. This community, through the token they hold, acts as a decentralized autonomous organization or DAO. Members are incentivized to guide the project toward fulfilling its promises.

A few weeks ago, one of the biggest blockchain protocols saw the power shift dramatically out of the hands of the company that supported the technology in its early days. The community was not in line anymore with the company's practices and was able to take back control of the network and continue building the project they cared about the way they saw fit. Who doesn't love a David and Goliath story?

In essence, blockchain is to businesses and organizations what opensource

is to code, bringing transparency to all the interactions between stakeholders.

Conclusion

At the end of the day, I believe we'll see this technology grow into an essential tool for our society. Part of growing up is making mistakes and floundering. However, it's not the mistakes that define a person, it's how they respond and grow afterward. It will be the same for all of us with crypto.

Albert Einstein, who knew better than most the horrific power technology could have, once said, "All our lauded technological progress—our very civilization—is like the axe in the hand of the pathological criminal" (source).

I hope you can see beyond its many current flaws and focus on its merits and the myriad ways it's already being used for good. As builders, users, and contributors, it's our role to mold it through structure and ethical guidelines.

I encourage you to continue to use crypto or try it if you haven't yet. Immerse yourself in the communities and add your unique value, passion, creativity, and trust to this technology. Build apps that value transparency, collaboration, and shared principles. Find ways to reward and engage your ecosystem at large. Think about how it could change your business.

And because I'm a nerd at heart, I want to leave you with this final reminder from Uncle Ben in Spider-Man: "With great power comes great responsibility." Thank you.