

# The Story of Hope

## in the Information Age:

*circa 1980 to the Present*



# GLOSSARY OF KEY TERMS

## PERSPECTIVE

### INTERPRETATION AND OPINION

This text is not fact, rather the view of one author; consequently, it should not be automatically accepted as “truth.” Two-time Pulitzer Prize winning historian and author, **Barbara Tuchman**, stated, *“there is no such thing as a neutral or purely objective historian...without an opinion, a historian would simply be a ticking clock.”*

4

Your mission should be to determine the “truth.”

Your challenge will be to explain why anyone should believe you.

## CREDIBILITY

### BELIEVABILITY

It’s not a given, we acquiesce too quickly. Be respectfully skeptical. Do your homework; check the record and the resume. Ask the question,

*“should I trust this person as a credible source for the truth?”*

Make it a prerequisite before embracing the claims of anyone who professes to have the “answers.”

# TABLE OF CONTENTS

1. HOPE: **REFLECTIONS** - page 6, 7
2. HOPE: **PREFACE AND INTRODUCTION** - page 9 through 20
3. HOPE: **HISTORICAL CONTEXT** - page 22 through 42
  - The Information Age
4. HOPEFUL: **PROFILES**
  - ♦ *Keith Jarrett* - page 45
  - ♦ *Ken Frazier* - page 52
  - ♦ *Buffy Sainte Marie* - page 58
  - ♦ *Thomas Sowell* - page 70
  - ♦ *Elon Musk* - page 83
  - ♦ *Jeff Bezos* - page 93
  - ♦ *Ronald Cotton* - page 94
  - ♦ *Condeleezza Rice* - page 95
  - ♦ *Ping Fu* - page 96
  - ♦ *Cameron and Tyler Winklevoss* - page 97
  - ♦ *Steve Jobs* - page 105
  - ♦ *Hilda Solis* - page 106
  - ♦ *Ursula Burns* - page 107
  - ♦ *Tricia Griffith* - page 108
5. HOPE: **PRE TEST** - page 109

*“**Hope** is that stubborn thing  
inside us  
telling us  
that something better awaits us  
as long as  
we have the courage  
to keep reaching,  
keep working,  
keep fighting.”*

Barack Obama



*Hope* is a candle in the night  
hope is a long respite

*Hope is a feather*  
*Once lifted, it'll only get higher*

*Hope is an oasis in a desert*  
*Hope is a diamond in the dirt*

*Hope is everywhere*  
*Yet hope is scarcely there*

7

*Hope is the dream of better days*  
*Hope is the passion ablaze*

*Hope is beautiful*  
*And hope is tranquil*

*Hope is there for everyone*  
*Hope is an asset that all has in abundance*

Melvin T

**The goal of this class is to help you be successful, today and in your future.**

You'll decide what makes you feel 'successful'. This class has been created to give you specific skills to help you reach your goals.

There are certain skills that have been proven to help all people become a 'success'. The skills we'll focus on in this class are called '**Life Skills**'. These skills include:

- *networking*
- *personal brand development*
- *collaboration*
- *empathy*
- *communication: written, oral and behavioral*
- *change/risk management*
- *creativity*
- *leadership*
- *data management; analysis; observation; listening;*
- *basic computer skills*

8

These skills will be increasing in value in the 21st century. Jobs requiring these skills will grow **2 ½ times faster** than 'other' jobs! In fact, The Employment Policy Foundation claims there won't be enough people with these critical skills to fill all the new jobs of the 21st century. While a job doesn't necessarily determine whether you're '**successful**', a job, career, or profession will most likely determine how you'll support yourself and the lifestyle you'll live. You will be helped understanding the connection between your '**personal brand**' and how your brand creates opportunities for your success. Understanding '**change**' and how to manage it will be important too. Technology has and will continue to be the principal driver of 'change' in America and the rest of the world; but, so will immigration, life expectancy, global competition, lifetime learning, '**leadership**' and '**hope**'. The world is changing; getting you ready for the changes is our focus.

**This class concentrates on specific skills and behaviors  
to help you be the success you hope to be.**

My first question to you is:

- ♦ *are you ready to work on these skills and behaviors,  
right now?*

I understand if some of you are not ready to commit to the work of this class; you probably have other pressing issues. If you can't commit, please find another class. For those choosing to stay, I expect you to work as hard I do by coming to school, ON TIME, attending class, completing assignments, and showing up to some of our events. I am committed to your growth and success. I expect the same commitment from you. Thank You.

<sup>(1)</sup> "The 2020 Workplace: How Innovative Companies, Attract, Develop, and Keep Tomorrow's Employees Today"

# Preface

Of all the things to write about, you might ask me

## why 'Hope'?

Because I believe **Hope** is what we build our lives upon. It's what we build our aspirations and dreams on, day in and day out, as we travel through 'life'. **Hope** is a belief that tomorrow could be better than today. It gets us through our tough times. **Hope** sustains us, helps us persevere. It provides the motivation to keep going, through the peaks and valleys, ups and downs, of life. **Hope** convinces us better days are ahead. Without **Hope**, we're stuck in neutral, never able to get to the next

destination, the next opportunity, on our life's journey. **Hope** keeps us going.

Can we agree that '**hope**' is an attitude or a frame of mind giving us a belief that a positive outcome is possible? If so, then let's begin with

**hope is  
a feeling,  
an anticipation  
that  
better days lay ahead,  
that  
you're going to be  
ok  
and, hopefully,  
successful.**



The absence of 'hope' is despair. It's life without the comforting feeling, the positive expectation, that life will eventually be better.

**The absence of  
'hope'  
is resignation  
that life  
will not get better,  
possibly worse.**

Despair is the absence of 'hope'; it's hopelessness.

'Hope', however, sustains us through

the hardships all people encounter during their lives. Everyone faces hardship at some point in their life. Not only hardship but adversity, failure, melancholy, the blues. 'Hope' is what gets us through. It convinces us things will eventually be ok.

So, where does a person find 'Hope'? Does it just reside within our body, waiting to be called upon during hard times? Is there a catalyst, a spark, which activates a person's innate ability to 'hope' when it's most needed?

Answers to these questions and more will be our objectives in "*The Story of Hope*".

10



Kwasi Enin in 2014 after learning of his admittance to every Ivy League university

# Hope

It's good. It's reassuring. It's a feeling of confidence that things will be ok.

**'Hope' provides  
optimism  
as you climb out of bed  
each day**

to take on your challenges and pursue your dreams. For those armed with hope, there's energy in our first step of the day; for those without hope, the first step is often fraught with lethargy, indifference, even fear; needless to say, hopeless.

**'Hope' is a five hour energy  
drink**



motivating those who take it; those without it are often distracted, shackled by inhibition and trepidation. Hope's gift is state of mind with a

compelling reason for living, injecting an excitement about our daily responsibilities and challenges because we believe something good awaits us. Hope provides an inner strength to stay focused on our goals and dreams. It keeps us moving, forward, optimistically, toward a future goal we believe to be possible. If you believe in hope, if you invest your energies in it, you become optimistic about your future regardless of your worries and fears. This is the return on investment in hope. This is the power of hope.

**So where  
does one find  
'hope'?**

Well, you don't have to go far. It's already in you. You're born with it. Unfortunately for some of us, you either don't know how to find **hope** or we've been influenced not to trust **hope**.

There are three complementary, natural attitudes activated from our brain that stimulates 'hope'. These attitudes are called

**curiosity,  
self-esteem,  
and courage.**

Every person has a reservoir of each. You don't need them all to be **hopeful**; one will do. When accessing any one of these attributes, you will usually find **'hope'** in tow.



## Let's start with **curiosity**.

It, too, is in you, naturally, innately, waiting to be used. Just by observing little babies, it's obvious we're all born curious! As we get older, we sometimes forgot about it or we're discouraged from venturing out of our comfort zone to be curious. Some of us occasionally become consumed by negative things and forget about our innate gifts and strengths, like curiosity, which automatically come with being a person. Curiosity can liberate us from shyness which limits our potential. It's always there, waiting for us to use it. And it's fun!



ity, you expand the number and quality of choices of fulfilling activities to do. Curiosity allows you to dream, of exciting possibilities, then committing to learning the skills and attitudes which make your dreams come true.

## Curiosity leads to hope.

Self-esteem is the next attribute we all can develop.

## **Self-esteem** is closely connected to curiosity.

**John Maxwell** is a very successful American author, public speaker, and pastor who has written more than 60 books focusing on personal growth and development. In one of these books, "*How Successful People Grow*", he address the attitude of self-esteem and its relationship to curiosity. "*Some*

## Curiosity is thinking about 'why', 'what if', and 'what could be'!

Think of curiosity as your cat, that inquisitive feline seemingly always on the prowl looking for something and anything to capture its interest. Curiosity, like the cat, is instinctive. All that's required is setting it free, turning it loose, to search and find what satisfies our interest!

Because you're born with curiosity, it's essentially a choice to either use it or not. By not using it, we limit the variety and number of choices for exciting and fulfilling things to do in our lives. By liberating your curios-

*people fill their minds with limiting beliefs. Their lack of confidence or self-esteem causes them to create barriers to put limitations on how and what they think. The result - these people fail to reach their potential".....they fail to become the people they could be if only they believed in themselves!*

**Self esteem is  
feeling good about  
who you are and  
recognizing and appreciating  
the talents you have.**

**Our confidence and  
self-esteem are often  
affected by  
friends and family.**

If you have people in your family or in a group of people you call friends who continually put you down, who point out your shortcomings and failures rather than your strengths and talents, self-esteem is damaged and optimism stifled. As a result, lifetime opportunities outside your comfort zone for fun, growth and development are limited. A negative friend or family member can destroy your self-esteem by continually criticizing you and pointing out negative things about you rather than the good things about you, the positive qualities you have and the opportunities you have to be successful. While no one is perfect,



**everyone, *most certainly*,  
has positive qualities.**

While being aware of our shortcomings is helpful, it's our positive qualities we need to be convinced of, to appreciate, to focus upon and take advantage of if we want to be successful



and feel fulfilled. For this reason, we should

**surround ourselves with  
positive people**

*up, many people become (unnecessarily) depressed.” Mark Twain also believed in the importance and value of self-esteem. “A man cannot be comfortable without his own approval.”*



14

who share our values and lifetime goals, who support our dreams by reminding us we have the ability to be successful. We miss exciting opportunities when we don't feel good about ourselves, when we don't have the self-esteem to be curious about possibilities. **Alan Greenspan**, a famous international economist, accomplished clarinet and saxophone player, and the head of the **United States Federal Reserve** from 1987 to 2006, has stated “*self-esteem is a built in requirement that demands continued nurturing. People continually seek confirmation of their self worth. Unless our self-esteem is nurtured and built*

**It's not because  
'doubting' people  
don't have ability;  
it's often because  
they are unwilling  
to trust themselves  
to become the person  
they'd like to be.**

*“We cannot be who we believe we aren't”* according to Maxwell.

People with self esteem are humble



and respectful. They don't need to be the center of attention. Confident people willingly share credit with others who helped along the way. People with self-esteem compliment others who may need the compliment. People with self esteem are comfortable with their own imperfections.

There is a realistic recipe for improving self esteem. It's called 'choice'. If you choose to change your thinking about your potential and surround yourself with positive, supportive people, you can build self esteem to change your life. *"The single difference between curious, growing, hopeful people and those who aren't"* is the belief in themselves *"that they can learn, grow, and change"* to fulfill dreams and be successful. The possibility of a successful, fulfilling life is often made possible by a person's self esteem. Curiosity and self esteem will help you develop critical

**life skills like  
networking  
and  
personal brand development  
as well as  
attitudes like  
risk taking  
and  
getting out of  
your comfort zone**

to make sure you become a success

and feel good about yourself.

**Self-esteem and  
curiosity  
enable us  
to be hopeful.**

Finally,

**there's courage.**

It too is connected to curiosity and self-esteem. In fact, courage may be the foundation for both curiosity and self-esteem.

**Courage is mental strength.**

It has nothing to do with biceps and triceps, how fast and far you can run, or how hard you can throw. It has nothing to do with how physically strong a person is. Courage requires mental toughness!

**Courageous people  
usually have  
self-esteem  
and  
high levels of curiosity.**

Courageous people are the ones who ask questions in a group. Courageous people are ready to introduce themselves to others at a networking event in order to build their own network. Courage enables you to enroll in a college away from home out of state. Courageous people feel free to be dif-



16

ferent, to be ourselves.

**Courage**  
enables you to  
step out of your comfort zone,  
take measured risks

**and** not be depressed or discouraged if you fail. Courage enables us to overcome inhibitions and fear of ridicule to try something new. Courage helps you persevere, to not give up, during tough times of adversity and failure.

**Courage** instills  
hope,  
of '*yes, I can*'!

The United States of America has seemingly always been a hopeful country. Through its Revolution against the world's mightiest country, England, in 1776, through its own Civil War from 1860 to 1865, through multiple recessions in the 19th century and into the 20th century, America had hope of better days to come. The United States of America emerged from the first 80 years of the twentieth century with courage, self-esteem, curiosity and, thus, an abundance of hope for future success. Despite a severe economic depression (**The Great Depression of 1929**), two horrific **World Wars**, a deadly **flu epidemic** (1918) that killed millions of Americans, and a controversial, military conflict in the

country of **Viet Nam** (1960s - 1975) which claimed the lives of 58,000 American troops while wounding over 303,000 more, America still became the wealthiest, most successful country in the world, especially in the years after World War 2 (1945) and up through the late 1970s. America had the distinct advantage of making most of the products sold throughout the world. From dishwashers to sewing machines, automobiles to movies and their stars, America was essentially the center of the universe after 1945.

**Everyone everywhere  
was buying  
American made products!**

The other leading manufacturing countries prior to World War 2 (Japan, Germany, England, France, and Italy) were devastated by the bombings of the war. They were rebuilding their destroyed cities after the war while America was building things in its factories. As a result,

**most Americans who  
wanted jobs, had jobs.  
And,**



**most jobs paid well.**

Life was good! Americans were hopeful about their futures.

However, by 1980, concern started to erode America's feeling of well-being and optimism. While the pace of change continued to accelerate in America, change was also accelerating in other countries in the world. Although the rate of production was increasing in American factories, in other words, how fast American factories were making things, the pay increases and opportunities for workers were less frequent. Here's why -

**the rest of the world  
was getting better!**

The war torn countries of World War 2 finally recovered and started to focus on their own factories and production. The economies of the war torn countries were ready and able to

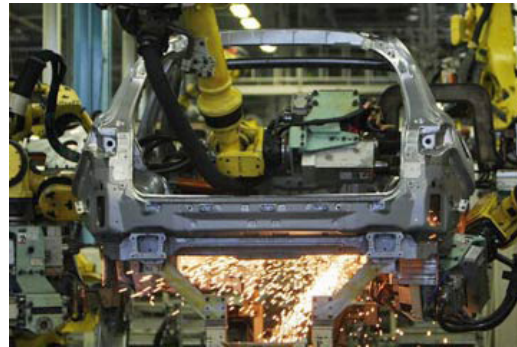
**to compete  
against America.**

Cars were being made in Germany, Ja-





from the destruction of World War 2. The industrialized countries of Germany, Japan, South Korea, France, Italy, Sweden, and others were back, ready with manufactured products from new, rebuilt factories to compete against American made products in markets all over the world. Not only was the American worker competing



Japanese automaking factory using robots in their production assembly lines

against workers in foreign companies but against factory robots and the computer software to run them; foreign companies also developed a better process for making things.

This was the dawn of a new era soon to be called "*The Information Age*". From 1980 to the present, this new era emerged giving people all over the world access to mind boggling amounts of information. An international information highway called the **internet** had been created. Anyone with a computer and the skills to

pan, Italy, France, Sweden, and South Korea and not just Detroit, Michigan, the home of Ford, GM, and Chrysler. Foreign made cars were now being sold, not only in America, but throughout the world. High quality steel was also being made in South Korea and Japan not just Bethlehem, Pennsylvania. And all these products were arguably as good, and in many instances, better and less expensive than American made products. Technology was at the center of global change in manufacturing. The rising standard of living enjoyed by American workers from the end of the World War 2 in 1945 to 1980 became threatened by an emerging change in the way Japan, South Korea and other countries were doing business.

**America lost  
the advantage  
of being  
the dominant manufacturer  
of machine made products.**

The rest of the world had recovered



use it could access this highway to a treasure chest of information. Access to the internet is made through what is called the ‘web’, a special protocol or way to access the internet. By using this protocol or rules based process, the internet provides access to

data,  
in other words,  
raw facts!

Once **data** is  
organized,  
**analyzed and made sense of**,  
it turns into  
**‘information’**  
to **provide answers**  
to questions.

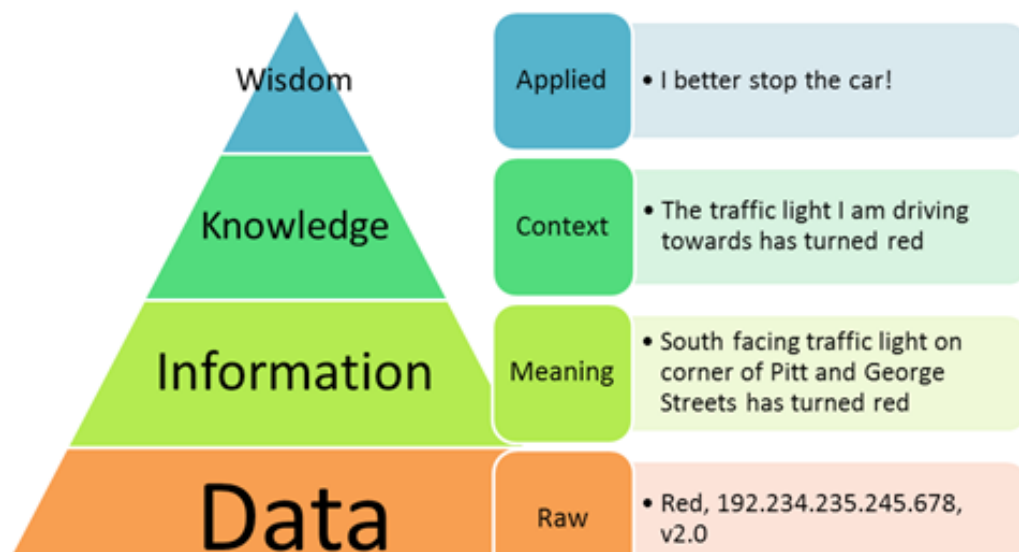
The internet essentially surrendered the secret sauce for success to anyone with access to the internet and smart enough to analyze the data.

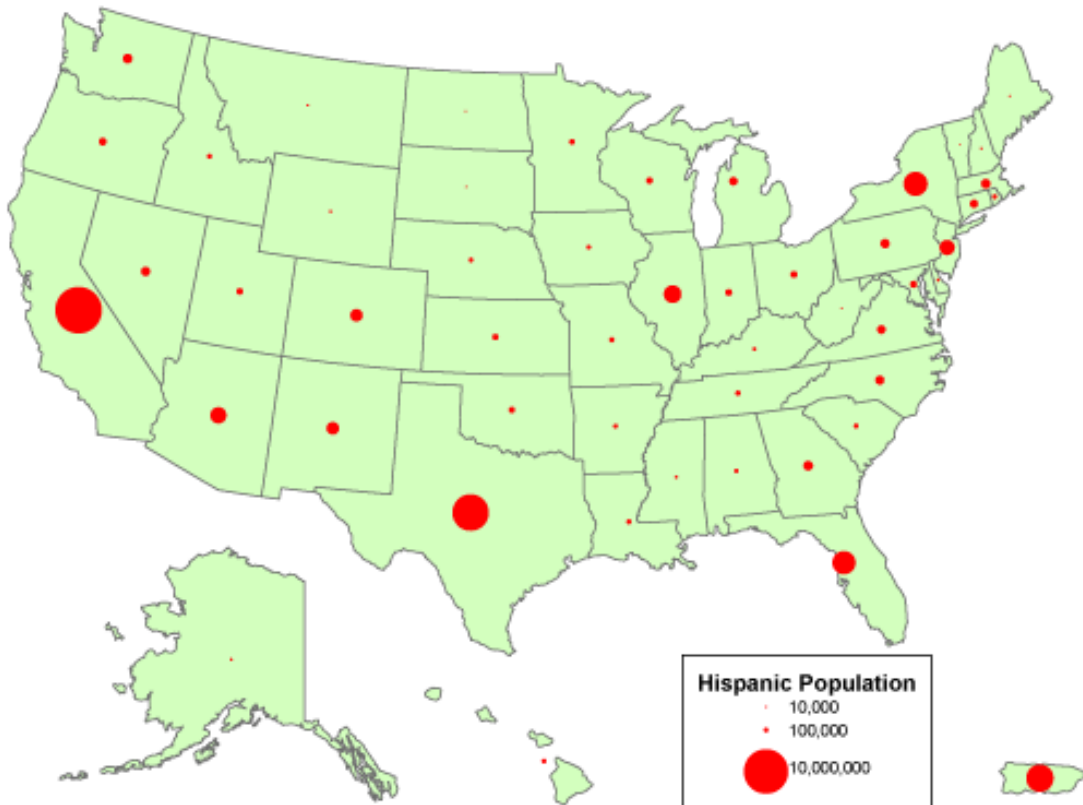
**This process  
is **changing**  
the world .**

No longer is **critical information**  
and the rich **opportunities created  
by it** exclusive to those with political power and influence, wealth and resources to access it. ‘*The Information Age*’ gives access to all, leveling the proverbial playing field,

**making the  
once vulnerable,  
powerful,  
and, consequently,  
the once powerful  
become vulnerable.**

19





areas of large Hispanic population centers in America and Puerto Rico

This is the story we will study. This is the story which continues to unfold today. This is the story changing our lives through internet

**access to  
unlimited 'data'  
and  
the ability  
to process it  
into useful 'information.'**

All that's required from you, and anyone else looking for the opportunities which come from real information is

**the courage,  
curiosity, or  
self-esteem  
to be hopeful  
about  
your future.**



The unstoppable, Miss Piggy wearing the famous Hope diamond.

*“The real value of history is  
its **relevance** to  
the present.  
Without **relevance**,  
history is as useless as  
lips on a woodpecker”*

21

# The Information Age

**1980.**

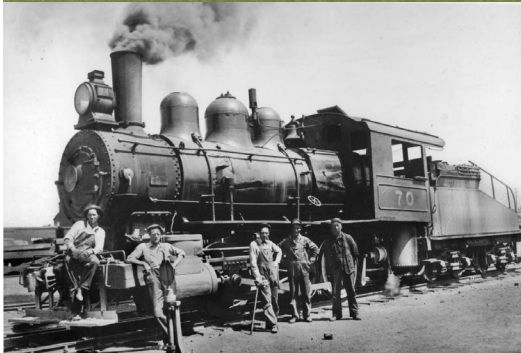
**Thereabouts.**

Historians and anthropologists, the experts who study mankind, have categorized the history of our planet and the people inhabiting it into different 'ages'. Ages are periods of consecutive years, each age varying in its number of years.

**Each age  
has been given  
a name  
characterizing  
a change  
in the way of doing things**

from the previous age. The change has usually been caused by an invention. Since the 1700s, the change in each age has been caused by technology which seemingly empowered the people living during an age to free themselves from limitations of the past.

10,000 years before 1980, people were wandering the earth searching for food. Then, an **Agricultural Age** emerged when people started planting seeds to grow food rather than just hunting for it. Cultures formed around increasing populations near farms. In the 1700s, steam ignited the next change. Machine engines powered by steam replaced horses and wind. Railroads, steamships and factory machines changed travel and production. New areas in the western territories of America quickly became cheaper and less dangerous to get to. Steam powered machines lowered costs for clothing, fuel and foods. People began leaving farms for the cities where higher paying jobs in new factories could be found. This was the start of the **Industrial Age**. It actually began in England, in cities like Birmingham, Liverpool and Manchester. The Industrial Age came to America when Englishman **Samuel Slater** stole designs of English factory machines and brought them to **Pawtucket, Rhode Island**, where he partnered with rich entrepreneur, **Moses Brown**, to build the first factories in America. Almost 200 years later, another age was born, an **Information**





*Age*, this time powered by computers.

**Any conversation about  
the *Information Age*  
must include  
the *internet*!**

The internet was and continues to be a system of separate computer networks, all connected, throughout the entire world.

**The design and infrastructure  
of the *internet*  
came together  
in the *1960s*  
for the  
United States Military**

to share information among important organizations. By 1969, four American universities - **Stanford**, **UCLA**, the **University of Utah**, and **University of California at Santa Barbara** - were connected to one another through a system called **ARPA-NET**. By 1981, the number of universities expanded to 213. Later in the 1980s, colleges in Europe and Asia were connected to the system. By 1992, the United States government organization, the **National Science Foundation**, was running the internet. Congress soon passed a law to open the internet to more than colleges, to people like you and me. By 1995, the running of the internet was turned over to another government organiza-

tion, the **Department of Commerce**. The Commerce Department removed many internet restrictions and opened up access to public use.

The rate of change in America and throughout the world accelerated during the Information Age. Change was seemly gaining momentum by the day. A California computer chip company (**Intel**) founder named **Gordon Moore** predicted computer power would double in speed and capacity every two years into the future and the implications for companies, countries, people, education, and life styles would be profound.

**Moore's prediction  
became known as  
*Moore's Law***

and it soon proved prescient.



an Intel mini or micro computer chip found in many mobile devices today

The **Information Age** in America started amidst a violent and divisive time in world history. But it wasn't the internet nor computers that created the turmoil.

**America's  
negative brand perception  
among some people  
once again  
created problems.  
During the early 1970s,**

a war broke out in the Middle East when the Arab countries of Egypt and Syria attacked Israel. As soon as the United States announced its support of Israel, several oil producing countries, who were members of a **cartel** called **OPEC** (Iraq, Kuwait, Iran, Saudi Arabia, Libya, United Arab Emirates, Qatar, Indonesia and Algeria), decided to cut their oil exports to America. As a result, American gasoline in 1974 was soon in limited supply and prices increased from 30 cents per gallon to a shocking 55 cents per gallon! In some states,

**Americans were only able  
to buy their gasoline  
on either  
odd or even days**



during the month according to the last digit in their license plate. In other states, colored flags were used to let the public know if gasoline was available: a green flag informed drivers there was gas to sell; a yellow flag informed customers a limited amount would be sold to each driver; a red flag denoted that no gasoline was available. By 1980, the cost of a gal-



lon of gas rose to \$1 per gallon after a revolution erupted in the country of Iran preventing Iranian oil companies from pumping oil from their wells and exporting it to America. Many

**Iranians then became angry  
when America offered**

**medical support  
to a dying  
Iranian leader named,  
Shah**



The Shah and President Jimmy Carter

**Mohammad Reza Pahlavi**, who originally had been put in charge of Iran by America's CIA in the 1950s. The Iranian people had rebelled against the Shah in the late 1970s and forced him to flee Iran. On November 4, 1979, Iranian college students

**kidnapped 52 Americans  
living in Iran as  
part of a protest  
against America's**

support for the Shah and kept the Americans hostage at the American embassy in the Iranian capital city of Tehran. **President Jimmy Carter** was unable to gain their release.

At the same time, America's economy was troubled by inflation; America's dollar was losing its value. Inflation caused an increase in the cost of food, clothing, and fuel. Inflation also in-

creased the cost of borrowing money to buy cars and homes. American interest rates approached 20%!

Remarkably, throughout this turmoil and trouble, many Americans never lost hope. Many believed better days would be coming.

But,

**instead of  
waiting for change,  
Americans took the initiative  
to create it.**

In the 1980 Presidential Election, Americans elected former Hollywood movie star and Governor of California, the 69 year old **Ronald Reagan**, to be the next President of the United States. Within minutes after taking the oath of the Presidency in January



President Ronald Reagan



of 1981, Iran released the American hostages.

At the same time President Reagan was changing the way an American President ran the country, a number of scientists and young entrepreneurs with the amazing cooperation of the American government were

**changing the  
American economy and,  
at the same time,  
the world  
through something called  
the internet!**

From its development on the campus of UCLA (University of California at Los Angeles), the internet became a highway for information and commerce. Soon, people like **Jeff Bezos**,

a Wall Street hedge fund manager, left his Wall Street job to start a company from the confines of his garage to sell books, compact discs, computer hardware, computer software, and videos on the internet. Bezos' company name was Cadabra. One year later, he changed the name to **Amazon.com**! Others entrepreneurs fol-

**amazon.com**<sup>®</sup>

lowed, like **Pierre Omidyar**, who launched his company called Auction Web, in September 1995. Two years later, Omidyar changed his company's name to **eBay** after discovering his first choice, "echobay", had been



Pierre Omidyar

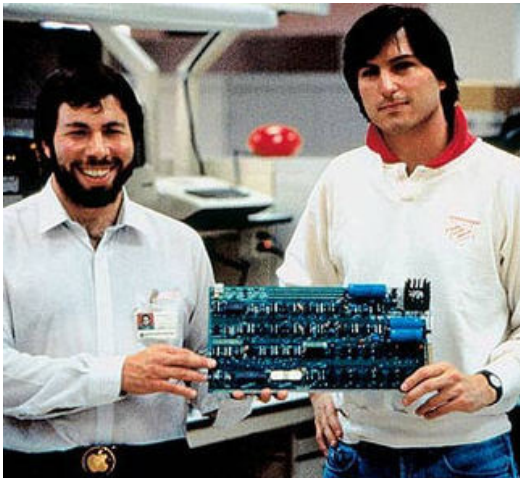
taken. The first item sold on the site was a broken laser pointer. Omidyar was astonished why anyone would

**ebay**<sup>™</sup>



buy such a seemingly worthless item. But other surprise purchases on eBay followed. By 2014, Pierre Omidyar's eBay was selling collectibles, appliances, computers, home furnishings, exercise equipment, domain names, vehicles and so much more creating a net worth for Omidya of \$8.6 billion.

Information Age commerce was not limited to stores and auction sites residing on the internet. Hardware developers, like **Steve Jobs** the co-founder of Apple, began making computers, tablets, phones and other devices as



A young Steve Jobs (right) and collaborator and Apple co-founder, Steve Wozniak (left), holding one of their early Apple prototypes.



The iconic Apple logo



Steve Jobs and his iPad tablet

well as services like the **iTunes** online music and video store that supports and enhances the internet experience.

**Steve Jobs** was to Information Age hardware (computers, tablets, Ipods, etc) what **Bill Gates** was to Information Age software (**Microsoft Word, Office, Excel, etc**). In 1975, Gates and co-founder **Paul Allen** started a company called **Microsoft**.



Bill and wife Melinda Gates in 2009. Their Gates Foundation charity has donated billions of dollars to charities.



**Gates** and Allen's software or computer program essentially created a computer language which delivered operating instruction to computers to do specific tasks. Later, in the 21st century, Microsoft diversified and began producing hardware like **Surface** tablets and **XBox** game consoles. Bill Gates is consistently ranked as the



the MicroSoft Surface tablet



cattle better with up to date information on weather, market prices, and insurance alternatives through inexpensive **mobile devices**. At the same



time, disgruntled Tunisians and Egyptians can overthrow a corrupt and repressive government with the help of their mobile devices.



first or second richest person in the world with a net worth of over \$80 billion dollars! This was **American capitalism**! People could start and own companies and make as much money as they could.

The hardware of Jobs and software of Gates eventually faced stiff competition from new technology companies in other parts of the world during **the Information Age**. This emerging technology competition lowered prices for mobile phones and other devices enabling more people to afford and benefit from the seemingly daily improvements in technology. As a result, poor African farmers and herdsmen can manage their crops and



But while the internet and mobile technology was improving the economic and political lives of millions of Africans, Asians, and South Americans, technology was creating a contrasting change in America, especially among **America's middle class**.

Following World War 2, from the 1950s to the mid 1970s, America's middle class workers, from

**unionized electricians  
in Providence  
to Detroit automobile  
assembly line workers,  
consistently received  
wage increases  
and generous  
health care coverage and  
pensions.**

At the same time, companies employing these workers, like the automobile corporations of Detroit (**General Motors, Ford, and Chrysler**), were earning huge profits, much more than automobile companies in countries like Germany and Japan who were still trying to catch up to America after the war.

But, as America emerged from periods of high inflation and unemployment in the 1970s, the now rebuilt Japanese, South Korean and German car and steel companies started taking business away from American com-

panies. As a result, President Reagan began making changes to American government strategy. President Reagan followed the advice of his primary economic advisor, Nobel Prize winning economist **Milton Friedman**.

**Friedman achieved  
celebrity status  
regularly appearing  
on television  
to share and promote  
his **economic** theories.**



Milton Friedman

President Reagan followed Friedman's advice by lowering taxes to stimulate the American economy.

You may not know that Americans are divided into tax brackets or categories which determine the amount or percentage of a person's pay the government will take in taxes. As a person's income increases, a person pays more taxes. A person making \$100,000 in income usually pays more taxes at the higher rate than the person making \$25,000. In 1980, the American government could take up to 70% of a person's income above a government determined baseline. By the end of

Reagan's Presidency, the highest tax rate was lowered to 28%. Reagan lowered company taxes too. Lower taxes meant more money for Americans to spend and, for American business people, to invest in their companies. The hope was the extra money would mean stronger companies who could invest in technology and better business practices to compete against the Japanese, Germans, and South Korean companies. Successful American companies could hire more workers. Social welfare programs were also cut during the Reagan Presidency to replace money lost when income taxes were lowered. New laws were passed and old laws were more rigorously enforced to limit unions' influence over companies. Weaker unions meant lower wages for union laborers thus enabling companies to have higher profits. The power of America's unions like the Professional Air Traffic Controllers Organization (PATCO) and the United Auto Workers (UAW) was greatly diminished during the Reagan Presidency.



When America's air traffic controllers went on strike in 1981 demanding a 32 hour work week and better working conditions, President Reagan ordered them back to work in 48 hours or he would fire them. When the air traffic controllers did not end their strike, President Reagan fired 11,345 striking air traffic controllers and banned them from working for the federal government again.

The internet and President Reagan's aggressive policies also created another dramatic event,

**the collapse of  
America's most formidable  
enemy,  
the country known as  
the Soviet Union or  
Communist Russia.**



East Berliners and West Berliners celebrating the collapse of the Soviet Union control of the city of East Berlin and the country of East Germany on top of the wall the Soviets built to separate the east part of the city the Soviets controlled from the west part of the city that was free and independent. By 1991, all of the Soviet Union and the countries it controlled abandoned the communist plan.

**Communism** was a government plan which practiced **socialist** economics prohibiting private ownership of property and companies; everything from automobile companies and department stores were owned and operated by the government. While the Soviet government provided free health care and education and everyone was guaranteed a job, the Soviet economy was a disaster. Soviet government owned businesses and factories were inefficient. Items from toilet paper to jeans, automobiles to televisions were always difficult to find in Soviet stores. Soviet Russian citizens were



not able to make as much money as they wanted because the communist government wanted all citizens to be equal. By the end of the 1980s, Soviet citizens were so frustrated they forced their communist leaders to shut down the communist style of government and turn it over to new leaders who promised more personal freedom and a capitalist economy permitting private ownership of business similar to the United States.

Similar economic changes occurring in Russia were rapidly unfolding in other communist countries like **China**. Other countries struggling economically like Brazil and India also began to adopt capitalist policies and embrace internet opportunities and globalization. In the 1990s,

**a truly global marketplace  
was replacing  
the former  
American centric  
marketplace.**

Countries like China started building factories with capitalist principles to manufacture American automobile parts, sneakers for **Nike** and **iPods** for Apple. The poorest Chinese farm workers were suddenly making more money by assuming jobs American workers previously had before American companies began exporting jobs to foreign countries where labor rates and other costs were much lower.

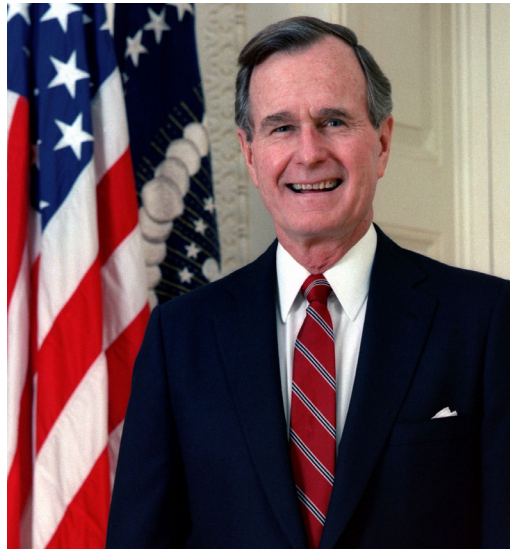
**As Americans  
were losing jobs  
to globalization  
of business,  
people in  
other parts of the world  
were benefiting.**

For instance, millions of Chinese escaped the poverty of their previous lives with new, former, American factory jobs. Author **Chrystia Freeland**, in her book *“Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else”* writes “over the past 15 years of the Information Age, 300 million or more Chinese have been lifted out of poverty”. In fact, as of 2011, 3.4% of China’s entire population were millionaires (meaning personal wealth over \$1 million) and there were 5,400 Chinese people with a net worth more than \$50 million! **Globalization** has had a similar impact on people living in India, Viet Nam, Brazil, Mexico, and Singapore. 15% of Singaporeans are millionaires today!

Author Freeland continues with a specific example of an American company outsourcing the manufacturing of one of their products. “*The iPod employed twice as many people outside the United States as it did in the country where the iPod was invented - 13,920 people in the United States and 27,250 outside America.*” The internet has enabled companies to manage their work more efficiently in for-

eign countries than before the start of the Information Age and the internet. *“Globalization is working - the world overall is getting richer.”* Nobel Prize winning economist, **Joseph Stiglitz**, said globalization’s effect was predictable. *“Globalization means wages in America will eventually be equal to the wages in China. That’s full globalization.”* While American companies are reaping robust profits and skilled workers like **engineers, statisticians,** and **computer programmers** are making high salaries, many union, middle class Americans are losing jobs or making less money because of globalization and new computer technology like **robotics**. Computer technology and globalization has meant fewer jobs and lower wages for America’s middle class while wages in China rise.

The outsourcing of American jobs to foreign countries continued through the **George Herbert Walker Bush** Presidency (1989 to 1993) and the **William “Bill” Clinton** Presidency (1994 to 2000) as the power of the **internet kept building a truly global marketplace**. While America continued to be the driving force of technological change, once poor countries throughout the world were benefiting from internet opportunities and globalization. China, Singapore, Russia, Brazil and India especially benefited the end of the Clinton Presidency in 2001, the United States economy was so good, the government had a budget



George Herbert Walker Bush, the 41st President of the United States and father of George Walker Bush, the 43rd President of the United States.

surplus; in other words, for one of the few times in its history, the American government took in more money in taxes than it spent.

With all this prosperity, Clinton and the Democratic controlled Congress altered regulations in order to make owning a home easier for poorer Americans. As a result,

**income requirements,  
down payments,  
and credit ratings  
were relaxed  
so more people  
could buy homes.**

And they did! All was well until.....

**the attack of September 11, 2001**, a series of taxes decreases by **President**



George Walker Bush, the 43rd President of the United States and the son of George Herbert Walker Bush, the 41st President of the United States

*George Walker Bush* and when millions of Americans couldn't pay their home mortgage monthly bills.

When a fundamentalist and radical Islam terrorist group called **Al-Qaeda** on September 11, 2001 commandeered two commercial airliners and crashed them into the **Twin Towers**

in New York City, America and its allies throughout the world joined forces to launch an all out attack on radical Muslim terrorists and the apparent Al-Qaeda headquarters in Afghanistan. In 2003, **President George Bush** expanded the war to Iraq when Secretary of Defense **Donald Rumsfeld** and Vice President

**Dick Cheney**  
**adamantly contended**  
**Iraqi dictator,**  
**Saddam Hussein,**  
**was hiding**  
**weapons of mass destruction**  
**which could be used against**  
**America and its allies.**



America was soon spending more money than it was collecting in taxes fighting wars in Iraq and Afghanistan and against the terrorist group **Al-Qaeda**. The American government was forced to borrow billions of dollars to pay the bills of fighting these wars when another calamity struck. In 2007, another recession hit America and the world, this time greater than any other recession since the **Great Depression of 1929**. This **Great Recession of 2008** forced hundreds of companies, large and small, to close their doors and go out of business in America and throughout the world.

**Millions of Americans  
lost jobs and,  
in many cases,  
their homes to foreclosure.**

Large, long standing, once successful Wall Street investment firms like **Lehman Brothers** declared bankruptcy and went out of business. The automobile company, **General Motors**, after declaring bankruptcy in 2009, was only saved when the United States and Canadian governments essentially loaned the company

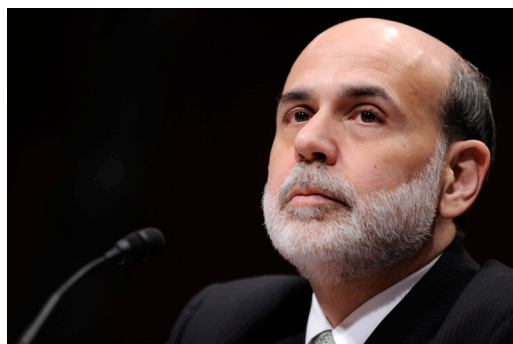


\$51 billion dollars. As soon as President **Barack Obama** became President in 2009, he and his Secretary of Treasury, **Timothy Geithner**, were forced to increase America's borrowing to \$11 trillion dollars to save America and its economy from the devastation of the Great Recession as well as continuing to fund the ongoing wars against terrorism.

Just as it did during the calamitous **Great Depression** of 1929 and into the 1930s,

**America once again  
looked to the United States  
Federal Reserve  
to end  
The Great Recession of 2008.**

The **Federal Reserve** is the central bank of the United States government. Its responsibility is managing the money supply of the country. Its chairman, appointed by the President, was **Ben Bernanke**. Bernanke decided to increase America's money supply and lend the additional funds



Federal Reserve Chairman, Ben Bernanke, ran the Federal Reserve, the main bank for the country, from 2006 to 2014. One of the main responsibilities of the Federal Reserve is controlling the money supply in circulation.



to companies in danger of going out business thereby protecting jobs, property, and America's financial reputation. The additional dollars were raised by the government through the sales of **United States Department of Treasury bonds and notes.**

**Bonds and notes are essentially IOUs, loans, whereby the person purchasing the bonds is lending America money to pay its debt.**

**America eventually repays the bond value with interest**

upon the expiration of the agreed upon term of the bond or note. The one purchasing the bonds makes money through the interest payment added to the amount of the bond. America is helped by getting the mon-

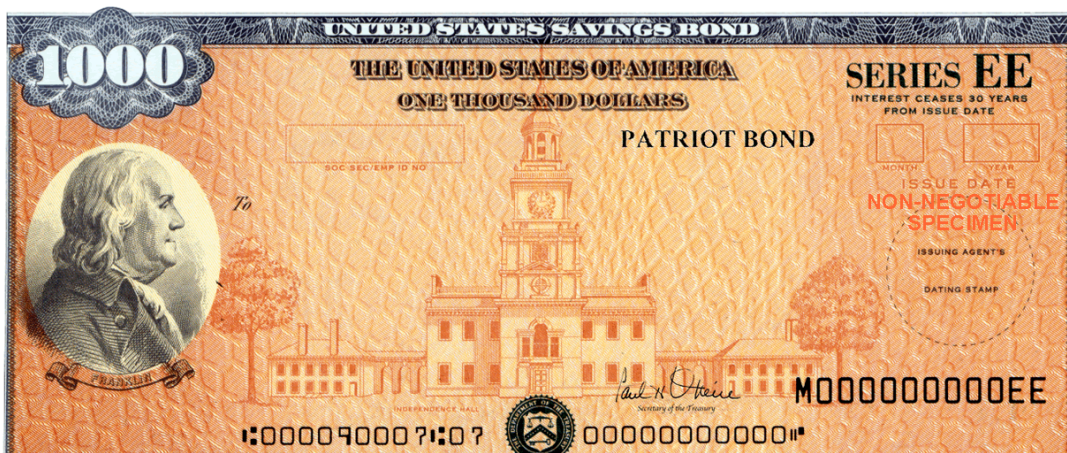
ey it needs to pay its bills during the difficult times experienced during the **Great Recession.**

Because of the fragile condition of the United States economy at the time of the **Great Recession**, most economists and government leaders agreed increasing taxes was not a realistic option. So, borrowing money through the sale of bonds and Treasury notes was the option chosen. Many of the bonds and notes were purchased by Americans. But there has been a significant amount of America's debt purchased by foreign countries. Of America's total debt of \$17,000,000,000 (trillion), the country of

**China loaned America more money than any foreign country through the purchase of \$1,263,000,000 (trillion!)**

**US Treasury bonds.**

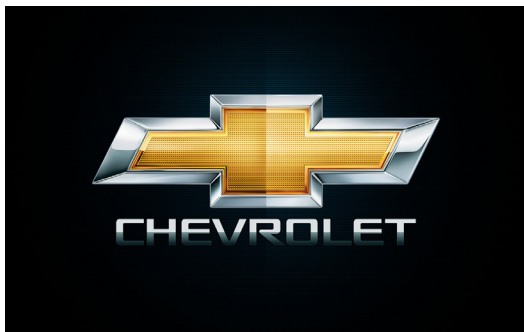
35



So what has been

**the impact of the  
Great Recession in America  
and the  
U S government plan  
to fix it?**

By 2013, large businesses and corporations like **General Motors** and **Chrysler** have been saved. They're



now making millions of dollars again and repaying their government loans. Those big banks and insurance com-



panies the government chose to help are now making lots of money and repaying their loans.

While Presidents, CEOs and other corporate executives like **Jamie Dia-**

**mond**, Chairman, CEO and President of the investment firm, **JP Morgan Chase**, have earned lots of money when their companies recovered from



Jamie Diamond, Chairman of the Board of Directors and President and CEO of the company, JP Morgan Chase. JPMorgan Chase received \$25 billion from the U.S. Treasury Department during the Great Recession under the Troubled Asset Relief Program (TARP). Mr Diamond earned \$20 million dollars in 2013.

the recession, many smaller businesses failed and millions of American citizens lost their homes. Many who lost their jobs remain unemployed because their companies, like **Circuit City**, once America's 2nd largest con-



sumer electronics store behind **Best Buy**, went out of business during the recession or their former jobs are now in foreign countries. Many workers have discovered their old skills are no longer needed in American companies and they don't possess the

**new skills**  
needed to fill  
high paying  
computer, statistical  
analytic, design and  
engineering jobs  
of  
**the Information Age.**



Apple CEO Tim Cook (left) and 15 year old Ahmed Fathi. Companies like Google and Apple are hiring smart kids with the right skills as young as 13 years old to create apps for their mobile devices. Google hosted a youth program in June of 2014 inviting more than 200 children between the ages of 11 and 15 for a half day to introduce them to some basic tools used by its developers. Apple in 2012 lowered the age of admittance from 18 to 13 to attend its developer conference.

And many middle class Americans who were fortunate to keep a job during the recession haven't had a wage increase in several years.

**America has become  
a different place  
since  
the advent of  
the Information Age  
and after  
the Great Recession.**

America's Information Age, according to some economists and anthropologists, has been in many ways

**a return to  
America's  
Gilded Age  
of the late 19th century  
(1890s) and  
early 20th century  
(1900 to 1929).**

Many large companies and corporations are making large sums of money. The owners and executives of these large companies are making incredible salaries and bonuses for their company's fiscal success. **Robert Reich**, a professor at the University of California Berkley and President Clinton's former Secretary of Labor, states in his 2010 book "*Aftershock: The Next Economy and America's Future*" the



**richest 1% of Americans  
earned 23%  
of all the money earned  
in America in  
both 1928 and 2007!**

*“After 1928, the share of the national income going to the top 1% steadily declined, from 16 - 17% in the 1930s, then to 11 - 15% in the 1940s and to 9- 11% in the 1960s, finally reaching a low of 8% in the 1970s. With the advent of the Information Age and the Reagan Presidency, the richest 1% share began to climb again: 10 - 14% of America’s total income in the 1980s, 15 - 19% in the 1990s and over 21% in 2005 before reaching more than 23% in 2007.”* More and more of all the money earned in America is in the pockets of fewer and fewer people.

Fewer American are working too. The

**percentage of Americans  
with a job  
has fallen from 67%  
of the population in the 1990s  
to only 64% in 2013  
and only 62.4% in 2022!**

**The Labor Force Participation Rate** is a statistic measured by the government identifying how many Americans are either working or actively looking for a job. The term “**Labor**

**Force**” represents the total number of people employed as well as people who are unemployed. The

**“*unemployment rate*”,  
published by the government  
each month,  
identifies the percentage  
of people in the labor force  
who are out of a job  
AND  
looking for work.**

**Anyone who is not employed and  
has not looked for work in the past  
month is not considered in the la-  
bor force and is not part of the un-  
employment rate published by the  
government.**

An important question emerges.

**Why  
are so many Americans  
choosing not to look for a job  
who could be working?**

According to a recent edition of *The Economist Magazine*, employers are not surprisingly having trouble finding qualified workers for jobs!

The Information Age has and continues to change every segment of the American society from its companies to its people. There are fewer of the



once successful companies of the Industrial Age that advanced into the Information Age since many have either gone out of business or have merged with other companies. All companies have seemingly changed the way they do business and, as a result, they want workers with different skills today. For instance, just examine the way banks operated in 1970 and how differently they operate today with debit cards, on-line checking and direct deposit. **Ally Bank**, for one, has no branches. It's an electronic bank; every transaction is online. Borrowing money from many banks is also more difficult after the Great Recession for middle class Americans. And some companies, like Amazon, have no point of purchase buildings; all sales take place on-line.

**The Information Age  
has also witnessed  
the birth of a  
new currency called  
digital currency or  
cryptocurrency. -**

**The most popular has been  
bitcoin.**

You can't touch it. Can't feel it. It's virtual money!

**It's value comes  
from people  
believing it's valuable.**

The **Bitcoin** network was designed and launched in January 2009 by an anonymous programmer (or a group of programmers) under the pseudonym of "**Satoshi Nakamoto**." People compete to "mine" bitcoins using computers to solve complex math puzzles. When a complex math problem is solved, bitcoins are awarded. This is how bitcoins are created and earned. Currently, a winner is rewarded with 25 bitcoins roughly every 10 minutes for solving their posted math problem. As Paula Rosenblum wrote in a January 2014 Forbes Magazine article *"bitcoin is a form of payment because*

**you can use Bitcoins  
to pay for things.  
You can buy computers**

39



*on Tigerdirect.com, you can buy pretty much anything on Overstock.com and*



*apparently, some enterprising young California girls are letting you buy cookies with them.” Even an NBA basketball team, the **Sacramento Kings**, accepts bitcoin payment for tickets.*

Finally, and arguably most importantly, the **Information Age** is about **education!**

40

Despite fact everyone agrees that some kind of Education is the surest recipe for getting the high paying jobs of the Information Age whether you’re a plumber or programmer, a

growing number of  
economists, business leaders,  
academics,  
**non-partisan** political leaders  
and  
graduates of  
traditional American schools  
are now questioning  
the relevance  
and, consequently,  
the value of traditional  
American education.

There is an international test,

**PISA**, the  
**Program for International  
Student Assessment**,  
has been measuring  
reading and math scores  
of high school students  
from all over the world  
for a number of years.

The PISA exam is a two-hour test taken by 600,000 15-year-olds measuring and then comparing student reading, math, and science knowledge in the leading nations in the world. Recent PISA scores in **reading** have continually revealed that American students are falling behind students in China, Singapore, Hong Kong, South Korea, Poland, Sweden, New Zealand, Estonia, Canada, Finland and Ireland.

**IN MATH,**  
**AMERICAN**  
**HIGH SCHOOL STUDENT**  
**PISA MATH SCORES**  
**WERE LOWER THAN**  
**the scores of STUDENTS**  
from

**China, Singapore, Estonia,**  
**Japan, Finland, South Korea,**  
**Canada, Poland, New Zealand**  
**Slovenia, England, Nether-**  
**lands, Germany, Australia,**

**Ireland the Czech Republic,  
Norway, Sweden, Denmark  
and Switzerland**

**creating a rising concern  
about the quality of  
education,  
especially public schools  
in cities,  
in the United States.**

*“Although the top quarter of American students have improved their performance on the exam since 2012, the bottom 10th percentile of American students lost ground”, according to an analysis by the National Center for Education Statistics, a federal agency. The disappointing results from PISA were followed up by an announcement from the National Assessment of Educational Progress, an American test, that recently showed “that two-thirds of American children were not proficient readers” as cited in a December 2019 New York Times article. The Times article continued by stating “three percent of American children from poor families were top performers in reading, compared with an average of 4 percent of poor children among O.E.C.D. (Organization of Economic Cooperation and Development) countries.” The New York Times article concluded in its headline “It Just Isn’t Working? PISA Test Scores Cast Doubt on U.S. Education Efforts. An international exam shows that Ameri-*

*can 15-year-olds are stagnant in reading and math even though the America has spent billions to close gaps with the rest of the world.”*

As the best elementary and secondary schools for teaching fundamental, critical, 21st century skills remain inaccessible to all Americans AND so many people now questioning the cost, debt, value and practicality of a 21st century college education, many economists are suggesting

**alternatives  
to teach people the skills  
for success in  
the Information Age**

and saving students significant amounts of money. There are courses today being offered only online by world class teachers and professionals through private companies like Coursera called ‘massive open online courses’ or moocs’. Many moocs have affiliations with America’s top universities with non-credit and credited course options. Some are free! Even American high schools and middle schools have incorporated the free, online remedial program, Khan Academy, into their curriculum. Khan Academy has received a

41



\$30 million dollar grant from the **Bill and Melinda Gates Foundation**.

Another education alternative set to launch in 2014 is Minerva Schools. The **Minerva Schools** at KGI is one of several recent entrepreneurial initia-



tives aimed at shaking up traditional higher education according to Mary Beth Marklein's 2013 article in ***USA Today***. Minerva will offer no inter-collegiate sports or fancy exercise facilities. Minerva will focus on 21st century academics and experiential learning. According to Ms Marklein, *"while classes will be conducted online, students will travel the globe, immersing themselves in local culture in major cities such as San Francisco, California (USA), Mumbai, India, Hong Kong, China and Capetown, South Africa.*

***Students will focus on  
"cornerstone" skills  
such as theoretical analysis,  
data analysis  
and  
communications.***

*The online format will enable instructors — recent Ph.D recipients and retired faculty — to track how individ-*

*ual students are progressing and make adjustments as necessary. Tuition will be \$10,000; total costs, not including airfare for overseas flights, will run about \$28,850 a year — roughly half of what many highly selective U.S. private institutions charge."*



**The way people  
are taught  
and  
how they learn  
the skills  
people need  
for success  
in the 21st century  
is being questioned.**

What the future holds for education, employment, and marketplaces remains to be seen.

But a few things are certain.

**The pace of change  
driven by computers and  
technology  
will accelerate.**

At the same time, the

**commitment to  
lifetime learning**

will be most important for lifetime  
personal success.

**People,  
whose skills  
do not evolve  
with the changes  
in the global marketplace,  
will eventually  
be out of work.**

What will remain

**fundamental to  
lifetime success  
will be a person's  
curiosity,  
courage,  
self-esteem,  
work ethic,  
brand and network,  
the commitment  
to lifetime learning,  
perseverance (i.e. grit)  
and  
hope**

**Regardless of  
what you encounter  
along the way,  
you most certainly  
can find  
the success you seek.**





**What follows are remarkable stories of remarkable people  
meant to  
inspire and give you hope  
for creating your own remarkable story.**

***“If you want to be great,  
walk side by side  
and  
hand in hand  
with great people.”***

# Keith Jarrett



46

Always, curiously hopeful.

## If Superman

was faster than a speeding bullet, more powerful than a locomotive, and could leap tall buildings with a single



bound, these abilities

pale to  
**Keith Jarrett's.**

First, Keith Jarrett has

**PERFECT PITCH,**  
i.e. a rare ability

of a person to identify or re-create a musical note without the benefit of a reference tone. Some estimate the occurrence of perfect pitch is found in less than 1 in 10,000 people. In other words, *Perfect Pitch* is rare. His other

remarkable skills include motivation, i.e. Jarrett works hard, endlessly, tirelessly, to become the best he can be.

Jarrett is also  
insatiably **CURIOUS,**  
focused on  
**pushing out his comfort zone**  
for answers  
to his questions  
for the knowledge he seeks.

Keith Jarrett is



**COURAGEOUS,**  
primarily,  
taking measured risks  
to  
**liberate the innate creativity,**  
all of us have,  
yet  
too few  
**courageous enough**  
to act.





Here's what Wikipedia says about Keith Jarrett. He was born on **May 8, 1945**, in Allentown, Pennsylvania, to a mother of Slovenian-Hungarian descent, and a father of mostly German descent. He grew up in suburban Allentown, Pennsylvania, with significant early exposure to music. *"When my parents discovered I had perfect pitch, they decided to get me lessons"* Jarrett revealed during a 2000 interview on NPR's *Fresh Air* show. Jarrett was deemed a child prodigy, displaying

**prodigious musical talents  
as a young child.**

**He began piano lessons  
when he was 3 years old.**

He also played violin; he enjoyed both instruments. One of his earliest teachers gave him an ultimatum to choose

either piano or violin, otherwise, this teacher, whom Jarrett later acknowledged was very good, would refuse to teach him. At the time, young Jarrett was upset but, in retrospect, he acknowledged the teacher's instruction and disciplined approach was wise.

As a young boy, he'd rather play basketball with his friends. But his mother recognized Keith's talent and demanded he practice. Soon, Jarrett loved the satisfaction playing the piano brought to his life. *"Playing piano helped me manage my life. After my parents divorced, playing piano helped me manage my frustration and anger"* Jarrett told *Fresh Air* host, Terry Gross.

*"From the time in my life I had any memories,*

***I really think I had a calling  
(to play piano)."***



the amazing, incomparable, **Miles Davis**

Encouraged by his mother, he took after classical piano lessons. He gave his first formal piano recital at the age of seven, playing works by composers such as Mozart, Bach, Beethoven, and Saint-Saëns, and ending with two of his own compositions.

In 1963, Jarrett moved from Allentown, Pennsylvania, to Boston, Massachusetts to

**attend the  
Berklee College of Music.**

He also played piano in local Boston clubs.

In 1968,

**Jarrett was asked to join  
the **Miles Davis** group**

**Davis, the world renowned  
trumpet player,**

heard Jarrett performing in a New York City club. Jarrett later performed on several Davis albums.

In 1973,

**Jarrett also began playing  
**improvisational, solo,  
piano concerts.****

The most popular of Jarrett's improvisational concerts was performed in 1975 in the city of Koln, often called Cologne, Germany. The recording of Keith Jarrett's

**Koln concert  
became the  
best-selling solo piano album  
ever**

with sales of more than 3.5 million. Coincidentally, the concert was remarkably organized by a 17-year-old, Vera Brandes. The show was sold out, filled to capacity at over 1,400 people at a

**ticket price of \$1.72.**

It was remarkable that Jarrett even performed in Koln. First of all, the promoter had the wrong, clearly inferior piano delivered to the concert hall. Jarrett had requested a much different, better performing piano. Jarrett was also suffering from excruciating back pain for several days and, as a result, he experienced many sleepless nights.

KEITH JARRETT  
THE KÖLN CONCERT



ECM

album cover for the most popular, solo piano concert EVER



*“Jarrett’s physical condition was exacerbated”, according to a “Discover Music” publication, “by the exhausting five-hour, 350-mile drive he made to Cologne from a concert he’d given in Zurich. Even so, the pianist – wearing a back brace to give him extra spinal support – eventually went out on stage at 11.30pm (the concert followed an opera performance the same evening) and battled through pain and exhaustion to give one of his most memorable concerts ever.” And, from the OBSERVER, this review of Koln - “Mr. Jarrett is a true virtuoso with **absolute pitch** who seemingly can play anything (he is also a multi-instrumentalist with a particular talent for the soprano saxophone). The Köln Concert record is just one of his albums that stand as evidence that*

*this artist is a **genius***

*in as much as the music repeatedly flows seemingly wholly composed from his heart, soul, and/or mind, if not from some divinity or otherworldly force. And perhaps that’s its wellspring”.*

Jarrett was more than a concert pianist. He was probably more known for his Jazz performances, from first performances with Miles Davis to later, starting in the 1980s, with jazz musicians Gary Peacock and Jack DeJohnette. “I started listening to Jazz in high school and liked it”.

While he mostly performed playing piano,

**Jarrett also played  
harpsichord, clavichord,  
organ, violin, drums, and  
soprano saxophone.**

51



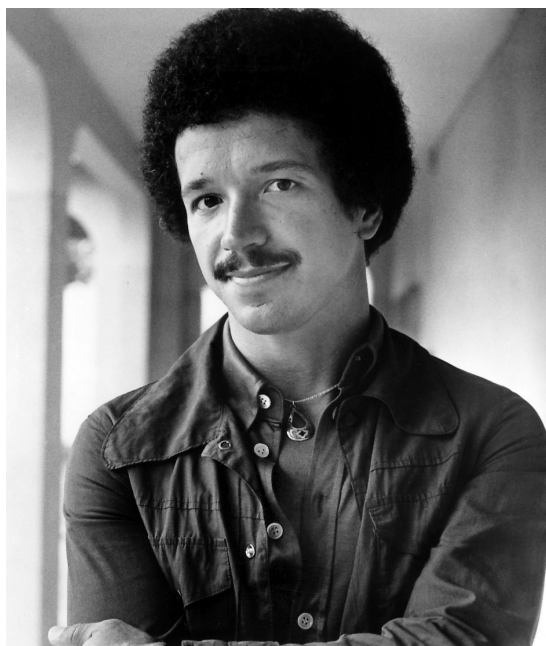
Keith Jarrett (center), bassist Gary Peacock (left), and drummer Jack DeJohnette (right) made up the Jarrett led *Standards Trio* Jazz group which became world renowned.



Throughout his life, Jarrett said many

**audiences and  
even fellow musicians  
thought he was  
black**

because of his dark skin, small mustache and afro hair style. But not the case. Jarrett is actually Scots-Irish



and Hungarian descent. When black jazz musician **Ornette Coleman** approached him backstage one day said, “Man, you’ve got to be black. You just have to be black,” to which

**Jarrett replied,  
“I know. I know.  
I’m working on it.”**

In the September 11, 2000 interview with Terri Gross previously referenced, Jarrett revealed he was stricken with *Chronic Fatigue Syndrome* caused by a “bacterial parasite” which somehow invaded his body. For two years Jarrett could not play because of how tired he always felt. Not only did the disease force the cancelation of all his concerts, it even made him doubt whether he would ever be able to perform again. But Jarrett persisted and eventually returned to play.

Jarrett suffered two major strokes in February and May 2018. After the second stroke, he was paralyzed and spent nearly two years in a nursing and rehabilitation facility. Although he regained a limited ability to walk with a cane and can play piano with his right hand, he remains partially paralyzed on his left side and is not expected to perform again.

***“I don’t know what my future is  
supposed to be”***

**Jarrett told**

**The New York Times  
in October 2020.**

***“I don’t feel right now  
like I’m a pianist.”***

# Ken Frazier



53

*"Someone saw something in me, my brand, which caused them to bring me into their network, opening doors of opportunity especially educational opportunities, which put me on a course to success that otherwise, I may never have experienced."*

**Ken Frazier is  
the CEO and  
Chairman of  
the Board of Directors  
of  
Merck,**

an American, multinational, pharma-

tion of

**his home was in  
the ‘ghetto’  
of North Philadelphia,  
one of city’s most  
impoverished neighborhoods..**



ceutical company and one of the largest pharmaceutical companies in the world. Merck corporate headquarters is located in New Jersey. Merck has sales totaling \$84 BILLION in 2019.

**The company had profits  
in 2019 of  
almost \$10 BILLION.**

Frazier was born in the inner city of Philadelphia, Pennsylvania. He acknowledged, in a 2010 interview with the *Philadelphia Inquirer*, one of Philadelphia’s leading newspaper, the loca-

Frazier said in an interview “*The standards my father established in our house (in Philadelphia) were ‘hard-work’ and the ‘importance of education’.*”

Ken Frazier’s mother died when he was 12. Ken’s father, Otis Frazier, was a janitor with a third grade education and the son of a South Carolina sharecropper. His father required his children to “*walk about a mile and a half twice a month to a branch library to return books they had read and bring home new ones*”.

"In a 1991 interview with the *Philadelphia Daily News*, Kenneth Frazier said his parents had made him and his siblings "study and read rather than watch a lot of TV and they instilled in us an appreciation for books, music and art."

During an interview on the *Bloomberg Business Network* program called **LEADERSHIP LIVE**, with host David Rubenstein, Frazier admitted

*"what **changed my life**  
was the good fortune  
of someone believing in me  
and  
busing me outside of  
my neighborhood  
to **a good school**  
with **a rigorous curriculum**  
and  
**high expectations***

*for all students.*

*The **education** I received  
at this great school  
**closed**  
the **opportunity gap***

*which most people of color going to urban schools **STILL** face today.. Unfortunately, there were and remains many young people, as talented as I was, but who never get the chance I got to go to*

*an excellent school. Hence, the quality of education one is afforded can make all the difference in a person's opportunities for lifetime success. The challenge for America is how do we figure out how to help those talented people who are not fortunate, not so privileged, to go to a great school to reach their full potential for a fulfilling lifestyle."*

Frazier has stated he does not believe closing the opportunity gap for those Americans deprived of a great education can be accomplished through America's political system.

**Business leaders**  
**can be the unifying force**  
**that America's political leaders**  
**have failed**  
**to be.**

55



United States Supreme Court Justice, **Thurgood Marshall**. Marshall served on the United States Supreme Court from October 1967 until October 1991. Marshall was the Supreme Court's first African-American justice. **Thurgood Marshall** was Ken Frazier's hero as a young boy. As a result, Frazier became interested in a law career.





Ken Frazier facilitating a collaboration among Merck employees

Business, according to Frazier, can be the source of opportunity and understanding by working with schools in the inner city to offer internships to teach fundamental skills and behaviors to close the opportunity gap too many inner city young people face.

Frazier graduated from high school at the age of 16. He then enrolled at Pennsylvania State University with a part time job raising tadpoles and newts and sold them to local stores. After earning his degree from Penn State, Frazier was accepted at Harvard Law School and graduated in 1978.

After graduating from Harvard, Frazier began his law career with a Phila-

delphia law firm, **Drinker Biddle & Reath**. In a Wikipedia profile of Frazier, Esther F. Lardent, head of the Death Penalty Representation Project, asked Frazier in 1991 to defend death-row inmate James Willie “Bo” Cochran. Cochran had been arrested and accused of murdering an assistant manager at a Birmingham grocery store in 1976. Frazier, then a partner at Drinker Biddle, and two colleagues took the case. In 1995, after 19 years on death row, the United States Courts of Appeals for the Eleventh Circuit overturned Cochran’s conviction. In 1997, Cochran was retried and found not guilty.

Frazier continues to be a leader accessible for advice. *“I encourage those people who seek my mentorship to pick a place where you’re going to get mentored, where you can have a certain level of accountability, but, the most important thing is, do not let society tell you that you’re not good enough. You’re more than good enough”* he said in a 2020 interview with Harvard Professor, Tsedal Neely, published in a Harvard Business School publication.

**“Mentorship**  
is  
**really important.**

*There are two kinds of mentors, I think. There are the*

**mentors** you have  
around work you’re doing.

*And for the people of color who seek my advice, I add*

**there are mentors**  
**about**  
**what it’s like**  
**to be**  
**a Black person**  
**and**  
**how best**  
**to navigate**  
**and**  
**overcome racism.”**

Frazier speaks often about the **value of networks** and **mentors**.

*“I was always fortunate to have great **mentors**,*

57



Ken Frazier being interviewed on the business network, CNBC



former CEO of Merck, Doctor Roy Vagelos (left) and Ken Frazier

58

*people who took an interest in me. Doctor Roy Vagelos, former CEO of Merck, was one of these people. He asked me to come to Merck to be in their legal department. After working in Merck legal for one year, he transferred me to the business division. He told me I think you can do more for Merck by learning more about the operations of our company.*

***Dr Vagelos saw something  
in me  
he was willing to invest in.***

*Dr Vagelos was willing to take a chance on me.” On January 1, 2011, Ken Frazier became CEO of Merck and a member of the company’s board of directors.*

Frazier received a total compensation of over \$21 MILLION in 2014; \$17,023,820 in 2015; and \$21,781,200 in 2016. Based on stock transactions at Merck alone and his tenure at the company,

**Ken Frazier’s net worth  
is  
hundreds of MILLIONS  
of dollars.**

# Buffy Sainte-Marie



59

*"I feel sorry for people of good heart who have never had a chance to learn the realities of **Native American everything** - not just our history but the sweetness and the beauty and the reasons why we're so close to Mother Earth."*



**Buffy Sainte Marie** is an Oscar-winning composer, a singer songwriter, visual artist, educator, pacifist, and social activist. However, what is seemingly most important to her being is a

**transcendent  
story teller  
of the Native American  
experience.**

From the endless theft of Indian lands, the murder of Indian men, women, and children and the genocide of en-

tire tribes to the continuous duplicity of American politicians and the muting of Indian voices,

**Buffy Sainte Marie's life  
has been  
dedicated  
to the rich narrative of  
the American Indian brand  
and  
its continuous betrayal by  
America's  
political leaders.**



Photograph of United States soldiers burying the approximately 300 Lakota Indian men, women, and children they killed during a their raid on the **Lakota Pine Ridge Indian Reservation** in the state of South Dakota on December 29, **1890** near **Wounded Knee** Creek. 4 men and 47 women and children were also wounded, some of whom died later. In the years leading up to the conflict, the U.S. government had continued to break treaties and take over Lakota Indian lands. The food supply of the Lakotas, the once-large bison herds, had been hunted to near-extinction by white settlers moving into the area. The United States government Treaty had promised to protect Indian reservation lands from the encroachment of settlers and gold miners but was never honored as once promised. As a result, there was unrest on the reservations. U.S. soldiers went sent to the area to disarm the Lakotas to prevent, what was feared, an attack on nearby settlers. Twenty soldiers were awarded the Medal of Honor following, what came to be called, the **Wounded Knee Massacre**. *"It was always about the land."*



This photo shows Lakota Sioux Chief Spotted Elk lying frozen and dead after the massacre of Wounded Knee, 1890 after several gunshots ended his life. Spotted Elk was propped up from lying prostrate in the snow to this ignominious position for this photograph

Buffy Sainte-Marie was born in 1941 on Piapot Cree First Nation Indian Reservation in Saskatchewan, Canada.

**She was abandoned  
as an infant  
when  
her American Indian mother  
was killed  
in a car accident  
and then  
adopted by  
Albert and Winifred  
Sainte-Marie,  
a couple of Mi'kmaq Indian  
descent living in  
Wakefield, Massachusetts.**

Buffy attended the University of Massachusetts Amherst earning degrees in teaching and Oriental philosophy and graduating in the top ten of her class.

Buffy Sainte-Marie taught herself how to play piano and guitar during her childhood and teen years. Sainte-Marie learned piano at age 3 and began setting her poems to music at the age of four. At 16, she taught herself guitar and ultimately invented 32 different ways of tuning her instrument, creating sounds completely unique to her music. Sainte-Marie began researching her Indigenous heritage in her teens and making trips to the Piapot reservation in Canada and connecting with her Cree Indian community.

Sainte Marie admitted during an interview on Canadian television in 2016 that

**growing up a Native American  
in Massachusetts  
was *challenging***

especially during history class. *“I learned very fast not to argue with my teachers. In school they said, ‘Columbus discovered America’ or ‘The American-Indian was this and that...’ My teachers told me music was lines and notes and paper. I never disagreed; I just learned to keep my head down and avoid conflict. Then I’d go home and play”* and write my music. And, yet,



***a disruptor of the status quo.”***

Sainte Marie began performing in small venues in Toronto, Canada, and in Greenwich Village in New York City while in her 20s and playing some of her most famous

62

**Sainte Marie had  
insatiable *curiosity*,**

always willing to

***push out of her comfort zone*  
to meet new people  
and  
launch new creative forms  
to express new ideas**

percolating in her mind. Her web site states *“this Cree Indian singer-song-writer has been a trailblazer and a*

***tireless advocate,  
an innovative artist,  
and***

**songs like**

***“Now That the Buffalo’s Gone”***

**and**

***“My Country ‘Tis of  
Thy People You’re Dying”***

**which spoke of the  
mistreatment  
of Native Americans.**

She began singing them in coffeehouses in Greenwich Village where future Nobel Prize winner,

**Bob Dylan,  
heard her sing  
and  
urged her to perform at**





the **Gaslight**,  
a famed folk music venue

in New York city. Her songs created controversy too.

Her performance of  
“*Universal Soldier*”  
was **censored**  
by **radio and TV stations**.

“I found out in the 1980s that **President Lyndon B. Johnson** had been writing letters on White House stationery praising radio stations for suppressing my music.” In 1999, ex-CIA agent Charles Schlund III confirmed the Vietnam-era radio blacklists. Sainte-Marie also discovered that her

phones had been tapped and that there was a 31-page FBI file on her.

*“During the civil rights and anti-war marches, even though my song ‘Universal Soldier’ was all over the streets, I was absent” Sainte Marie stated on the aforementioned Canadian television interview. “I threw myself into another direction and covered the base nobody else knew about — the reservations. I was*

*friends with*  
*African American celebrities*  
*like*  
***Stokely Carmichael,***  
***Mohammed Ali,***  
***Harry Belafonte***  
*and*  
*other civil-rights advocates.*

*I took famous African American comedian, Dick Gregory, to visit his first*

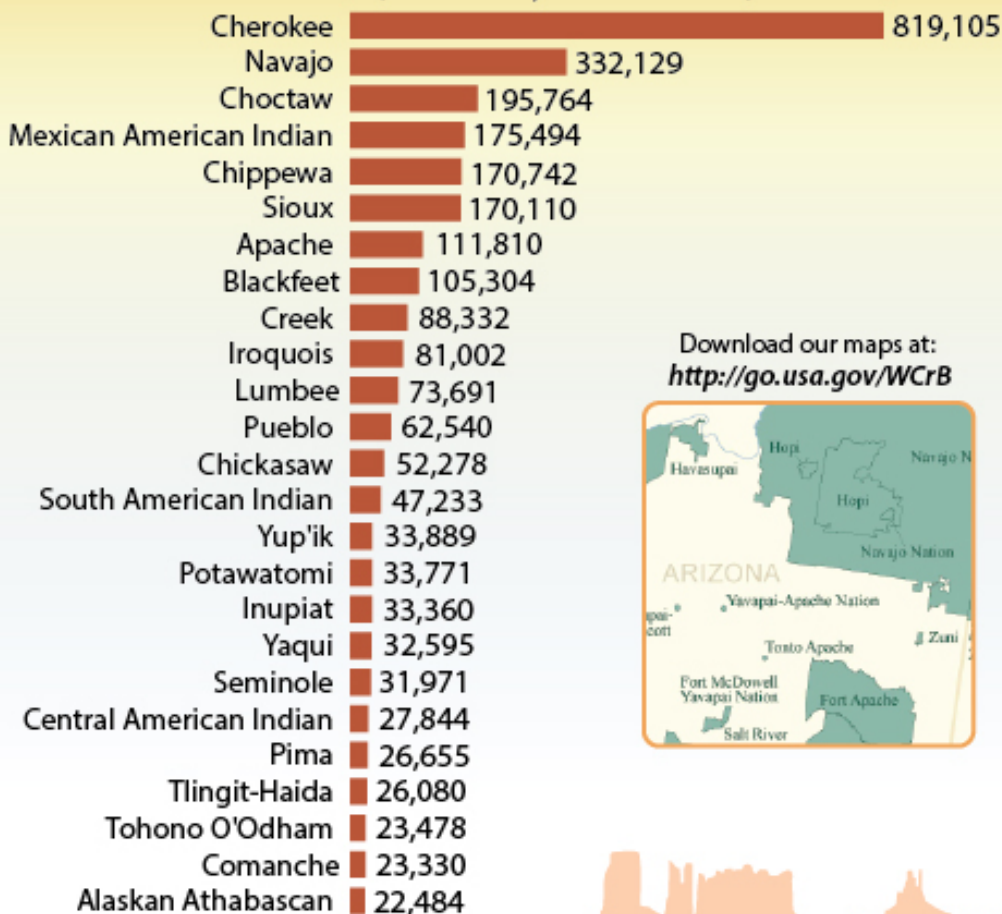


Photo of **Muhammed Ali** (lower left in photo sitting next to Buffy Sainte Marie) and **Chief Floyd Red Crow Westerman** to the right of Buffy's in the photo), for a concert to mark the end of the *Longest Walk* in July 1978, a 3,000-mile march across the United States to bring attention to the rights of Native people in the United States and to protest 11 anti-Indian bills American politicians had introduced in Congress that threatened treaty rights..



## 25 Largest Tribal Groupings Among American Indians and Alaska Natives

(Alone or in any combination: 2010)



Download our maps at:  
<http://go.usa.gov/WCrB>



U.S. Department of Commerce  
Economics and Statistics Administration  
U.S. CENSUS BUREAU  
[census.gov](http://census.gov)

Source: 2010 Census Population and  
Housing Tables (CPH-T-6).

reservation — it broke his heart; he cried on the airplane back. With **Joan Baez** and **Bob Dylan** and all the other famous artists appearing at every civil rights event photo opportunity,

*I felt that  
the civil rights issues,  
while very important,  
didn't need my help*

*with so many celebrities on board.*

*The  
**Indian reservations**  
were a different story;  
they needed help!"*

Sainte Marie spoke about what brought

feelings of fulfillment in her life during an interview with **Vogue Magazine**: "When I was maybe 24, I was a young singer earning a lot of money. I knew I'd be able to have two meals a day for the rest of my life, so I took my leftover singing money and I

***started a scholarship  
called the  
Nihewan Foundation  
for  
American Indian Education.***

*I really set out to address the problem I saw in Indian country where Indian kids would graduate from high school, want to go to college, but didn't know how to negotiate the path to college.*

*They didn't know how to get a scholarship, they weren't connected to a network of influential, rich family and friends. I have an Academy Award, but that's not my biggest honor.*

*My **biggest honor**  
was to find out  
that two of my  
early scholarship recipients  
had gone on  
to found tribal colleges.*

In 1976, Sainte Marie got a phone call from the producers of **Sesame Street**, an American educational children's television series that combines live action, sketch comedy, animation and puppetry. "I said, have you ever done any Native American programming?" she recalls in a 2011 *'The Walrus'* magazine interview. They said they hadn't, but they called her back with an offer to write and contribute to the show as well as appearing as a "**semi-regular**" cast member. She realized the opportunity to reach millions of young children and their parents with the same message she had been bringing to her concert audiences for years: "**Indians exist.**" Through a number of appearances, Sainte-Marie was able to present some important information about Indigenous people's history, lives, and culture. Sainte Marie sadly added "we're (American Indians) considered the vanishing Americans, like we're a myth, a Halloween costume, instead of a reality. Sesame Street provid-



Sainte-Marie was a regular on "**Sesame Street**" from 1976 to 1981. In one of the episodes, Sainte-Marie takes Big Bird and his human friend, Maria, to visit Taos Pueblo, an Indigenous, Native American community in New Mexico.

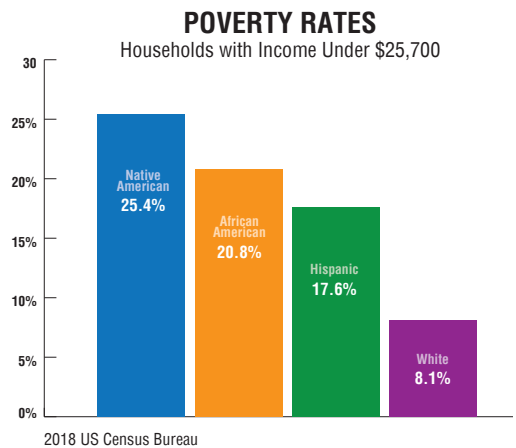
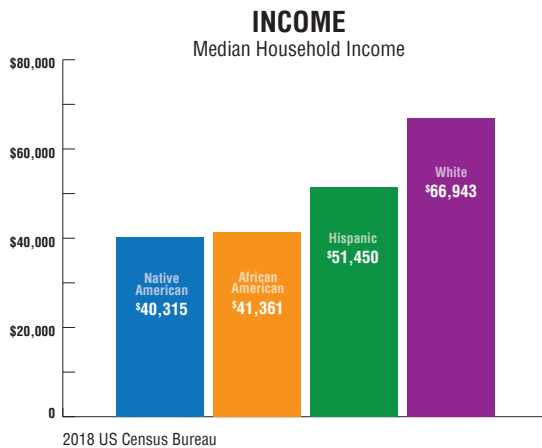
*ed just the loveliest way to do the same thing that I had been doing through my songs: bring things to light that people might not be able to find on their own."*

In 2002 Sainte Marie sang at the Kennedy Space Center for

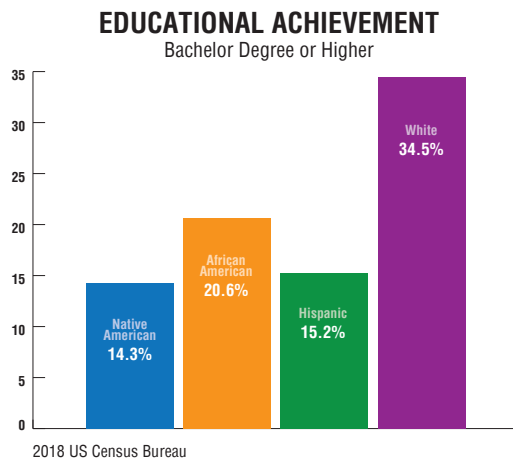
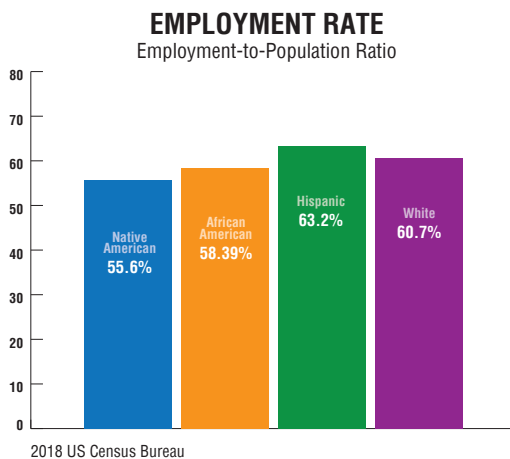
Commander **John Herrington**, USN, a **Chickasaw Indian and the first Native American astronaut**. In 2002, a

**song written and performed  
by Sainte-Marie,  
titled "Lazarus",**

*American Indian, Hispanic,  
African American,  
and  
White*  
**SOCIO-ECONOMIC**  
**INFOGRAPH**



67





was sampled by  
**Kanye West**



her **most powerful statements**  
directed to  
American **politicians**  
for the  
**theft of Indian lands**  
and  
their calculated **genocide**  
of  
**Native American people.**

These words of this song  
appear on  
the **following pages.**

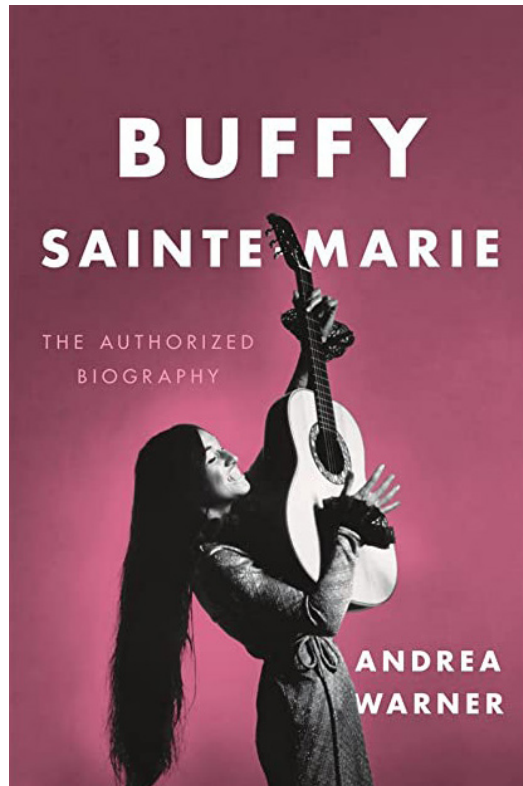
68

and performed by **Cam’Ron** and **Jim Jones** of The Diplomats.

In 2003 Sainte Marie became a spokesperson for the UNESCO Associated Schools Project Network in Canada.

In 2015, the 74-year-old Sainte-Marie released a new album entitled, “*Power in the Blood*”. Music critics praised her songs on this album.

Sainte Marie continued her efforts to enlighten Americans to the beauty and tragedy of the American Indian story. One of



*My Country 'Tis of Thy People You're Dying:* Buffy Sainte Marie

**Now that your big eyes are finally opened**

Now that you're wondering, "*How must they feel?*"  
Meaning them that you've chased cross America's movie screens  
Now that you're wondering, "*How can it be real?*"  
That the ones you've called colorful, noble and proud  
In your school propaganda,  
They starve in their splendor

You asked for our comment, I simply will render  
My country 'tis of thy people you're dying

Now that the long houses breed superstition  
You force us to send our children away  
To your schools where they're taught to despise their traditions  
Forbid them their languages

Then further say that American history really began  
When Columbus set sail out of Europe and stress  
That the nations of leeches who conquered this land  
Were the biggest, and bravest, and boldest, and best

And yet where in your history books is the tale  
Of the genocide basic to this country's birth?  
Of the preachers who lied?  
How the Bill of Rights failed?

How a nation of patriots returned to their earth?  
And where will it tell of the Liberty Bell  
As it rang with a thud over Kinzua mud?  
Or of brave Unlce Sam in Alaska this year?  
My country 'tis of thy people you're dying

Hear how the bargain was made for West  
With her shivering children in zero degrees

Blankets for your land, so the treaties attest

Oh well, blankets for land, that's a bargain indeed

And the blankets were those Uncle Sam had collected  
From smallpox diseased dying soldiers that day

And the tribes were wiped out  
And the history books censored  
A hundred years of your statesmen say, "*It's better this way*"

But a few of the conquered have somehow survived  
And their blood runs the redder  
Though genes have been paled

From the Grand Canyon's caverns  
 To Craven's sad hills  
 The wounded, the losers, the robbed sing their tale

From Los Angeles County to upstate New York  
 The white nation fattens while other grow lean

Oh the tricked and evicted they know what I mean  
 My country 'tis of thy people you're dying

The past it just crumbled, the future just threatens  
 Our life blood is shut up in your chemical tanks  
 And now here you come, bill of sale in your hand  
 And surprise in your eyes, that we're lacking in thanks  
 For the blessings of civilization you brought us  
 The lessons you've taught us

The ruin you've wrought us  
 Oh see what our trust in America got us?

My country 'tis of thy people you're dying

Now that the pride of the sires receives charity

Now that we're harmless and safe behind laws

Now that my life's to be known as your heritage

Now that even the graves have been robbed

Now that our own chosen way is your novelty

Hands on our hearts  
 We salute you your victory  
 Choke on your blue white and scarlet hypocrisy

Pitying your blindness how you never see  
 That the eagles of war whose wings lent you glory  
 Were never no more than buzzards and crows  
 Pushed some wrens from their nest  
 Stole their eggs, changed their story

The mockingbird sings it  
 It's all that she knows

*"Oh what can I do?," say a powerless few*

With a lump in your throat and a tear in your eye  
 Can't you see how their poverty's profiting you?  
**My country 'tis of thy people you're dying**

# Thomas Sowell



71

One black, social commentator calls Thomas Sowell

*“America’s greatest contemporary living philosopher”*

while another black social commentator accuses him of

*“giving aid and comfort to America’s racists.”*

Because one of the goals of this AMERICAN HISTORY LIFE SKILLS class is the **critical thought process**, i.e. the importance empirical data, facts for proving one’s position or theory, the benefit of entertaining all sides of an argument, and the value of respectful debate without personal attacks, the story of Dr Thomas Sowell will be a story we’ll use our critical thinking skills **to form our own perception of the Thomas Sowell brand.**



We begin the Thomas Sowell's story with his birth in North Carolina in 1930. Thomas Sowell's father died shortly before he was born, leaving him, his mother who cleaned homes, and three siblings. His mother died shortly thereafter. A great-aunt and her two grown daughters adopted Sowell and raised him in their family.

Sowell noted in his autobiography that

**he rarely came into contact  
with white people  
growing up  
in rural North Carolina.**

In fact, he acknowledged not knowing that some people had blond hair. When Thomas Sowell was nine, his family left North Carolina joining 6,000,000 other black families in

**the “*Great Migration*”,  
also called  
the “*Black Migration*”,  
between 1916 to 1970  
to  
northern states  
for better  
job and educational  
opportunities.**

Their destination was **Harlem**, New York City. It was this

**change in**

**geography  
that altered**

**Tom Sowell's opportunities  
for  
lifetime success.**

A Harlem family friend introduced Sowell to a nearby, public library and the mind altering experience of ‘*books*’. Thomas Sowell started reading voraciously. Sowell became an exceptional student in an excellent, neighborhood, public elementary school. But, when Sowell's next school option was a under performing school with a terrible brand,

**Sowell was encouraged  
to  
take the admission's exam  
to the **prestigious,**  
**highly selective**  
college preparatory school,  
**Stuyvesant High School.****

Stuyvesat remains today, as it was then, a tuition-free, highly competitive, with rigorous academics and high standards, high school open to New York city residents **only**. “*Stuyvesant is one of only six high school schools worldwide that can claim to have educated four or more Nobel Prize winners*” according to Wikipedia.

Sowell was accepted to Stuyvesat and, in the process, became the

**first in his family  
to be educated  
beyond the sixth grade.**

Forced to drop out of school at age 17 because of financial difficulties and problems at home, Sowell took a number of jobs, including delivering **Western Union telegrams**. Sowell also

**tried out for the  
major league baseball (MLB)  
team,  
the Brooklyn Dodgers  
in 1948.**

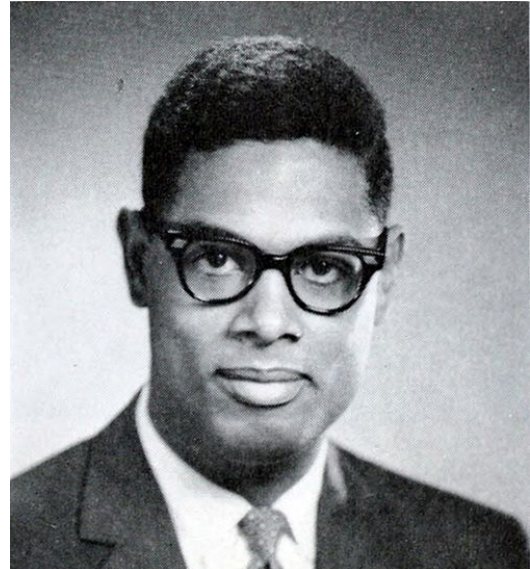
Sowell was drafted into the military in the Marine Corps during the **Korean War** in 1951. Because of his experience in photography, Sowell became a Marine Corps photographer. After his **Honorable discharge**, Sowell had a government job while

**attending Howard University,  
a historically black college.**

His high scores on the College Board exams and recommendations by two professors helped him get accepted to

**Harvard University,  
where he graduated  
magna cum laude in 1958  
with a degree in  
economics.**

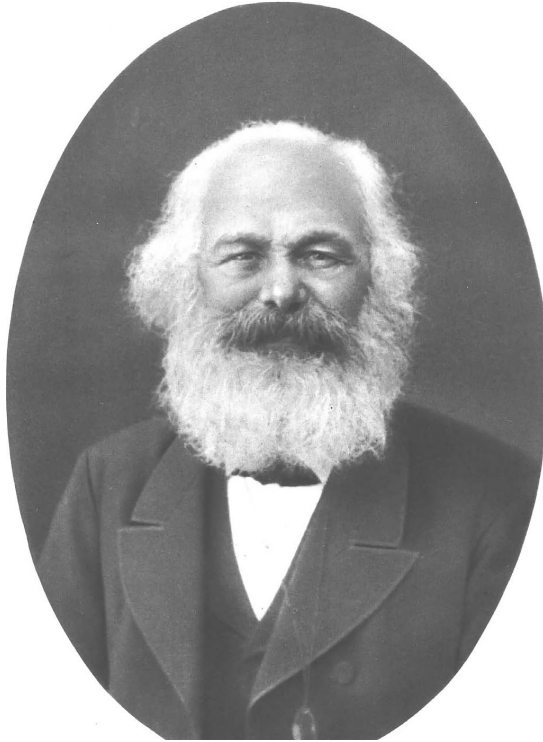
**He earned a master's degree  
from Columbia University  
the following year.**



***"I was a Marxist  
at this time  
in my life",***

recalls Dr Sowell in numerous interviews. Marxism is a 19th century (1800s) social and economic plan called socialism for running a country's economy conceived by German Karl Marx, a philosopher and economist. Marx believed that rich business and property owners were responsible for the poverty and suffering of many of the world's poor people. An alternative to Marx's socialism economic plan is capitalism which allows individuals to own property and businesses.

***Rather than  
'capitalism',  
Marx proposed  
'socialism'.***



Karl Marx - 1882

**Socialism advocates  
government  
not  
individual  
ownership  
of property, businesses,  
and the natural resources  
in the ground  
(minerals, water, etc)**

This means the government owns car

dealerships, farms growing corn and wheat, clothing stores, television stations, and online companies like Amazon; people don't own them. Marx claimed 'revolution' was necessary to force countries to adopt 'socialism' rather than 'capitalism'.

**An outgrowth of  
Marx's 'socialism'  
became  
'communism',**

an **authoritarian** government plan using socialist economic principals. While the economic philosophies of socialism and capitalism can exist in countries with a democratic form of government where citizens freely choose political leaders from multiple political parties (in the United States, Democrat, Republican, Libertarian, Green, etc), **communism ONLY exists in a political system which permits political candidates from or approved by the Communist Party** to hold political office. Communist governments allow little to NO criticism or dissent from its citizens. Citizen protest often lead to incarceration, fines, or deportation. A number of countries in the 20th century have embraced the tenants of communism: **Cuba** (starting in 1960), **China** (1949 to present), and the former **Soviet Union** (1917; Soviet Union is now called Russia). In each of these countries, all major businesses, property, and natural resources are either owned by the Communist government OR strictly controlled by the



Dr Thomas Sowell appearing before Congress in September 1987 as Congressmen like Senator Joe Biden asked Dr Sowell to share his opinions on a variety of topics. At this time in his life, Dr Sowell was a Senior Fellow researcher at the prestigious Hoover Institute at Stanford University.

Communist government. Communist governments also control what is disseminated in the media - the internet, television, radio, and newspaper. Religious affiliation is either discouraged or banned. The Communist party goal is **purportedly** a classless society; in other words, no rich or poor people, everyone has the same income status. Countries with communist governments and socialist economies guaranteed each citizen a job, free health care, subsidized housing, free day care, and education. Present day, 2021, Venezuela is considered a socialist country. Venezuela has some of the largest deposits of gold and oil in the world and, yet, Venezuelans are literally impoverished and some starving!

**Dr Sowell changed his opinion  
of Marxism  
after  
he went to work for  
the United States government**

in the Department of Labor which oversaw America's government mandated, minimum wage law.

When asked

**what caused him  
to change his opinion  
of Marxism,  
Sowell responded  
"FACTS!"**



Sowell went on to describe his findings from an assignment given him by his American government Department of Labor supervisors on the

**the impact of  
the American government's  
minimum wage laws**

in Puerto Rico.

Sowell earned

**a Doctor of Philosophy  
degree in economics**

from the highly competitive and prestigious University of Chicago in 1968.

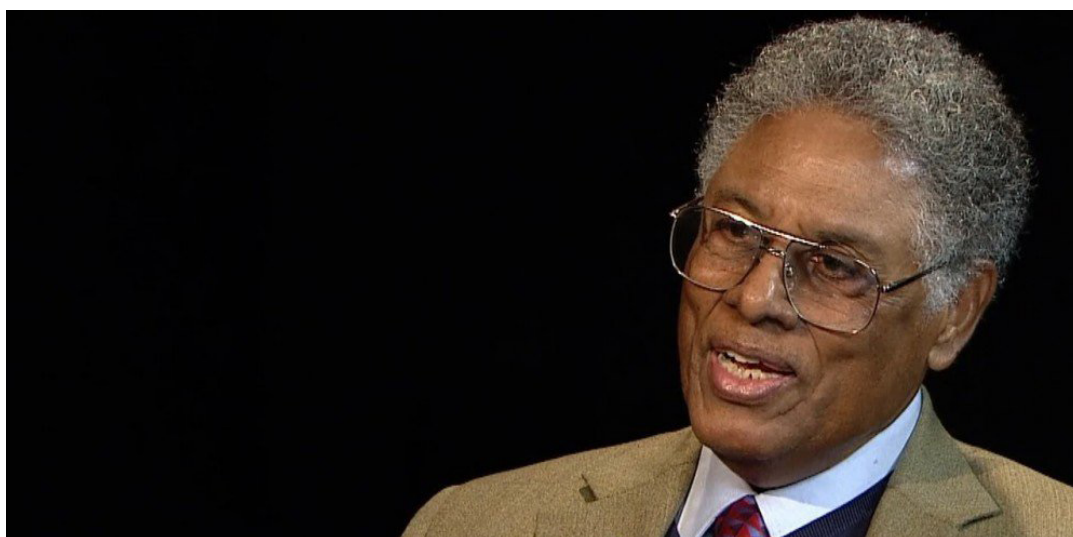
**Dr Sowell has taught  
economics  
at a number of  
America's top universities**

like Howard University, Rutgers, Cornell, Brandeis University, Amherst College, and the University of California at Los Angeles.

Since 1980, Dr Sowell has been

**a Senior Fellow of  
the Hoover Institution  
at Stanford University,**

doing research and writing books and newspaper articles on American government social policies, race issues, American education, Presidential leadership as well as the issue of children with delayed speech problems. His book "*Knowledge and Decisions*", was a winner of the **1980 Law and Economics Centre Prize** and was praised for its "*cogent contribution to our understanding of the differences between the market (i.e. the buying and selling of products and the employment of people to produce them) process and the*



Dr Thomas Sowell, 2016, during an interview with Peter Robinson on the program "*Uncommon Knowledge*".

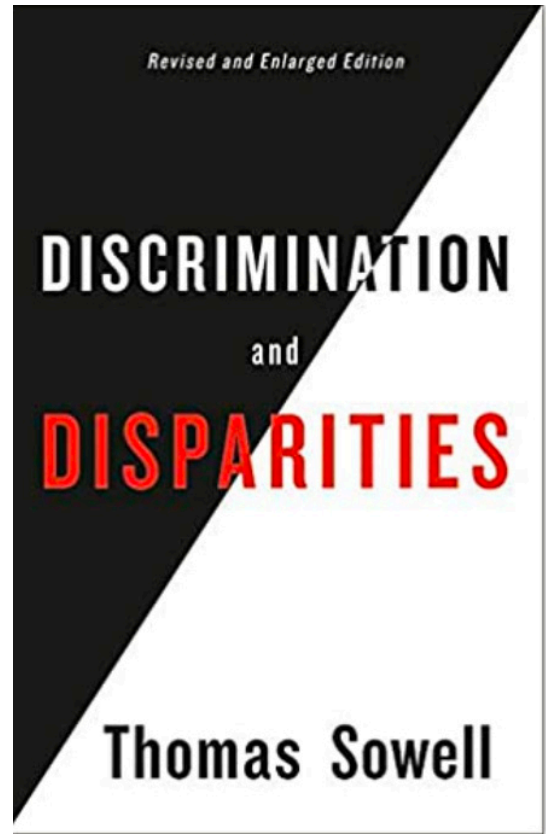
*process of government.”*

Sowell has researched and written on a number of topics in history (e.g. *the Great Depression, Charter Schools, etc*) and the human condition (e.g. *Irish history in America, the Chinese in Burma, Indians in Uganda*). Dr Sowell has also been outspoken on United States government social programs enacted to remedy the needs of America's most vulnerable. Sowell's exhaustive research has led to several books and numerous newspaper columns sharing his **empirical data, fact based** research on a wide range of topics including American public education, the minimum wage, public assistance programs, affirmative action, college academic standards as well as the influence of academics (college professors) in public (government) policy.

Dr Sowell has also shared his views, always supported by empirical data, on the human condition of Black America.

**It has been his commentary  
on issues  
affecting Black America  
that has **generated**  
the most heated debate  
and  
personal attacks  
against him.**

**For example**, on the topic of Ameri-



Dr Thomas Sowell March 2019

can government mandated **minimum wage laws**, Sowell points out the government's employment data illustrates the negative impact minimum wage laws has had on black American unemployment for many years, especially, teenage black unemployment. Sowell states "*in 1948, white teenage unemployment was 10.2%. The unemployment rate among black teenagers in 1948 was 9.4%. In the 1950's, after American political leaders increased the minimum wage, black unemployment rates were double those of whites; particularly hard hit were black teenage males*". **Sowell implores readers** of his theses and opinions on Ameri-

ca's minimum wage laws to

**analyze the  
effects  
of the minimum wage  
not  
the intent  
of the law**

while formulating their opinions. The intent of minimum wage has been to provide poor people with a liveable wage. The actual effect **from the empirical evidence** *"is two fold"* according to Dr Sowell. *"A wage set above what would be a wage established by real supply and demand, between an employee and employer, in a free, competitive market has and will continue to #1. increase the number of people applying for a job and #2*

**decrease  
the number of workers  
actually hired"**

writes Dr. Sowell. Employers will always hire the number of people they can afford. Dr Sowell's claim has repeatedly been proven, most recently,

**in an impartial  
United States  
Congressional Budget Office  
(CBO)  
in 2021**

after President Joe Biden proposed raising the minimum wage to \$15 per hour. According to a **Boston Globe newspaper** column sharing the CBO 2021 findings, *"it is an almost wholly noncontroversial proposition, supported by a vast empirical literature on the consequences of minimum wage laws. That literature is as old as the first federal minimum wage — established by Congress at 25 cents in 1938,*

***the law  
instantly caused  
tens of thousands of  
unskilled Black Americans  
to be thrown out of work."***

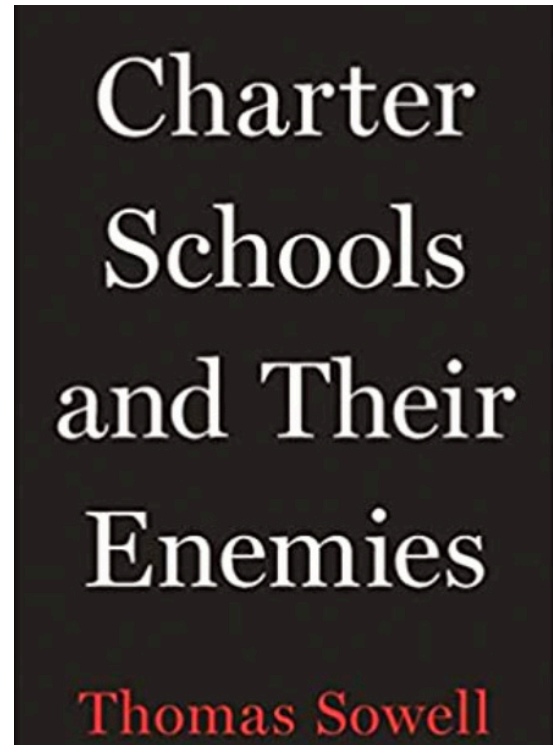
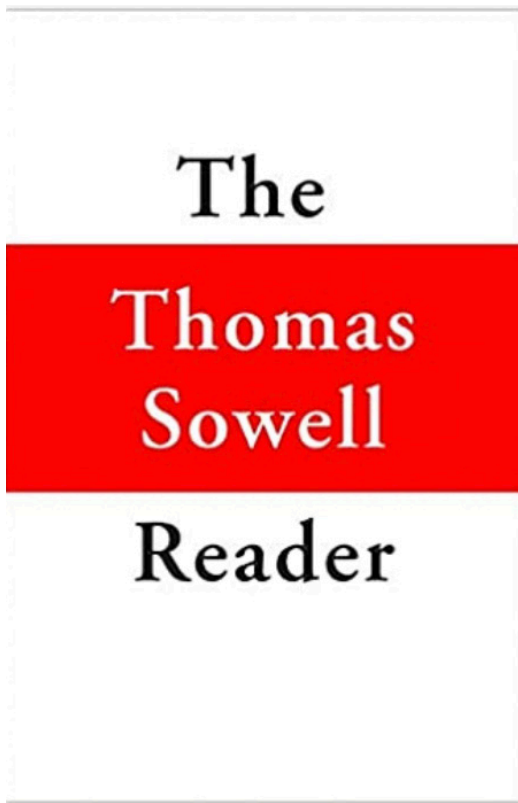
Dr Sowell further contends minimum wages laws compound the injustice to poor people, especially urban blacks. Minimum wage deprives the poor, especially black Americans, the opportunity to learn **relevant** skills and behaviors that would be introduced and developed in **good, public schools which too many American cities have long proven incapable of providing.**

According to Dr Sowell's friend, Professor Walt Williams, an economist and professor at George Mason University, *" a 1976 survey by the American Economic Association revealed 90% of its members agreed with Sowell, i.e. increasing minimum wage increases unemployment among the young and unskilled. In 1990, a subsequent survey*

*found 80% of economists agreeing with Sowell's findings.*

Sowell has also done research on the impact of minimum wage laws in other countries like **Switzerland, Hong Kong,** and **Canada.** In Dr Sowell's book entitled "*The Thomas Sowell Reader*", Sowell states

*"most **empirical studies** indicate  
minimum wage laws  
reduce employment in general,  
and especially,  
the employment of younger,  
less skilled, and  
minority workers"*



79

Dr Sowell has also written  
extensively on  
charter schools,

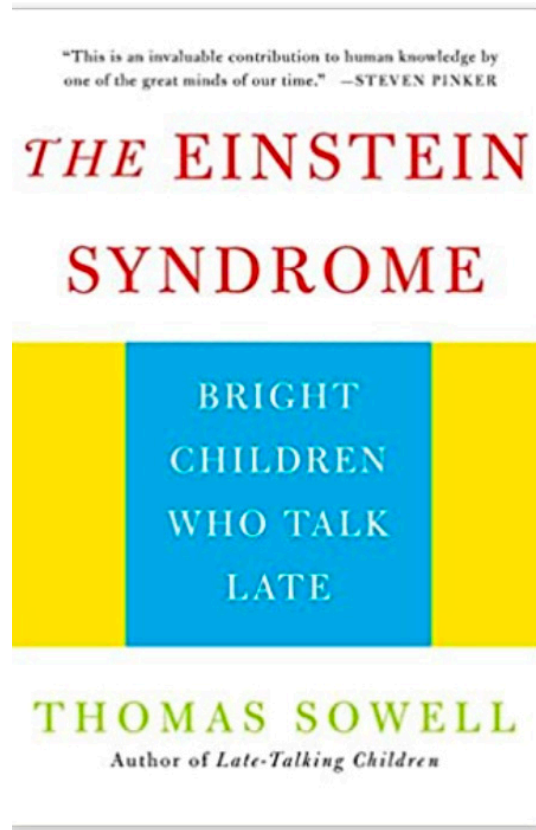
the impact of family values on academic and lifetime success, slavery reparations, FDR's Great Society social programs during the Great Depression as well as

leadership evaluations of  
United States Presidents,  
including,  
**President Barack Obama**  
and  
**Donald J. Trump.**



*“**President Obama** followed policies which ruined the American economy. His foreign policies emboldened our enemies” according to Sowell. “The percentage of people in the Obama administration who had any experience in the private economy is radically lower than any previous administration of either party in recent time. There’s no one more certain than the guy who’s never had to do it”. When it comes to **President Donald Trump**, “neither Hillary Clinton nor Donald Trump had the qualifications or the personal character to be President of the United States. President Trump’s economic policies have, in fact, been far better than previous Democrat or Republican administrations. The empirical data proves this.....especially unemployment of low income people. Both black and hispanic unemployment was at a lower level during Trump’s Presidency than they were in decades.....but every time I see him on television, I turn off the channel.....”*

Dr Sowell has also written extensively about delayed speaking in young children. Sowell wrote *“The Einstein Syndrome: Bright Children Who Talk Late”*, discussing the research on this condition which many parents agonize over. It is a trait which Dr Sowell says affected many prominent historical figures such as physicists Albert Einstein, Edward Teller, and Richard Feynman; mathematician Julia Robinson; and musicians Arthur Rubinstein and Clara Schumann. Dr Sowell contends some children develop unevenly



(asynchronous development) for a period in childhood “*due to rapid and extraordinary development in the analytical functions of their brain*”.

So, what are the

**takeaways  
from  
Dr Sowell’s  
amazing life?**

#1. **ASK QUESTIONS!**

#2. Do your **research**. **Be skeptical**; if it doesn't sound right, there's a good chance it isn't. Find and examine **empirical data**. Base your decisions on indisputable **fact**.

#3. Ask your critics to **reveal the empirical data they base their perspectives on**.

#4. **Entertain contrarian views**, i.e. people who have a different perspective on the same topic. For example, if NBC is telling you something, listen to the same story on FOX. Or, if a Republican is telling you something, find out what a Democrat or Libertarian Party member says about the same issue. Remember, Thomas Sowell once trusted the words of Karl Marx.

#5. **Don't readily accept information based on someone's stature or perceived success**; this means me, other teachers, authors, entertainers, celebrities, the media, news anchors, even the clergy, but *especially politicians*. If it doesn't seem correct, there's a good chance it isn't. **Do your research** before accepting what a source says is the '*TRUTH*'. Too often, these '*truths*' are simply biased or partisan '*opinions*'.

#6. **Trust your instincts; you're more intelligent than you think**.

#7. **Question Dr Sowell's opinions**. He encourages all to do this. But, be prepared to present and defend your empirical data to prove your position in an always welcoming and respectful debate.

Check out **Dr Sowell's many conversations on YOU TUBE**.



Peter Robinson (left) interviewing Dr Thomas Sowell at Stanford University's Hoover Institute.

**Dr Thomas Sowell  
is also  
an avid,  
accomplished photographer.**



82



# Elon Musk



83

A *serial entrepreneur* creating companies seemingly as quickly as Taylor Swift creates songs. A person *curious* to his core who embraced Mr Cronin's mantra '*questions are more important than answers*'. *Resilient*; he faced bankruptcy multiple times and, each time found 11<sup>th</sup> hour ways to save those companies and made them so profitable he was named '*richest man in America*'. He never feared failure; in fact, his mantra is '*fail fast!*' and quickly *learn lessons from each failure to make the next product better*'. A person perceived as so *controversial* that controversy seemed like a constant shadow which, remarkably, never deterred by him. In fact, controversy seemed to motivate him. A person with manic *mood swings*. Explosive *temper*. A *tough leader to work for*. A *work ethic that compelled him to be* on the job 7 days a week with an occasional 3 hour nap on the floor of one of his factories. Elon Musk, the remarkable genius of our time.



Born in the country of South Africa in 1971. Raised by a caring mother and abusive father. Left his South African home for Canada at 18 years old. Soon after, Musk enrolled at the prestigious, American, Ivy League university, *University of Pennsylvania* (UPenn) and graduated with a degree in Physics before going on to earn a masters degree from UPenn's *Wharton* Business School in Economics in 1995.

In 1995, Elon Musk co-founded **Zip2**, an Internet city guide company with maps and directions. In 1999, he sold Zip2 to the computer company, Compaq, for \$307 million. Musk then founded **X.com**, an online bank.



**Space X**  
**building reusable rockets to**  
**travel to the International**  
**Space Station**  
**and eventually for**  
**the colonization of Mars.**

SpaceX began the development of low-Earth-orbit satellites that would also provide satellite Internet service throughout the world in 2015. The satellite internet company is called **Starlink**. When Russian armies invaded the neighboring country of Ukraine in February of 2022, Musk allowed the Ukraine government to use Starlink satellites to provide Internet communication, free of charge, for the Ukraine military as it defended the country from Russian military invaders. The cost to Musk for giving Ukraine free access to Starlink - \$400 million.

In 2004, Elon Musk invested \$6.5 million in a new, technology centric, car company named **Tesla**. By 2008, Musk became the **CEO** of Tesla and assumed the role of designing the **elec-**

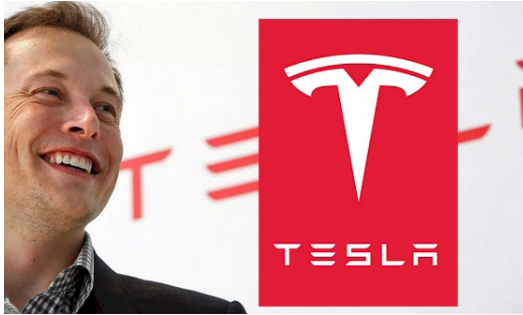
84 The next year he co-founded **PayPal**, an online financial services and e-mail payment company. He became the company's Chief Executive Officer (CEO) before

**PayPal's Board of Directors**  
**fired Musk**  
**as CEO of the company.**

eBay bought PayPal for \$1.5 billion in stock.

In 2001, Musk started **Space X** with \$100 million of his own money. Musk became

**CEO and Chief Engineer of**



**tric powered Tesla** Roadster sports car. . By 2008, Tesla was selling about 2,500 vehicles a year. Musk started adding new models of Tesla vehicles: the four-door **Model S** sedan in 2012, the **Model X** in 2015, and a Model 3 in 2017. The **Model 3** is the all-time best-selling plug-in electric car in the world. By 2021, the Model 3 became the first



**Tesla Model 3 EV** (electric vehicle)

electric car to sell 1 million vehicles globally. The **Model Y** was launched in 2020 and the **Cybertruck**, an all-electric pickup truck, was unveiled in 2019. Tesla made and delivered 1.31 million vehicles in 2022.

**Tesla became  
the most valuable  
car making company  
in the world**



The **Tesla Cybertruck** is an electric, full-size pickup truck with a battery that enables the Cybertruck to travel 250–340 miles on a single charge. Three Cybertruck models are offered. The ‘Cyber-beast’ is an All Wheel Drive, and Rear-Wheel Drive, with EPA range estimates of 320–340 miles.

**by the summer 2020.**

In 2006, Musk created a new, solar power / panels company called **Solar City**. SolarCity became the leading residential solar installer in the U.S. in 2013. Musk cousins, brothers Peter and Lyndon Rive, were initial founders and operators of Solar City with Musk.

85



**Musk co-founded  
another company called  
Neuralink in 2016**

with an investment of \$100 million.



86      **Neuralink is a neurotechnology company which connects the human brain to artificial intelligence (AI) through computer chips embedded in the brain that facilitate brain communication with AI learning computers.**

This technology attempts to improve a person's memory or allow brain functions to communicate with software. Musk adds "*we have monkeys implanted with Neuralink chips in their brains and they're playing video games just by thinking about interacting with the game. Neuralink will help mankind.*"

The company hopes to develop Neuralink devices to treat neurological disorders like **Alzheimer, dementia, and spinal cord injuries.**

In 2017, Musk created another company, The **Boring Company**. The

**Boring Company plan is to build tunnels beneath traffic clogged highways of major cities for underground high-occupancy vehicles to travel up to 150 miles per hour to avoid above-ground traffic**

in major cities. A tunnel beneath the Las Vegas Convention Center was completed in early 2021. In 2021, tun-







nel construction was approved for Fort Lauderdale, Florida and another is pending for Los Angeles, California.

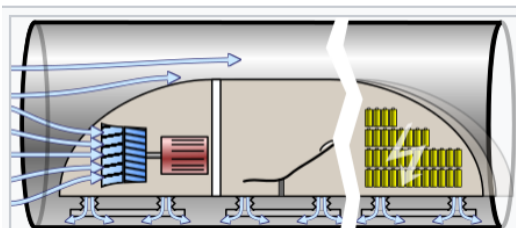
In 2017,

**Musk had  
another idea  
for clean, fast, inexpensive  
travel.**

It is called **HYPERLOOP**. It would enable people to travel between places in specially designed

**Pods at speeds of almost  
300 miles per hour.  
The HYPERLOOP**

would help travelers get from one city to another faster than most other transportation alternatives and with less pollution than cars, trucks and other gasoline and diesel powered vehicles emit. “*The **Hyperloop tube** is a large, sealed, low-pressure system usu-*



An artist's rendition of a Hyperloop capsule: **Axial compressor** on the front, passenger compartment in the middle, battery compartment at the back, and **air caster** skis at the bottom

*ally within a long tunnel. The pod is located in the tube that is pressurized which creates low air resistance inside the tube. The pod is moved through the tube by magnetic force”* (wikipedia). Musk announced he had received “*verbal government approval*” to build a hyperloop from New York City to Washington, D.C., with stops in both Philadelphia and Baltimore. Work has yet to start on a California route proposed by Musk (San Francisco to Los Angeles, California). **The futuristic thinker,**

**Musk, speculated  
HYPERLOOP would be useful  
on Mars  
and no tubes would be needed  
because Mars’ atmosphere is  
about 1% the density of  
the Earth’s at sea level.**

*On Earth, low-pressure tubes are re-*

*quired to reduce air resistance. However, on Mars, the lower air resistance would allow a HYPERLOOP to be created with no tube, only a track, and so would be just a magnetically levitating train". (wikipedia)*

Possibly Elon Musk's most controversial acquisition (purchase / takeover) was

**the purchase of **TWITTER**,  
the social media platform  
that allows users to  
share short messages of  
no more than 280 characters  
called "*tweets*."  
Musk paid **\$44 BILLION****

dollars for TWITTER! Musk's 2nd wife at the time, **Talulah Riley**, encouraged Elon to buy TWITTER to put an end to the censorship and misinformation on the site allowed by the former TWITTER owners. Musk made himself the Chief Executive Officer (CEO) of the company after the purchase and



**changed the TWITTER name  
to **X**.**

Musk asked questions after the purchase and discovered the former executives of TWITTER were pressured by President Biden's administration to prevent information critical of the President and his son, Hunter, as well as some decisions by the Biden administration from being posted on TWITTER.

In December 2015, another Musk initiative; he co-founded a non-profit

**artificial intelligence ,  
non-profit,  
organization called,  
**OpenAI**.**

The organization's goal was to develop artificial *general* intelligence programmed to be beneficial and safe to human beings. Musk and others like **Bill Gates**, the founder of Microsoft, **Mark Zuckerberg**, the founder of Facebook, and **Stuart Russell**, computer scientist and author of books on the potential threats of AI (artificial intelligence, were all nervous about the potential danger of AI harming human beings. Musk said he donated \$50 million to start OpenAI.

Musk resigned from the *Board of Directors* of OpenAI in 2018. In December of 2015, Elon Musk

**started another  
artificial intelligence company  
called *XAI*  
with the specific mission  
to develop a safe, generative AI**

that would compete with existing AI companies like *ChatGPT*. Musk's *Generative XAI* has algorithms created by his software engineers enabling it **to learn** from data instead of simply reproducing a drawing or writing from the data it has access to.

**Generative XAI  
LEARNS  
from data  
then CREATES ITS OWN  
drawings, stories, essays,  
images and even music!**

*XAI* purportedly hired software engineers from Google and OpenAI for Musk's OpenAI team.

At the start of 2020, Musk was purportedly worth \$27 billion. By the end of 2020, his **net worth** had increased by \$150 billion, mostly from his **20%**

***ownership of Tesla***. In January 2021, Musk, with a ***net worth*** of ***\$185 billion***, surpassed Amazon founder Jeff Bezos to become ***the richest person in the world***.

From the early 2000s until late 2020, Musk lived in **California**, where both Tesla and SpaceX were founded. He then relocated to **Texas**. While hosting *Saturday Night Live* in 2021, Musk said he has **Asperger syndrome**. Musk trained in Brazilian jiu-jitsu while preparing for a proposed fight between himself and Mark Zuckerberg. In his leisure time, Musk plays **video games** including *Quake*, *Diablo IV*, *Elden Ring*, and *Polytopia*. Musk has **10 children**.

**Elon Musk was an  
inspiration for the character of  
*Tony Stark*  
in the Marvel film,  
**Iron Man****

Many journalists have stated the obvious, i.e.

***“Elon Musk is  
not an ordinary human.  
His curiosity,  
his tireless work ethic,  
his lack of fear of failure,  
is unique.***

*He's been on the brink of going bankrupt many times, running out of money to pay his bills and forcing him to turn the lights out in his factories. But he persists. And somehow, someway, he finds a way to keep the lights on by raising additional money from investors or receiving a valuable order to buy his products (rockets, cars) to keep the business going. Remarkable. Most entrepreneurs would not survive this kind of pressure. Musk does."*



A historian recently shared a grander perspective on Elon Musk.

***"The two greatest geniuses in history***

***are  
Elon Musk  
and  
Leonardo da Vinci.***

*Da Vinci, the famous 15<sup>th</sup> (1400s) and 16<sup>th</sup> (1500s) century polymath, designed tanks, adding machines, helicopters, intricate representations of the human anatomy, and famous paintings and sculptures. Elon Musk, of the late 20<sup>th</sup> (1900s) and early 21<sup>st</sup> century (2000s), has created autonomous, electric cars and trucks, space rockets, tunnels under cities to relieve traffic jams, and computer chips for the brain. Both men - remarkable geniuses of all time."*



the cover of the epic 2022 biography of Elon Musk by Walter Isaacson.



## Musk's "Algorithm"

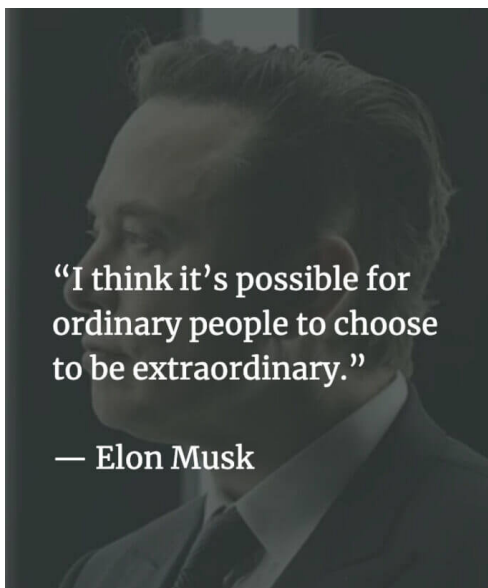
from the Musk biography by Walter Isaacson, page 284.



"At any given production meeting, whether at TESLA or SPACE X, there is a nontrivial chance Elon Musk will in-tone, like a mantra, what he calls "**THE ALGORITHM**". It was shaped by the painful lessons he learned during the production hell-like, painful experiences at the Tesla and Space X factories.....

"*I have 5 commandments*" Musk would say.

92 "**#1. QUESTION EVERYTHING.** For every requirement (or statement), find out the name of person who made it. You should never accept - 'it came from the legal department' or 'it came from me, Elon Musk.' Then, if it doesn't make sense, respectfully question the requirement or statement" with **WHY is this required?** or **WHY are we doing this?**. Musk wanted his staff / employees to always know "**why**" something was being done ESPECIALLY if anyone felt the requirement or statement didn't make sense. Musk felt everyone should know "**why**" something is required and "**how**" it relates to the ultimate mission or goal.



Isaacson further writes "*Musk's algorithm was sometimes followed by a few corollaries like -*

- *It's ok to be wrong. Just don't be confident and wrong.*
- *When hiring, look for people with the right attitude. Skills can be taught. Attitude changes require a brain transplant.*
- *The only rules are the ones dictated by the laws of physics. Everything else is a recommendation.*

# Jeff Bezos



93

Shortly after his birth, his 17 year old mother and his father, who owned a bicycle show, divorced. Bezos's mother then married Cuban immigrant Miguel Bezos in April 1968. The family moved to Miami, Florida.

While Bezos was in high school, **he worked at McDonald's** as a short-order line cook during the breakfast shift.

In December of 2020, **Jeff Bezos is the richest person in the world** with a net worth of **\$190 BILLION.**

# Ronald Cotton



94

After being wrongly convicted of raping Jennifer Thompson and sentenced to life in prison, Ronald Cotton was determined 'non-guilty' based on DNA test results after serving 10 years in prison.

**Amazingly. Incredibly. Ronald Cotton forgave Jennifer Thompson and the system that wrongly convicted him.**

# Condeleezza Rice



95

From **a racially segregated neighborhood in Alabama**  
to serving the  
United States of America as its *Secretary of State*,  
this is the story of  
Ms **Condeleezza Rice**.



# Ping Fu

96



**Against incredible odds but with an abundance of hope, Ping Fu**

# Cameron and Tyler Winklevoss



97

**Twin brothers** with **great personal brands**,  
from a **privileged Connecticut family**,  
with **networks of very successful people**,  
NOW  
**driving a conversation about 21st century**  
**currency (money) and investments**  
which we should be aware of.

Tyler and Cameron were born in Southampton, New York, on August 21, 1981 and raised in the wealthy community of Greenwich, Connecticut. Their father was from a wealthy family of Pennsylvanian businessmen and coal miners who created an software company that made him a multimillionaire.

**Cameron and Tyler went to exclusive and very expensive schools,**

**Greenwich Country Day School** (Elementary), and **the Brunswick School** (high school). Both studied Latin and Ancient Greek in high school as well as started the school's rowing team.

**Cameron and Tyler went to Harvard University in 2000**

where they

**majored in economics.**

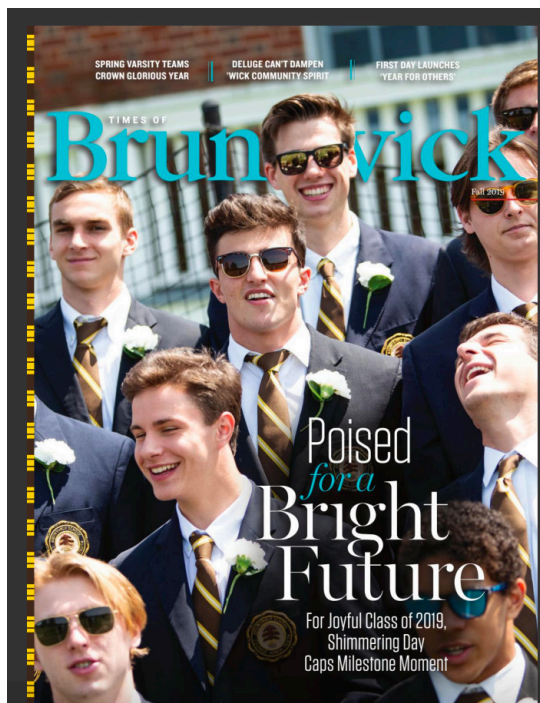
At Harvard, both boys were on

**the men's varsity crew team (rowing) as well as the Porcellian Club**

and the Hasty Pudding Club.

In 2009, the brothers Winklevoss entered the **Saïd Business School** at the **University of Oxford** in England for a Master of Business Administration degree. While at Oxford, the brothers rowed in the Blue Boat in the Oxford-Cambridge Boat Race and later competed for the United States rowing team in the **2008 Beijing Olympics**.

In December 2002, the Winklevoss brothers, along with classmate **Divya Narendra**, started a social media site to connect with fellow students at Harvard University and other universities. From this collaboration of Harvard classmates, the web site, **HarvardConnection** was born. In January 2003, they enlisted the help of another Harvard student, programmer and friend Sanjay Mavinkurve, to begin building



HarvardConnection (**later renamed ConnectU**). Mavinkurve left the project in the spring of 2003 after graduation and went to work for Google.

After the departure of Mavinkurve, the

**Winklevosses and Narendra  
tapped into  
their **network**  
to recruit,  
computer programmer  
Victor Gao,  
to work  
on  
HarvardConnection.  
(**ConnectU**).**

In 2004, the Winklevoss twins filed

**a lawsuit against  
Facebook founder,  
Mark Zuckerberg,**

claiming their **Harvard classmate**, Zuckerberg, had broken an oral contract with them by stealing their **ConnectU** idea to create **Facebook**. A settlement agreement was reached in February 2008. The Winklevoss twins' financial rise began with this legal settlement with Mr. Zuckerberg in 2008. Their lawyers urged the twins to take the \$45 million (after lawyers' fees) in cash. But the twin insisted on wanting Facebook stock instead. The twins took the stock.

*"The lawyers thought we were crazy," Cameron Winklevoss said in an interview. "We thought they were crazy wanting cash."*

99



the Winklevoss brothers and Mark Zuckerberg, the Founder of Facebook.



By the time Facebook went public in 2012, their Facebook stock was worth around \$300 million!

**In 2005,  
Cameron Winklevoss  
and  
Rachelle Hruska  
began a new company,  
'Guest of a Guest'.**

Hruska had noticed party-goers in New York City would stay at other people's homes in the wealthy community of the **Hamptons** as "*a guest of a guest*." The '*Guest of a Guest*' web site was established to report on and photograph events and the people attending them

in New York City and later around the world. '*Guest of a Guest*' now has offices in New York City, Los Angeles, Washington, DC, and the Hamptons. By 2009, the '*Guest of a Guest*' site was generating 2 million views monthly. In May 2009, the *New York Post*, one of New York's most read newspapers, called Hruska "*The Queen Bee*" of the new wave of internet reporters. Hruska purchased Winklevoss' stake in '*Guest of a Guest*', becoming the sole owner of the website in 2012. That same year, Hruska continued to extend her coverage of major, popular events globally to Cannes, Art Basel, and Paris Fashion Week as well as the Oscars.

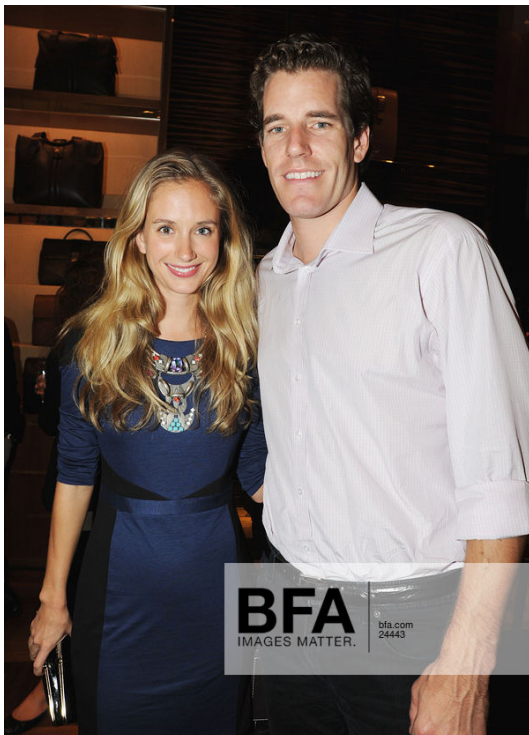
**Rachelle Hruska  
networked well.**

She was raised in Lincoln, Nebraska. Hruska attended Pius X High School. She graduated from Creighton University in 2005 where she majored in psychology. In 2005, she moved to New York City

**where she worked as  
a nanny**

for a rich New York family. The following January, she started working at a successful investment company,

**Baron Capital Management,  
in an entry level position.**



Rachelle Hruska and Cameron Winklevoss

Soon after, she was promoted to the

**assistant to  
the chief executive officer,**

of the company, Ron Baron. After Hruska bought Cameron Winklevoss' ownership shares of *'Guest of a Guest'* in 2012, she became the sole owner of the company. Cameron later said *"I was immersed in launching another company, Winklevoss Capital, as*

*well as investing in other new business ventures. Therefore, it made sense for Rachelle to take on the company in full and I wished her the best of success going forward."*

**Tyler and Cameron  
invested  
their Facebook settlement  
to buy  
Bitcoins.**



In late 2012,

**the price of  
one bitcoin  
was less than \$10.**

**By the end of 2020,  
one Bitcoin was selling for  
\$18,000.**

Few people on Wall Street had initially expressed any interest in Bitcoin, a virtual currency.

The twins made headlines in July of 2013, according to Wall Street Journal reporter Christopher Ross, “*when the twins announced the*

***creation of  
the Winklevoss Bitcoin Trust,  
which would operate  
an exchange-traded fund  
dealing only  
in the virtual currency of  
bitcoins.***

*Putting the twins personal brands and wealth behind bitcoin—which has attracted intense interest and criticism as a form of money that exists beyond the control of governments and central banks—represents a big risk’* Ross quoted Tyler Winklevoss in a Journal story. Tyler continued

***“entrepreneurs  
have to  
be willing  
to gamble.***

***Entrepreneurs  
are  
a special breed.***

***They make their own fate,***

*and there’s no safety net if it doesn’t work out.”* In other words, you thrive or die with your business decisions.

The Winklevosses soon after tested a new idea for storing “cryptocurrencies” like Zcash and Bitcoin. The twins tested the idea using their private keys. They cut up printouts of the keys into pieces and then distributed them in envelopes to safe deposit boxes around the country, so if one envelope was stolen, the thief would not have the entire key to gain access to the deposit box.

**With their company  
Gemini,  
the brothers created  
a high-tech ‘key’ version  
to hold “cryptocurrencies”,  
like BITCOINS,  
more securely  
than any other  
security system.**



Getting into **Gemini's** secure 'vault' requires multiple signatures from cryptographically sealed devices that have never been linked to the internet.

Gemini got a license from New York State regulators that allows them to hold Bitcoins for regulated banks and asset managers (investors) — something no virtual currency companies can do. As a result, Gemini has become one of the most trusted storage destinations for investors.



**In 2019, the twins  
invested \$1 million  
in **SumZero,****

**a social media platform  
for money managers  
to share  
ideas.**

This led to a \$750,000 investment in **Hukster**, an online shopping site that notifies users when selected items have gone on sale.

Cameron now lives in Manhattan, New York City, where their company offices are headquartered. Tyler's home is in Los Angeles—"a bicoastal arrangement that aids the hunt for new ventures" as characterized by Wall Street Journal reporter, Christopher Ross.

Cameron and Tyler's rowing career served them well in their present roles as entrepreneurs and company owners. Their former training regimen—11 1/2 months a year, 2 to 3 times a day—has prepared them well for





104

**the hard work  
and  
time management  
demands  
for a start-up company,**

which often keeps them at the office well past midnight. But the lessons gleaned aren't just physical.

***“Be confident”.***  
**Push out of your comfort zone.**

**Network  
wisely and constantly,  
and**

**protect your brand**

the twins would advise.

***“You will make it.”***

# Steve Jobs



105

*How would you feel* after learning your biological parents gave you up for adoption and the first family seeking to adopt you changed their minds when they learned who you were? *How would you feel* when the company you founded in 1976, APPLE, essentially fired you in 1985?

# Hilda Solis



106

Her mother was told by her high school guidance counselor “*Your daughter is not college material. Maybe she should follow the career of her older sister and become a secretary.*”

# Ursula Burns



107

Ursula was **raised by a single mother**, a Panamanian immigrant, in the Baruch Houses, **a New York City housing project** to become a successful engineer and, eventually, the CEO of Xerox Corporation from 2009 to 2016 and Xerox chairwoman from 2010 to 2017. In 2014, Forbes Business Magazine rated her **the 22nd most powerful woman in the world**.



# Tricia Griffith

glassdoor®  
2017 HIGHEST  
RATED  
CEOs  
Employees' Choice



108

Tricia Griffith **began her career** in the insurance industry by joining Progressive in 1988 as a **claims representative** in Indianapolis, Indiana. Insurance companies employ claims representatives to work as the main contact for people needing help filing their accident claims. It's an important **customer service** position. Claims representatives guide customers through the claims process, assessing their validity and value. Additionally, they usually have the authority to resolve most uncomplicated, non-injury claims. **Today, Tricia is the CEO and President of Progressive**, an insurance company that insures motorcycles, boats, RVs, commercial vehicles, and homes. Progressive is currently **ranked No. 99** in the 2019 Fortune 500 list of the largest United States corporations by total sales revenue (**\$30 billion**).

# Activity One

**Credibility:** what's true or fact and what's opinion? We often speak in class about credibility or believability in what you read or hear. Only you can decide what the truth is and whether you should accept a statement as FACT. The truth should be determine after you check other sources and whether there is any bias in the reporting of the information.

You are asked to determine in the following statements what is FACT and what is OPINION.

Example: Statement –

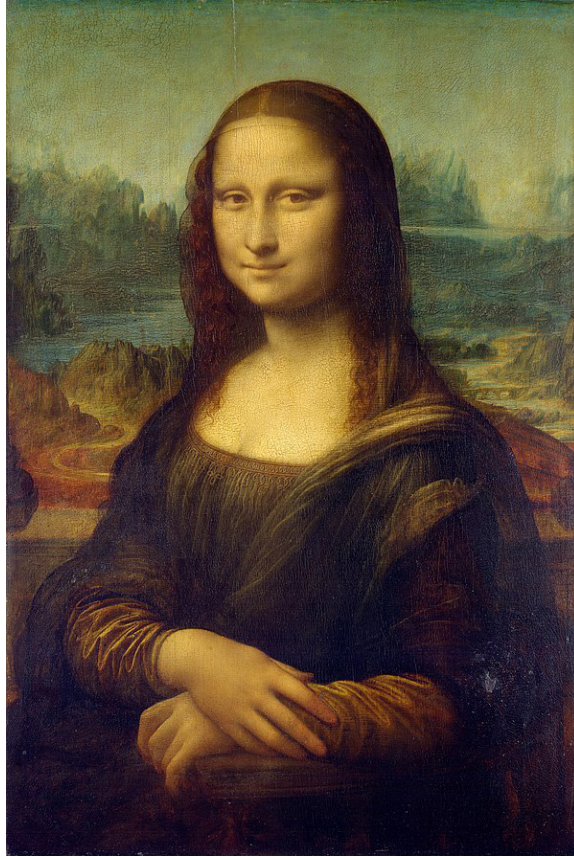
*The 1st United States of America President, George Washington, is a GREAT American!*

Answer: **OPINION.** Here's why - Anytime we use adjectives like 'wonderful', 'beautiful', 'great' and 'the best' to describe someone, the statement becomes an OPINION. Some people could easily say Washington could never be considered 'great' because he had slaves. No one who used slaves and profited from slavery could be considered 'great'. 2nd President John Adams did not use slaves. Military specialists could also say Washington should not be considered even a good General of an army never mind a 'great' general. While Washington was the top military leader of the American army during the Revolutionary War against the British, the American army under Washington LOST MORE BATTLES THAN THEY WON. In fact, Washington's American army would not have beaten the English army at the final Battle of Yorktown unless the French army and navy showed up at Yorktown to help us.

So, always check the source of your information. Is your source credible or believable? Is the answer debatable? Is there a conflicting perspective on the information? Could the information be someone's opinion? Check other sources about the information to make sure what you are reading or hearing is true, is factual and not debatable. Only you can decide whether something is fact or some else's perception or opinion.

Ten statements. Simply write FACT or OPINION after the appropriate statement.

1. Van Morrison is my (Stephen Cronin) favorite recording artist. \_\_\_\_\_
2. The city of Raleigh is the capital city of the state of North Carolina. \_\_\_\_\_
- 3.. "The Mona Lisa" is Leonardo DaVinci's most famous work of art. \_\_\_\_\_



4. The original *Mona Lisa* portrait is displayed at the Louvre Museum in Paris.
5. **Drake** is one of the world's best performers. \_\_\_\_\_
6. **JZ** is a millionaire. \_\_\_\_\_
7. The **United States** of America is the most powerful country in the world.
8. **Minimum wage** laws help all poor people in America.
9. President **Joseph Biden** is a better President of the United States than his predecessor, President **Donald Trump**.
10. **President Barack Obama** has been the most successful President of the United States in the 21st century.

# Activity Two

**Credibility and Analysis:** Only you can decide *what is FACT* and *WHAT is opinion*. I encourage you to base the important decisions in your life on FACTS!! Opinions are often self serving to further the agenda of the people who state them. Search out and review empirical information. Entertaining opposing statements on the same issue from diverse sources. Only then should you make the critical decisions affecting your life.

After reading each of the following states, acknowledge whether the statement is a FACT or OPINION.

1. John Kerry was the American *Secretary of State* in 2014.
2. The *Joint Comprehensive Plan of Action* (JCPOA), also known as the “*Iran nuclear deal*” or the “*Iran deal*” was an agreement between the United States and its allies and the country of IRAN during the Obama administration that **intended to make the world a safer place.**
3. “**DEWEY DEFEATS TRUMAN**” was a headline in the early edition of the *Chicago Daily Tribune* newspaper on the day after the Presidential Election of the United States in 1948 declaring the results of the Presidential Election between Republican Thomas Dewey and Democrat Harry S. Truman.

111



President Harry S. Truman shows a copy of the Chicago Tribune that claimed he lost the 1948 Presidential Election to Thomas Dewey.



4. There was proof the country of IRAQ was building weapons of mass destruction, nuclear bombs, in 2002, which justified the invasion of IRAQ in 2003 by the United States and its allies to keep the world safe.



5. Ronald Cotten was found guilty of raping Jennifer Flowers by a North Carolina court in 1994.

112 6. Washington, D.C. has always been the capital of the United States of America.

7. Hope High School's present location was once a reservoir.

8. Ronald Cotten was guilty of raping Jennifer Flowers in 1994.

9. A reduction in federal income tax rates in the 1920's, advocated by *Secretary of the Treasury Andrew Mellon* and signed into law by **President Calvin Coolidge**, REDUCED the money rich people paid in taxes from 73% of all the money they made above \$100,000 to only 23%. **As a result of these tax decreases, wealthy Americans earning more than \$100,000 in 1929 contributed a LARGER percentage of all the tax revenue collected by the US government** than before the income tax decrease. A person earning more than \$100,000 was considered rich. BTW - \$100,000 in 1920 is equal to \$1,378,169 in 2020.

10. The *Joint Comprehensive Plan of Action (JCPOA)*, also known as the "*Iran nuclear deal*" or the "*Iran deal*" was an agreement between the United States and its allies and the country of IRAN during the Obama administration that **made the world a safer place.**

# Activity Three

**Critical Thinking:** This is an actual question from a job interview at Google:

*“How much does the Empire State Building Weigh?”*

**Answer:** \_\_\_\_\_  
How did you come to this conclusion? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

113

**Second question:**

*“How Many Basketballs Will Fit Into A City School Bus?”*

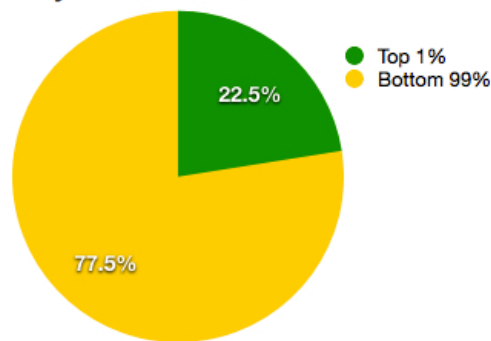
**Answer:** \_\_\_\_\_  
*How did you come to this conclusion?* \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Activity Four

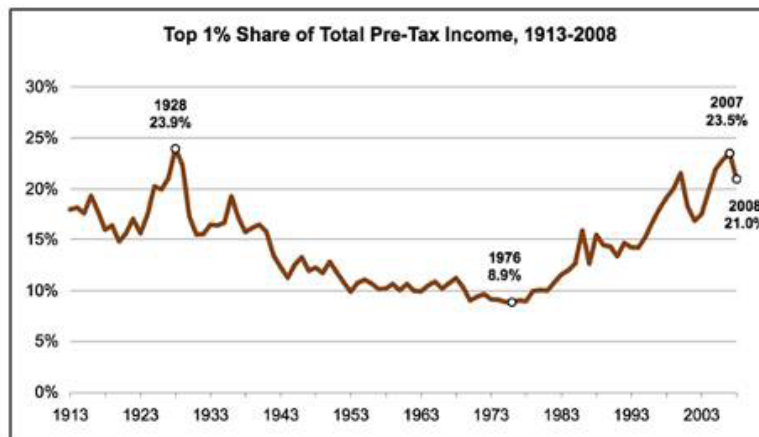
## Critical thinking, analysis and courage:

There are 2 charts below. The first is a pie chart. The total circle represents all the money earned in America in 2012. The dark slice within the total pie represents the percentage of all the money earned by the richest 1% of Americans. 1% of the total American population is about 3,500,000 people. This pie chart shows that this top 1% of wage earners, the richest Americans, controlled 22.5% of all the money earned in the United States in 2012. The lighter colored area represents what the rest, 99% of the American population, earned in 2012. 99% of the American population is 346,500,000 (346.5 million) The percentage earned by the 99% in 2012 was 77.5% of the total earned income. Think about those ratios.

**Share of U.S. household income  
by income bracket, 2012**



The second chart below shows the percentage of all the money made in America that goes to the top 1% of all wage earners from 1913 to 2006. You will see the top 1% of all money makers earned the highest percentage of all the income/ money earned in America - 23% - in the years 1928 and 2007. 1975 represents the lowest percentage, 8.9%, of the total income earned by the top 1%.



On the following page, I'm asking for your opinion. What percentage of the total money earned by the richest 1% would be best for America and WHY! Is it better for America when the top 1% of all wage earners take 23% of the total or 8% of the total? And, why?

## Activity Four continued:

**8% or 23% of all the money earned by the top 1% - what is the best situation for the entire country?** \_\_\_\_\_

**WHY? - Explain in detail with examples why you feel this way:** \_\_\_\_\_

[illegible]



## Activity Four continued:

### Research:

**Warren Buffet** is one of the richest people in America. How would Warren Buffet answer the question from the previous page - 8% or 23%? \_\_\_\_\_

What evidence in your research led you to believe Warren Buffet would choose this answer? Explain in a well written, correctly punctuated paragraph.

**Henry Ford** was an American entrepreneur of the late 19th and early 20th century and the Founder of the Ford Motor Company. How do you think Henry Ford would answer the question from the previous page - 8% or 23%?  
\_\_\_\_\_

What evidence in your research led you to believe Henry Ford would choose this answer? Explain in a well written, correctly punctuated paragraph.

# Activity Five

**Research and analysis:** Determine the causes of the Great Recession of 2008 and explain them in a well written, grammatically correct essay with perfect spelling.

# Bibliography

1. "How Successful People Grow", John Maxwell, Center Street Publishing
2. "The Power of Flow: Practical Ways to Transform Your Life With Meaningful Coincidence", Charlene Belitz and Meg Lundstrom, Three Rivers Press
3. "The Society of Timid Souls or How To Be Brave", Polly Morland, Crown Publishing.
4. "The Map And The Territory: Risk, Human Nature, and the Future of Forecasting", Alan Greenspan, The Penguin Press
5. "Emotional Intelligence 2.0", Travis Bradberry and Jean Greaves, Talent Smart
6. "Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else", Chrystia Freeland, Penguin
7. "The Age of Greed: The Triumph of Finance and the Decline of America, 1970 to the Present", Jeff Madrick, Knopf.
8. "Aftershock: The Next Economy and America's Future", Robert Reich, Vintage.
9. "99 To 1: How Wealth Inequality Is Wrecking The World and What We Can Do About It", Chuck Collins, Berrett Koehler
10. The Wall Street Journal, Saturday/Sunday edition, 8/30/2014
12. "The Organized Mind: Thinking Straight In The Age of Information Overload", Daniel Levitin, Dutton
13. "The Economist", July 19th, 2014
11. Wikipedia

**THE COVER ART** is a painting by Evelyn De Morgan (1855 - 1919). Evelyn was a British painter who created the cover scene entitled “*Hope In A Prison Of Despair*”. ‘Hope’ is depicted in this scene as a woman or very young man holding a lamp, entering the dungeon where ‘Despair’ is shown as another human figure bowed down with grief. ‘Hope’s’ saint-like halo suggests the comfort brought by religious faith.

119

**STEPHEN CRONIN** is the author and graphic designer of this text. Stephen is a novice graphic design under the tutelage of celebrated graphic designer and marketer, Nick DeCesare. Stephen has exhibited moderate, at best, potential in graphic design. You can reach Stephen at

**[stevecronin1949@gmail.com](mailto:stevecronin1949@gmail.com)**