



future news

a newsletter from the *futures* foundation

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Grain growers create a shared future

The Australian grains industry has adopted a futures research approach to the development of its national industry strategy, in one of the most integrated industry perspectives ever developed.

"The program combines formal industry analyses with strategic futures forum and consultation procedures," said Colin Benjamin of 'Life. Be in it'. International, convener of the Australian Grains Production And Value Chains Forums. "This was the basis of the Australian Grains Industry Single Vision 2005-2025 program, launched by the Prime Minister at Grains Week 2004 in Perth.

"Grain growers across the country have indicated that they wish to become more engaged in the shaping and ownership of their future.

"Growers welcome involvement in the futures forums to consider the increasing demand for competitively priced, quality assured, differentiated and diversified grains, as well as grain technologies and emerging grain related service capabilities.

"Now futures forums are being conducted by the Australian Grains Production and Value Chains Forums funded through the Grains Research and Development Corporation. These sessions engage the industry directly in working backwards from 2008 to create its own preferred and desired futures."

Australian grain producers have adopted farming systems that help to lessen the impacts of drought, soil degradation, erosion and other factors that historically have contributed to the volatility of production, grain quality and profitability. Sustainable prosperity assists producers to invest in environmental infrastructure, such as effective runoff management, agri-forestry, land set-asides, refuges and allows producers to protect native flora and fauna.

"The Single Vision strategy was based on a broad range of consultation, from all sectors of the value chain both here in Australia and internationally and it represents the most integrated industry perspective yet developed," Col Benjamin told *Future News*.

Single Vision 2005-2025

The Single Vision Australian Grains Industry Strategy has three primary objectives:

- for the Australian grains industry to become more economically and environmentally sustainable
- for the wealth generated by the grains industry to build prosperous and vibrant rural communities
- to increase the grain producers' share of the 'grains dollar' from the current 19c to a minimum of 25% of the value returns.

The Single Vision strategy is based on the knowledge that the long-term survival of the grains industry is dependent on Dr Peter Ellyard's concept of *Sustainable Prosperity*, presented at the Grains Week 2004 Conference.

A copy of the Single Vision document is available from http://www.singlevision.com.au/Single_Vision_FINAL.pdf

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MEETING EMERGING DEMAND

The Australian grains industry is limited in its strategic positioning, particularly its ability to provide a wide range of high value grains. It will be essential for positioning Australia as a 'fleet footed global grains industry leader' to establish an Australian controlled Quality Guaranteed grains industry off-shore. This will be in the form of:

- Direct investment in production, handling, storage and marketing in Eastern Europe and South America.
- Joint venture investments in value chain logistics in third countries; allowing current marketers to diversify supply and varieties / grain types, to offer a broader service to existing and new customers.
- Sourcing grains from third countries, to supplement Australian produced grains and our current range of varieties / types – this is in effect what the AWB (Geneva) operation does at the moment.

This is essentially what the global grain giants Cargill, ConAgra,

ADM and Bunge do with their global supply and marketing structures. The Single Vision researchers found there will be a move toward long term, seven to 15 year contracts or supply agreements and that the long term arrangements will be the rule in the new markets for grain technology. Global food companies and the companies who will be purchasing 'new grains' for pharmaceutical, functional food, chemical manufacturing and fuel use will be requiring producers to shift away from the current 'speculative' market model. Formation of the Australian Grains Business Forum was a recommendation of the Single Vision and the first step in implementing the strategy. The Business Forum brings together the bulk handlers and marketers to discuss issues of common interest across the value chain. Another major achievement is the agreement by major industry organisations to hold a series of Single Vision forums across regional areas – leading up to the Australian Grains Production and Value Chain Forum at Grains Week 2005.

The futures of rural communities

If rural communities continue to decline, enormous social and economic pressure will be placed on agricultural industries.

- **Attracting the new generations of farmers to replace those currently on the farm will become increasingly difficult.**
- **Obtaining services and labour, as rural communities become smaller and further apart, will increase economic pressure on farming enterprises.**
- **Social pressure will be felt through the lack of support services for families and for social interaction as part of a functioning and healthy community – sporting teams, clubs, school P&C, etc.**

Single vision, multiple voices

One of the greatest impediments to developing a more prosperous grains industry and ensuring the long term sustainability of rural and regional communities, is the structure of organisations that represent, advise and work with grain producers. The Single Vision research found that more than 200 'grains industry' organisations, departments, committees and working parties are in operation today, costing the industry more than \$250 million per annum. Apart from the direct cost, there is an efficiency cost on industry from lack of co-ordination, insulation of market signals, duplication, etc. that could be costing the industry three or four times this amount.

THE FUTURE OF DEATH...



Is aging a curable disease? According to Richard Neville, in the latest issue of his *Journal of a Futurist*, "Death itself is now under attack." (www.richardneville.com.au) "Scores of 'scientists at the edge' are aiming to still the hand of the Grim Reaper, to put him out to pasture, as it were, his blade rusting in the setting sun." A rising star in the West's ever expanding immortalist firmament is Aubrey de Grey, a computer scientist who works with a Cambridge genetics team to unravel the genome of the fruit fly - his day job. The rest of the time he's busy adapting the principles of engineering to winding back aging, 'not just slowing it down'. His 'Eureka!' moment came, as explained to *Fortune Magazine*, when he asked himself a question: 'What would it take to bioengineer a non-aging human?' "The light dawned as he scribbled a remarkably short list - only seven things had to be prevented, mainly toxic byproducts of metabolisms that accumulate in the body over time. He realized 'that we could bloody well fix them all. We could go in and periodically clean up the seven deadly things before they cause problems.' "As far as de Grey is concerned, and many others, aging is a curable disease," concludes Richard Neville. "Do I hear the youngsters quaking in their Ugh boots? Granny may never take her last trip, poised as she is to benefit from 'engineered negligible senescence'."

Some of de Grey's proposed fixes are 'already in the works', according to *Fortune*, such as regenerating withered tissues with youth enhancing stem cells. Other radical gerontologists extol the potential of nanotech to rejuvenate our organs from the inside. For Cyborgians, the end of death lies in silicon & steel, which can augment our bodies, extend our memories and eventually host our uploaded consciousness. "Many knowledgeable observers, including myself," notes Ray Kurzweil, "feel that within ten years we'll add more than a year per year to life expectancy. So as we get older, human life expectancy will expand at a faster rate than we're progressing with age." This happy state is known as 'escape velocity', in which years of life are added faster than time can extract them. "The term for this buzzy aspiration is transhumanism - the quest to become posthuman by any means necessary, usually with the aid of bio-tech, robo-tech, nano-tech, wishful thinking and lotsa pharmaceuticals," Richard Neville says. "The focus of Aubrey de Grey is on utilising stem cells, proteins and enzymes, reportedly building persuasive arguments that apparently win respect from skeptical boffins. A tingling taste of transhumanism can be found at www.betterhumans.com, which features the thoughtful and polished prose of George Dvorsky, the president of the Toronto Transhumanist Association, a nonprofit "devoted to encouraging the use of technology to transcend limitations of the human body". But what of the limitations of the human mind?"

& THE PRIVATISATION OF SCIENCE

Science is losing its way, writes British author Colin Tudge. Scientists of all ranks are complaining about lack of public trust, which they ascribe to "public ignorance". And he understands why. "People are not daft; and you don't have to be a PhD to smell a rat that is, as colonels used to write from Tunbridge Wells, nibbling not simply at the fact but at the very idea of civilisation. "Science draws upon, and one way or another impinges upon, the furthest reaches of philosophy. Science cannot decide what is right or wrong but it affects moral decisions in a whole range of ways... Most 'basic' science... is still paid for out of the public purse, and its course is still decided by intellectuals who follow the ideas where they will lead. Only the applications -- the translations of basic ideas into technologies -- are in private hands.

"It is good for science that taxes pay for core research. But why, the taxpayers may reasonably ask, do the material fruits of that research then pass into private hands? "If we believe that the world as a whole must be run by corporations -- that they alone have the competence and that corporations survive only by doing what people want and need -- then it is fine and dandy that people at large should give them a head start. Otherwise, the present arrangement seems like a bad deal. Colin Tudge is author of: *So Shall We Reap: How Everyone Who is Liable to be Born in the Next Ten Thousand Years Could Eat Very Well Indeed; and Why, In Practice, Our Immediate Descendants Are Likely to be in Serious Trouble*. Allen Lane/ Penguin

Global SchoolNet: where futures meets education

The international online learning network, Global SchoolNet, has announced a new partnership with the World Future Society that will help it engage youth worldwide in future-oriented educational experiences.

Reaching out to young people to help them become more responsible global citizens is the goal of the network, which includes more than 70,000 online educators. Now it will work with the WFS to provide valuable tools for meeting that goal, announced WFS President Timothy C. Mack this week.

GSN is based on the belief that, in a connected world, students need a global perspective. It combines smart teaching ideas with web publishing, video conferencing and other online tools that bridge geographic gaps, allowing young people around the world to learn together.

Members of the network engage in online project-based learning activities. Since its inception, global SchoolNet has reached more than a million students from 25,000 schools across 100 countries.

"GSN seeks opportunities to partner with schools, universities, communities, businesses and other organisations to co-develop free or low cost programs to help students become literate and responsible global citizens, and to

prepare them for the workforce," it says at its website (www.globalschoolnet.org).

The organisation began its life in 1984 as the Free Educational Mail (FrEdMail) Network, when San Diego teachers Al Rogers and Yvonne Marie Andrew began linking their students to classrooms on the east coast, to participate in online writing projects.

Research and experience demonstrated the importance of "connected learning" and by 1990 their online network had expanded to more than 300 schools. FrEdMail closed in June 1999 after 15 years of operation.

The first website of GSN, called the "Global Schoolhouse", was created in 1992, with a grant from the National Science Foundation, to showcase online collaborative learning. Its mission was to "provide a living curriculum that makes the world a laboratory and promotes the quest for lifelong learning".

The network also hosts the Internet Projects Registry, a clearinghouse of more than 900 online collaborative projects organised by topic, grade and project date. Schools can use this registry to find partners or join projects from around the globe.

Success stories from the Cyberfair program

More than 40,000 students from 155 schools worldwide participated in Global SchoolNet's International Schools CyberFair competition this year. Taiwanese students told about medical missionaries from Norway who for 50 years gave relentlessly to the aboriginal people living in Puli and its mountains. Others revealed the surprising origin of the stone materials used for the Old City Wall of Taipei. Students in Uzbekistan showcased humanitarian organisations like Doctors without Borders, while middle school students in Singapore showed how this high-rise city-state manages to maintain a balanced ecosystem.

- The Yuba Feather Elementary School was the first in its district to create a website. Then they (3rd and 4th graders) went to the Junior High to teach the older students about creating web pages.
- Children from an elementary school in Zebbiegh, Malta, constructed their website around prehistory events from 5200 BC to 800 BC.
- Middle school students from Stockholm are building a multilingual website about rune stones and other remains from the Viking Age.

- A high school in Reykjavik, realising that very little information existed about their country on the Internet, decided to create an entire website for Iceland through the eyes of students.
- A school in Tasmania learned about Indonesia by communicating with children of their own age via email. They exchanged folk tales about Indonesia's 13,000 islands which helped them understand the history and culture of Indonesia.
- Children from a school in Oceanside, California are assisting a nun from their local Catholic Diocese to share publish 30 years of historical information on California missions that she has collected, including an original journal written by padres in the 1600s.

The Futures Foundation is also working with educators, bringing the tools and concepts of futuring to assist young people to engage with the future work in which they will live out their careers, their lives and their civic roles. Educators or schools who want to know more are invited to call Futures Foundation chair, Charles Brass, at 03 9459-0244.

Who uses GSN?

- 1 million students and their teachers
- 100,000+ registered members
- 70,000 members who choose to receive the GSN newsletter
- 25,000+ schools in 100 countries
- 300,000 web visitor sessions per month
- 1 million+ page views

From information to knowledge?

As reputable PR professionals urge corporate social responsibility, transparency and accountability to meet emerging community values, others are using the skills of professional communicators to mislead, obscure and obfuscate.

When the latter target children and schools, it's time to pay close attention, says John Borowski.

As an environmental science teacher and concerned citizen, I try to stay current with what industry and government groups have in store for us. Early in 2001 I was forwarded an "urgent" email from RISE (Responsible Industry for a Sound Environment) beckoning its members to support a jihad against eco-education. RISE is affiliated with the American Crop Protection Institute, a trade group founded to defend "urban usage of pesticides". The urgent email explained that Michael Sanera, who was working with producers on a program to expose the "evils" of environmental education, had contacted RISE. In the email RISE beckons its members to find parents and their children who have been "scared green" and are willing to be interviewed. The last line of the email is telling: "Let's try to help Mr Stossel. He treats industry fairly in his programs."

My wife responded to the RISE email using her maiden name, stating that she is not sure about the environmental data our daughters are receiving in school. Soon we received an email back, giving us Michael Sanera's phone number and urging us to contact him. I was pondering all of this on April 9th, 2001 when, incredibly, producer Ted Balaker of ABC News called me out of the blue. He told me that ABC respected my editorials on environmentalism and they wanted to ask me questions about ecological issues. I asked if there was a "Sanera connection"? He told me he'd never spoken to Sanera. I asked did ABC call me to entrap me in a "Scared Green" environmental education piece, where Stossel could manipulate the truth? He said no, there was no such project.

Suspicious, I called Michael Sanera as soon as I was off the phone with Balaker, following up on my wife's email exchange with RISE. I told him my children brought home environmental education information from school and what should I do about it. Sanera was very enthusiastic, asking me if I would speak about this with ABC. He assured me that John Stossel's producer from ABC would call me. The producer's name? None other than a "Mr Ted Balaker."

Media titan Disney Corporation, using its television outlet, ABC, is seeking to drive a stake through the collective heart of environmental education. Their strategy is simple: get some of the most notorious polluters to fund think-tanks to produce data and promote it as "good science". Then stage events that show kids "scared green" by "doomsday" education.

In May I received a call from a traumatized mother/Earth Day organizer in LA who told me a chilling story. Just like me, ABC had contacted her about doing a student interview. Unsuspecting, she agreed to the interview.

On April 20 & 23, 2001, a group of children, ages 8-11, eagerly awaited the opportunity to discuss the environment on TV. Their interviewer? John Stossel. Deftly, what had been represented to be a program showcasing the children's fluency in science was turned into a witch-hunt. Stossel set the tone and agenda. Leading them on with hooks like, "It sounds so terrible, aren't you scared?" he manipulated them into saying they were afraid in front of the camera. Then, quoting statistics from Sanera's *Facts Not Fear*, he "proved" there is no environmental crisis, that recycling is a "sham", that caribou herds have increased since drilling for oil began in Alaska, etc. Not once did he focus on the confident place the children spoke from...their hearts and minds. He intimidated the children so that their grasp of issues, like the considerable downsides of fossil fuels, was never addressed. He went on to question the motives of their teachers and advisors, accusing them of exploitation. The mirage of film editing now could show the children in the poorest light.

"He intimidated the children so that their grasp of issues... was never addressed."

Sure enough, when "Scared Green", now morphed into "Tampering with Nature", was shown, it was one-sided, deeply critical of environmental education and cast environmental woes as inconsequential. The piece avoided hard issues, employed "yellow journalism" and was loaded with critics of environmental protection and environmental education. Now, this film is for sale for use in classrooms.

I wonder when ABC will give equal time for the defenders of environmental education? Will educators like me, who directly experience the power and enlightenment of environmental science classes every day, have the time, access and money to counter this onslaught of formidable critics and slanted facts? Don't bet on it. The Stossel, Sanera and Disney/ABC connection demonstrates that money and power guarantee access to a giant public audience with no rebuttal. In the end, somewhere between the commercials and the spin, the truth will shrink to invisibility in this "age of information".

I don't lose hope, though, because in classrooms around the country there are dedicated teachers who enlighten their "charges" with credible and sound data. No preaching from the pulpit, or buying access to speak—no, these teachers just provide the skills to young people to make rational and sound decisions on ecological issues. This is what the foes of environmental education fear the most.

John F. Borowski is a teacher and education adviser to the Native Forest Council. He has spoken in the US Senate on behalf of forest protection and has written many pieces on the intrusion into schools by corporate America. His story and personal contact details can be found at www.commondreams.org.

CSR HIGHLIGHTS

INVESTORS LOOK AT SRI

The UK public opinion research firm MORI interviewed UK investors and found that two-thirds are interested in socially responsible investment (SRI), while one-quarter believe SRI funds will have lower returns than traditional investment funds. The survey can be found at:
<http://www.mori.com/polls/2004/pdf/friend-s-provident.pdf>

INVESTOR GUIDE TO CLIMATE RISK

A new on-line guide, released by the Investor Network on Climate Risk (INCR), advises investors on addressing the financial risks and investment opportunities posed by global warming.

The guide has links to nearly 50 resources for investors, fund managers, and companies seeking to evaluate and mitigate climate risk.

It has been released as a web-based document at
<http://www.incr.com>.

WHISTLES BLOWING IN THE USA

Two years after passage of the Sarbanes-Oxley Act, a sharp increase in whistle-blower complaints about accounting problems at publicly traded companies is being reported by forensic accountants, corporate lawyers and the Securities and Exchange Commission (SEC). The Sarbanes-Oxley Act provides federal protection for whistle-blowers who report information related to financial fraud. It also requires companies to put more internal controls in their accounting departments. The SEC reports that securities fraud tips jumped from 77,000 in 2001 to 180,000 last year. This year, there have already been about 250,000 complaints.

For more, see: "Accounting leads rise, making boards edgy," at *USA Today*: http://www.usatoday.com/money/companies/management/2004-07-29-whistle-side-1b_x.htm

SEC fines Halliburton \$7.5m for misleading investors

The US Securities and Exchange Commission last week fined oil services giant Halliburton for failing to tell investors that it was changing the way it booked cost overruns. By changing its accounting so that it booked the cost of projects up front instead of waiting until the money was actually received, Halliburton was able to boost its earnings by 46 percent between 1998 and 1999. However, it did not tell investors that it was making this change in its accounting methods. From 1995 - 2000, Vice President Dick Cheney was the CEO of Halliburton. Ever since Halliburton received a \$7 billion contract to rebuild Iraq last May, the company has been under constant scrutiny. For more, see: "*Commentary: What Cheney Should Have Known At Halliburton*," by Mike France of Business Week at http://yahoo.businessweek.com/bwdaily/dnflash/aug2004/nf2004085_4878_db045.htm

A survey by the UK Environment Agency found that the vast majority (89%) of companies discuss some aspect of their interactions with the environment in their annual reports... BUT closer examination revealed that the majority lack depth, rigour and quantification and few could be described as comprehensive, or adequate for shareholders to properly assess environmental risks or opportunities. You can download the Summary Report and Full Report at <http://www.trucost.com/FTSEdisclosure.html>. More at <http://www.environment-agency.gov.uk/business>.

GOOD LUCK OR GOOD MANAGEMENT?

In all the furore about James Hardie's treatment of asbestos victims, it is interesting to reflect on the role of CSR Ltd, which sold its Wunderlich asbestos cement division to James Hardie in the 1970s.

Before the sale took place, the Bulletin magazine had already published a feature on asbestosis and its incidence at asbestos mining sites in Australia. Introduction of safety procedures for workers in Wunderlich AC factories signalled recognition of risk.

That was before the initials CSR had come to stand for corporate social responsibility.

Stay Calm: There's Prozac in the (UK) drinking water

It should make us happy, but environmentalists are deeply alarmed: Prozac, the anti-depression drug, is being taken in such large quantities that it can now be found in Britain's drinking water.

Environmentalists are calling for an urgent investigation into the revelations, describing the build-up of the antidepressant as 'hidden mass medication'. The Environment Agency has revealed that Prozac is building up both in river systems and groundwater used for drinking supplies. The government's chief environment watchdog recently held a series of meetings with the pharmaceutical industry to discuss any repercussions for human health or the ecosystem.

The discovery raises fresh fears that GPs are overprescribing Prozac, Britain's anti-depressant of choice. In the decade up to 2001, overall prescriptions of antidepressants rose from nine million to 24 million a year. (*Observer UK 08 08 04*)

IT'S A NO-BRAINER

If you think mind reading is outside the realms of science, think again, says the *New Scientist* (31 07 04). "In the past decade a revolution in brain-imaging technology has made it possible to see your private mental world in real time. These days, no self-respecting university or teaching hospital is without a PET or fMRI scanner and, as the technology comes of age, its reach has extended. Where once researchers were most interested in sweeping generalisations about how humans think, now their studies are becoming ever more personal, uncovering details about our individual motivations, desires and prejudices."

An article on "the science of decision-making" looks at why we do what we do. It's tempting to guffaw at the brand new conclusion that "when we weigh up the costs and benefits of various courses of action, we do not just consider the material gains but also the social and emotional ones" -- but let's, instead, be grateful that this data is now respectably packaged for the left-brainers. Of course, it may be used first by the marketers: another story asks "if neuro-marketers can find the key to our consumer desires, will they be able to manipulate what we buy?"

True to form, the respected journal's editorial explores the deeper implications of this booming direction in research, noting especially the need for public debate about the ethics of testing and who should have access to the results.

"Researchers are delving into the most intimate details of who we are, including such things as our personality traits, moral reasoning and tendency to violence. While their aims are commendable, many of their results raise big questions. If the scan of an individual with a tendency to violence looks 'abnormal', what does that mean? How reliable is the finding, and who should be told?"

THE BUSINESS CASE for SUSTAINABILITY

It's 8.23am, the CEO has just phoned to request a briefing paper for the next meeting of the Board. She has been told that in response to an institutional investor's concerns, the Board needs to know everything about the company's exposure to sustainability issues. Fundamental questions are being raised about whether the organisation can continue to generate economic capital without compromising social capital and/or natural capital. Specifically, the CEO wants you to identify the sustainability issues facing both the business and the sector, identify the material implications for the business and suggest a detailed corporate response strategy.

Want to know what to do? Monash University, the first University in Australia to produce a Triple Bottom Line Report, is offering an MBA course on just that: "This unit aims to teach students how to undertake an analysis of the material risks and benefits that sustainability implies for a business, with executive management as the principal target audience for this analysis. For more information see www.mei.monash.edu.au (MBA50800).

The future of politics

Shared solutions to the spam plague could offer a new possibility of bi-directional accountability between citizens and their governments, writes US futurist Timothy Mack in an article about the political role of internet communities. He notes the alienation of maturing digital generations from the traditional political process, and examines the success of current alternatives like www.moveon.org.

Futures Research Quarterly "Spring 2004"

Signals in the noise

Peace and global citizenship in the Info Age

Peace and non-violence are now widely identified as fundamental to human survival, writes futurist Hazel Henderson. Even economists agree that peace, non-violence and human security are “global public goods” along with clean air and water, health and education -- bedrock conditions for human wellbeing and development. All these issues were aired in recent discussions hosted by Puerto Rico's Governor Sila Maria Calderon.

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Selling off a slice of our country

This signal from the noise about the free trade agreement with the US sends a clear message. “It's becoming clear that the FTA will not be in our interests,” writes Ross Gittins. He argues that Australians and Americans see the FTA as being about completely different things, and that Australians are missing the fact that to the Americans the deal is about intellectual property rights. “I have a fear that the Howard Government's wonderful trade agreement with the mighty United States may turn out to be a Trojan Horse.”

Sydney Morning Herald

11 08 04

1222

Taxonomy for the future

Making sense of information may be the primary human cognitive activity. Linnaeus contributed to our sensemaking capacity with an elegant method for categorising plants and animals. Lamarck analysed and changed the Linnaean categories to develop a new understanding of biology. Now US librarian Kate Bertolucci offers a taxonomy for the future, a set of categories that will help futurists to better organise their information and to be more productive in their professional endeavours.

Futures Research Quarterly Spring 2004

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Welcome to post-autistic economics

There are still debates in macroeconomics, but mainly about the global economy, writes Diane Coyle. Should exchange rates be fixed or flexible? What kinds of capital controls work best? These are pragmatic rather than ideological debates. “Monetarism lite” rules. Despite this, economics has begun an intellectual renaissance.

New Statesman

26 07 04

1224

“W” does not stand for Women

They know and they don't care, writes Jane Roberts. For the third year in a row, the Bush Administration has decided not to release the \$34 million voted by the Congress for the United Nations Population Fund (UNFPA). “What does Bush know? He knows that UNFPA is not complicit in or responsible for the Chinese government's coercive family planning policies in China--which is the Administration's excuse for cutting US funds to the UNFPA. Bush knows that in over 140 countries, UNFPA is welcomed for its humanitarian work of making motherhood safer, of offering family planning choices, of supporting equal opportunity and education for girls and women, and for educating against AIDS, and female genital mutilation. Bush knows that cutting funds to UNFPA will not affect China but instead will deny life-saving services to women all over the world...

“The poorest, most vulnerable women in the world are clearly not part of Bush's base. He is hoping they aren't on our radar screens. He wants to please his base under the radar. He is hoping that we aren't paying attention. But we are. *34 Million Friends of the UNFPA* is asking 34 million citizens to contribute one dollar to replace the lost \$34 million and tell the world the Americans care.

www.34millionfriends.org.

August 04

1225

The language of leadership

While futurists see promising signs of an emerging social responsibility in corporate leadership, one Australian academic sees sinister risks. Amanda Sinclair, professor of management at the Melbourne Business School, says “The packaging is that of the preacher, the promise is of salvation, but the purposes are, too frequently, deeply unworthy.”

BOSS

June 2004

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The cell that makes us human

The human mind may be special, but our brain looks much like that of any other animal. That's why the discovery of a type of neuron unique to humans and our closest relatives is causing such a stir, says Helen Phillips. *New Scientist*

19 06 04

1227

Which strategy for America's Empire?

All observers agree that the US is the world's 800lb gorilla, but this immense power may already be in decline. Strategies vary widely, from a “new Security Architecture” for the world combined with a new Marshall Plan, to far greater exercise of America's “soft power”, improving US military power, widening and deepening democracy, abandoning the strategy of permanent war, and addressing wealth disparities.

Future Survey

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