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EJ|USA

the corporate conscience

IN THIS ISSUE: SOCIAL (MEDIA) GRACES | TOP 2-YEAR DEGREES | HOT LATIN ART | IS HATE SPEECH FREE?

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EJ|USA

The Coca-Cola Company, through the Water and Development Alliance in South Africa, educates students about water conservation.

COURTESY PHOTO

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EJ|USA

October 2013

the corporate conscience

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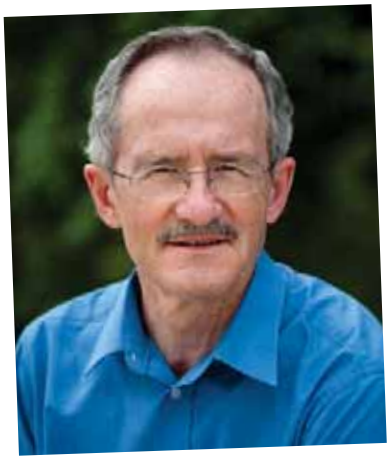
my business (and yours)



COURTESY KENNETH WHITE

I've never owned a business or worked at a large corporation (something for which the entire private sector and my family should be grateful). But as a reporter and editor, I have talked to a sufficient number of business owners, managers and executives to realize how dramatically business attitudes toward the public good have changed over the last half-century. Not polluting the environment and not disturbing life in the local community are not enough any longer. Under pressure from the younger generations, innovative corporations and smaller startup businesses, just about every business owner is looking for ways to protect the environment, support the local community and improve working conditions.

While the concept of corporate social responsibility is still somewhat controversial, as attested to in a debate on p. 22, many businesses have discovered that responsible stewardship of their environments can be smart business and that "doing well by doing good" motivates their workers. This issue's feature stories show different shades of business stewardship and their related challenges and rewards. The reporting in these pages leaves me with a strong impression that business contributions to the public good will only grow.

In this issue, you will also get a readout on what's happening to the red-hot world of developing apps for mobile devices, about promising research that will help you charge your phone's battery more quickly, and about preserving culture, celebrating art and fighting hate speech. It's easy to see that the desire to make the world a better place is alive and well in America. It is a desire we at *EJ|USA* share.

– Andrzej Zwaniecki

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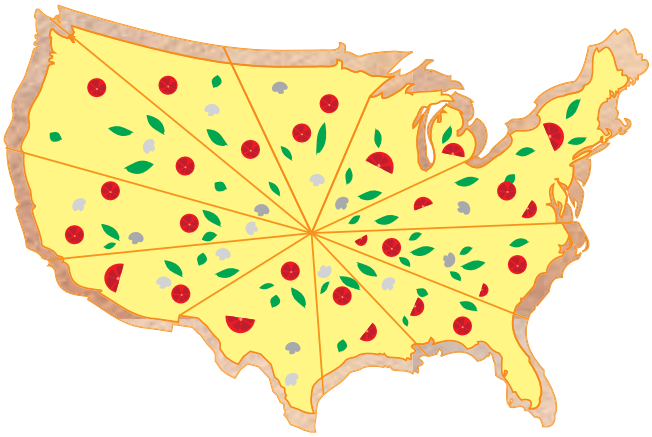
Pizza Nation?



If you think pizza typifies Italy, well, think again. Americans consume 3 billion pies a year, or about 350 pizza slices every second. Cheese and pepperoni are the most popular toppings. After Italians invented pizza, Italian immigrants introduced it in the U.S. in the late 19th century. Since then pizza has become a staple of the American dinner menu. New York's Lombardi's, opened in 1905, is considered the first pizzeria in the U.S., and by now, the longest-running pizza joint in the country. Philadelphia claims to have the world's first pizza museum.

October in U.S. History

Henry Ford introduces the Model T, the first automobile middle-class Americans could afford (October 1, 1908).

The **New York Stock Exchange** crashes on the day to be known as Black Tuesday, beginning the Great Depression (October 29, 1929).

U.S. HISTORY PHOTOS ©AP IMAGES

©ICONICPIX MUSIC ARCHIVE

Mellow Music Makes Driving Safer

The music people listen to while behind the wheel can affect how safely they drive.

A London Metropolitan University study found that fast-paced songs were the most dangerous to listen to while driving. "A fast tempo can cause people to subconsciously speed up to match the beat of the song," said psychologist Simon Moore.

American performers dominated the study's top-10 lists of best and worst songs for drivers, with Norah Jones (pictured) leading the "best" list for her song "Come Away With Me," and the Black Eyed Peas leading the "worst" list for "Hey Mama."

Dressed to Scare

Don't count on a quiet night in the U.S. on October 31. That's when children, and increasingly adults, observe Halloween, a celebration dating back to ancient Celtic times and associated today with out-of-this-world creatures and scary costumes. Roughly 41 million children will don costumes and go door-to-door to solicit candy from neighbors. Many adults go to "haunted houses" or parties. These were the top five most popular adults' Halloween costumes last year:

1. Witch
2. Vampire
3. Pirate
4. Batman
5. Zombie

SOURCE: NATIONAL RETAIL FEDERATION

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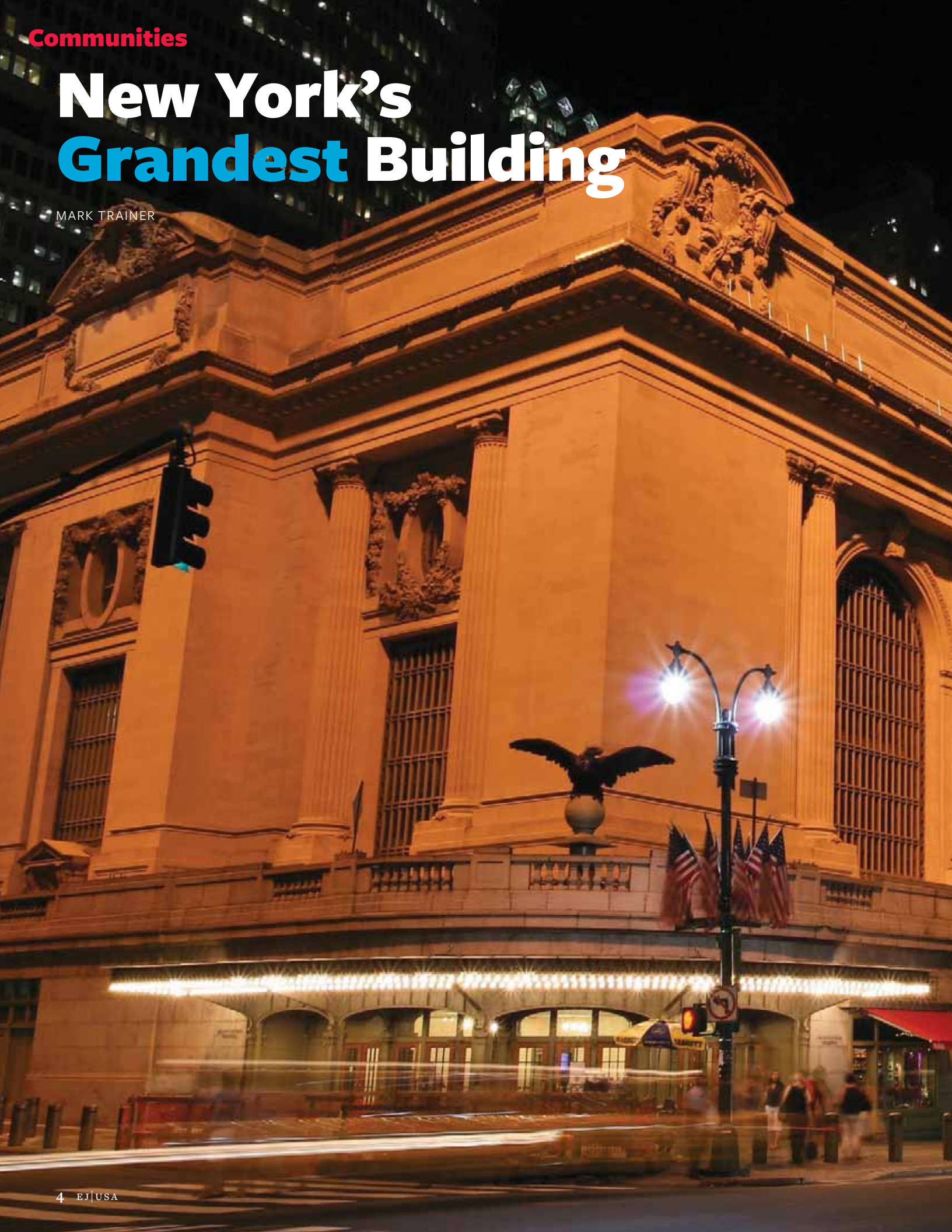
New York's Grandest Building

MARK TRAINER



Located at 42nd Street and Park Avenue in Midtown Manhattan, the terminal covers 48 acres.

From the beginning, everything about New York City's Grand Central Terminal has been oversized.

The train station, one of the biggest landmarks in America's biggest city, marks its 100th anniversary this year. It is the world's sixth most-popular tourist attraction, bringing 21 million visitors a year.

When completed in 1913, the mammoth Beaux Arts building was a palace for the common citizen, an egalitarian gateway into New York with five-meter-tall, gold-plated chandeliers; a 7,620-square-meter mural of the heavens overhead; and more platforms than any other train station in the world (44). The information desk under the famous four-faced opal clock has long been one of New York's most popular places to meet a friend.

When its predecessor, Grand Central Depot, opened in 1871, the *New York Times* said it wasn't very grand and it wasn't very central either. (It was located on 42nd Street, away from the busiest parts of the city at the time.)

But within decades of the new Grand Central Terminal's opening on the same land in 1913, hotels, restaurants and office buildings popped up around it. "It brought Midtown to its doorstep," said Sam Roberts, author of *Grand Central: How a Train Station Transformed America*. "It shifted the entire cultural center of gravity of Manhattan to the Midtown area."

The sheer number of trains and people Grand Central could accommodate made it possible for workers to come in from outlying areas to New York and return home in time for their dinners. New villages started to crop up around the outlying stations in New York and Connecticut. When the ticket takers noticed the increase in the number of regular travelers, they offered a special monthly ticket, which gave a discount on the fare if payment was commuted, or paid all at one time rather than with every trip. These ticket holders became known as commuters, a word that has been adopted throughout English-speaking countries.

INSET MAP: ©PSYNOVEC/SHUTTERSTOCK.COM; BACKGROUND PHOTO: ©MIKE LIU/SHUTTERSTOCK.COM

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©EMIN KULIYEV/SHUTTERSTOCK.COM

The station "really is like a city or a small town," said Roberts. "It has its own police force, its own emergency squad. Seven-hundred-and-fifty-thousand people go through on an average weekday. I don't think I've ever seen people bump into each other. They're like bats with sonar."

Grand Central keeps a surprising number of secrets for a place that is constantly occupied. Look closely at that mural of the heavens, and you'll see it is backwards — a misunderstanding between the astronomer who sketched the plan for the mural and the 50 painters who executed it. Converters supplying electrical current for the trains used to be housed in a secret basement under the terminal that was the target of a sabotage plot by German spies in World War II. One train platform has a concealed entrance and an elevator up into the Waldorf Astoria Hotel that gave President Franklin Roosevelt (and supposedly many of his successors) discreet access in and out of the city. And although the clocks throughout the terminal are meticulously accurate, trains are said to depart exactly one minute after the posted time to help straggling passengers.

Hollywood frequently casts Grand Central in supporting roles. Cary Grant uses it to evade capture in Alfred Hitchcock's *North by Northwest*. A group of zoo animals begin their long journey there in *Madagascar*, and its oyster bar is a favorite haunt of the unscrupulous advertising executives of television's *Mad Men*.

What is it about Grand Central that makes it loom so large in the imaginations of filmmakers, historians and visitors?

"It evokes the big city," said Roberts, "the city of opportunity, the city of unlimited dreams — a place where nothing is predictable, including your own future." ▧

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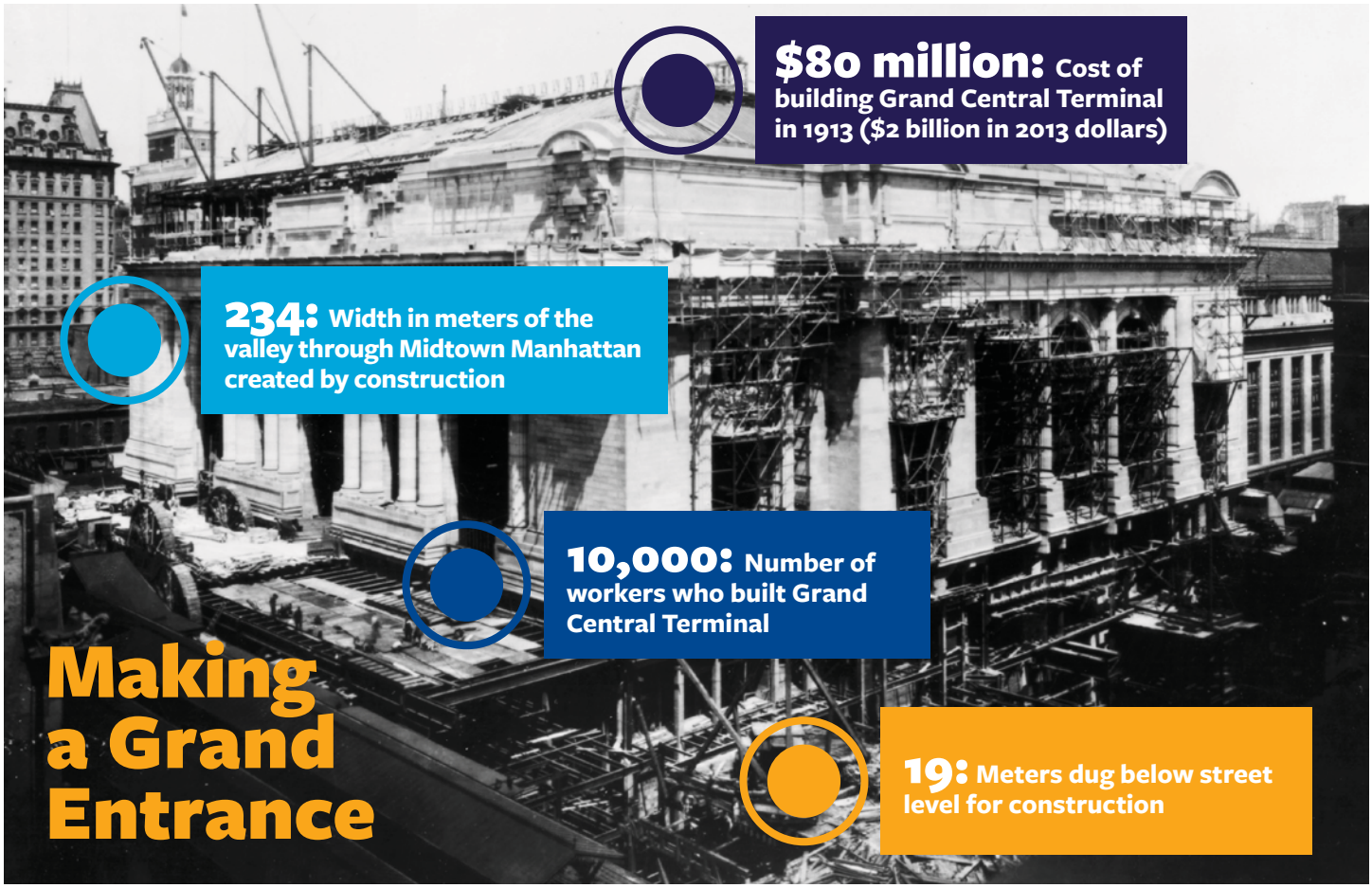

Making a Grand Entrance

$80 million: Cost of building Grand Central Terminal in 1913 ($2 billion in 2013 dollars)

234: Width in meters of the valley through Midtown Manhattan created by construction

10,000: Number of workers who built Grand Central Terminal

19: Meters dug below street level for construction

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CONNECTING THE DOTS:
NEW YORK CITY, NEW YORK

Cyber Kindness

MOMO CHANG

©FUSE/THINKSTOCK

©ISTOCKPHOTO/THINKSTOCK

When Eyal Hanfling created "Whitman Compliments" on Facebook, he did not expect the overwhelming response he received from classmates.

Hanfling, then a student at Walt Whitman secondary school in Bethesda, Maryland, inspired by a similar Facebook page from Columbia University, set up a page last December, and within days, he received nearly 1,500 compliments from his peers to other students.

The first Facebook compliments page was created by four women from Queen's University in Canada in September 2012. Since then, hundreds of copycat pages, like Hanfling's and bearing some affiliation with a school, have sprouted up. Twitter accounts too. One person sets up an account, and his or her peers follow it. Comments are sent, often anonymously, and

then posted, creating a culture of publicly acknowledging fellow students.

Compliments range from short and sweet to glowing reports on someone's performance in a school play.

More than a feel-good endeavor, these efforts can give support to bullying victims, experts say.

Whether bullying occurs offline or on social media, "you feel alone, isolated or helpless, you feel like you're the only one experiencing these things," said Justin Patchin, co-director of the Cyberbullying Research Center and a professor at the University of Wisconsin-Eau Claire. "So these compliments pages can be really effective in exposing the problem, but also [by] just having somebody stand by you."

Data on cyberbullying varies, but research by Patchin and co-director Sameer Hinduja shows that about one in 10 teens experiences cyberbullying in a given 30-day period.

In Wisconsin, Cameron secondary school student Spencer Smith took things into his own hands when he saw Twitter accounts spreading negative messages about his peers, according to a report by local TV station WEAU. On Facebook, Smith asked that whoever started the accounts stop. Within hours, the accounts closed and a positive Twitter account, @camnicethings, started.

"Students are demonstrating that it is cool to care," said Patchin, who has written a forthcoming book with Hinduja, *Words Wound: Delete Cyberbullying and Make Kindness Go Viral*.

One in 10 teens experienced cyberbullying in the last 30 days.

A Facebook spokeswoman agrees. "One of the greatest ways to prevent bullying is to create an environment that empowers the bystander," she said. Compliments pages can be one way that a bystander intervenes or changes the tone from negative to positive.

The students at Queen's University who started compliments pages probably never imagined how their efforts would spin off. They now administer a Facebook group that includes 132 university compliments pages, many of which are sponsored by students at U.S. schools. Their message, delivered in all caps, is to "SPREAD HAPPINESS."

Students should beware. Not all compliments pages are focused on spreading good messages. Some operate like confessions pages, where peers flirt with each other — but one quick look at a page will expose whether the compliments are sincere.

Hanfling's own page lasted only five days because he became overwhelmed by the number of compliments he had to copy and paste. After shutting down the page, Hanfling revealed in his school's newspaper that he had been the anonymous administrator of the site.

Though it was a short project, Hanfling said it created a buzz throughout the school. He heard students from all backgrounds talk about the compliments in the hallways between classes.

"While it's nice to give compliments, it's more important that we have face-to-face interactions with our friends and compliment people who we know, in person." ▧

CONNECTING THE DOTS:
EAU CLAIRE, WISCONSIN ●; BETHESDA, MARYLAND ●

What's the Word?

A sample of posts, from U.S. secondary-school and university students, on Facebook compliments pages.

Brown University Compliments
May 20

To the guy that helped me move my suitcase down the stairs of Young Orchard:

Thank you so much. I was struggling to move it all morning, and was very frustrated from moving/packing all day. You reminded me that there are kind people in this world. I hope that you have a wonderful summer.

Like · Comment · Share

USC Compliments
May 10 near Los Angeles, CA

To the people who just ran into Doheny dressed like Harry Potter characters, shouting spells at one another, and wishing us happy finals:

Thank you. I needed that.
–A happy studier.

Like · Comment · Share

Hopkinton Compliments
June 14 via mobile

I saw Brennan L. do something so nice for someone else at lunch today. You are an amazing person, Brennan, and our school is lucky to have someone so caring.

Like · Comment · Share

Whitman Compliments
May 23

To Billy D.:
I am so glad that I got to spend the end of my Junior year getting to know you during the play, I wish we had met sooner. You are such a nice person and did an amazing job as the UPS guy. It was great to talk to you at the cast party and I wish you lots of luck in the future!

Like · Comment · Share

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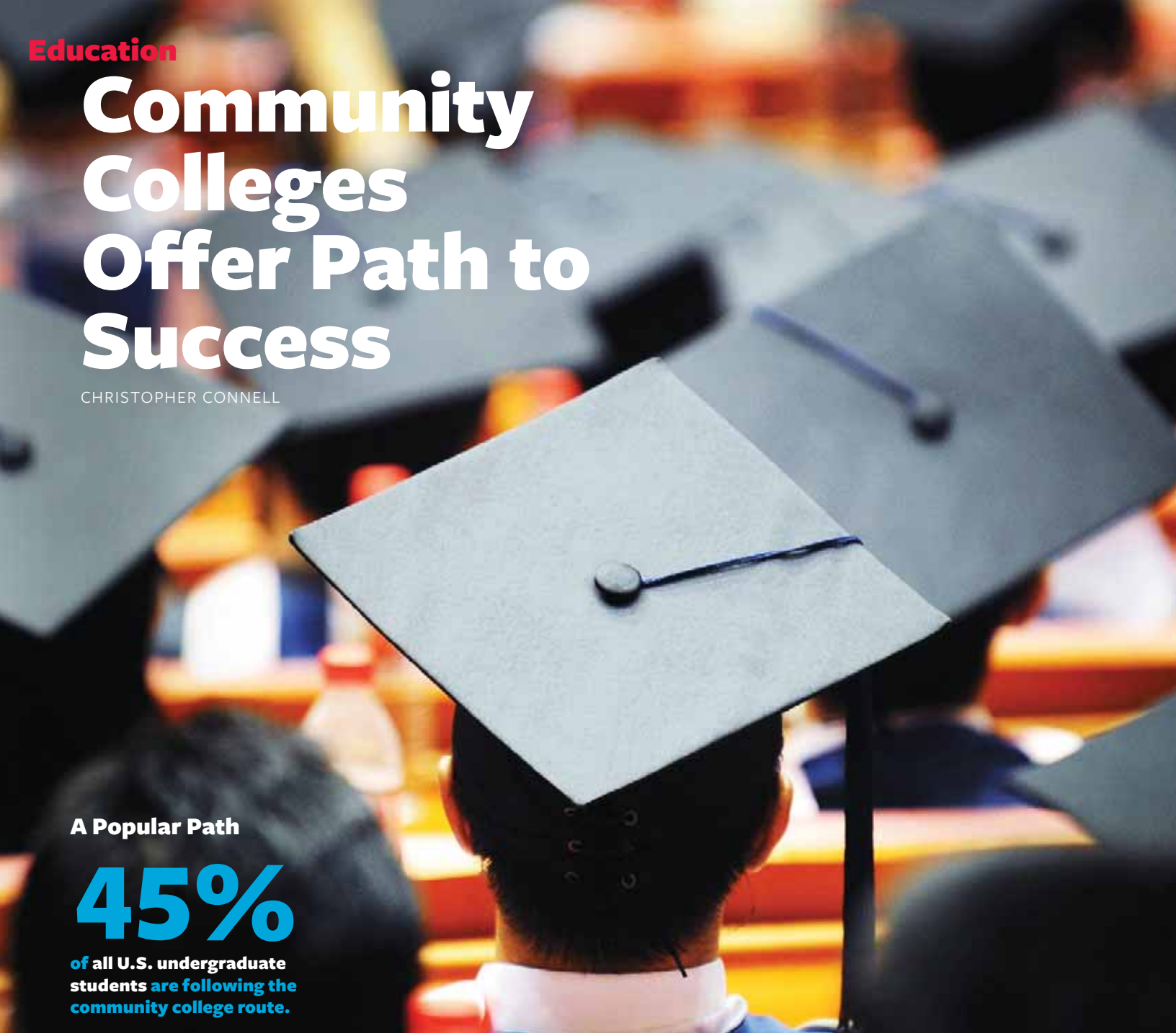
Education

Community Colleges Offer Path to Success

CHRISTOPHER CONNELL



A Popular Path

45%

of all U.S. undergraduate students are following the community college route.

When Steven Rivadeneira announced he was going to a two-year community college in Miami instead of a university, his parents were skeptical. Their son had piled up A's after falling in love with physics during secondary school, they reasoned, so he should go to an elite, four-year engineering school.

But Rivadeneira's overall grades just weren't good enough.

Still, Miami Dade College was offering a scholarship and a spot in its honors program, and the son assured his parents that he could transfer from there to a top university later. "I saw this as a great chance at applying to my dream school, which was Massachusetts Institute of Technology," Rivadeneira said.

The 19-year-old Peruvian American started classes at MIT this semester as a junior, with scholarships covering nearly all the $59,000 per year in tuition, room and board. "I knew this would be the best way to launch myself into a high-tier university," said the aspiring aeronautical engineer, who was born in Lima, Peru, and moved to the U.S. at age 6. His family in Peru who had never heard of community colleges now "are ecstatic," he said.

Miami Dade is among the biggest and best of 1,100 community colleges, a uniquely American invention. Miami Dade enrolls 50,000 Hispanic-American students.

Overall, 8 million students, including 88,000 international students, attend these two-year colleges, which do not require entrance exams or high grades to get into and which award graduates an associate degree. They offer a mix of academic and job training classes as well as intensive English and remedial courses for students unprepared for college-level work. They charge less than four-year public colleges: $3,130 on average for tuition and fees per academic year versus $8,660. (Out-of-state and international students pay two to three times higher tuition.)

That is a bargain if students succeed in transferring to a university that counts community college credits just like its own.

After leaving Honduras to start a new life in the United States, Wendy Velasquez-Ebanks enrolled in two-year Montgomery College in Rockville, Maryland, even though she had been a university student in her homeland. First she took English classes

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in a program for refugees and asylees, and soon that program hired her to help other students.

Velasquez-Ebanks, who moved to Maryland after her mother, a Honduran public defender, was granted political asylum due to gang threats, has had to explain to friends back home that in the U.S. a "college" is not a high school but a postsecondary institution. "They always have that confusion," she said. "I tell them, 'No, no, no, no. ... College here is still a university.'"

Now the 27-year-old computer science major is enrolled with a full scholarship to the University of Maryland, after interning at the National Science Foundation.

On her way toward a bachelor's degree, Velasquez-Ebanks never felt it was a step down to go from a university in Honduras to a community college. "I learned many things I didn't know, as well as refreshing my knowledge in computers," she said.

President Obama has made community colleges a centerpiece of his education strategy. Speaking at Miami Dade in 2011, he said, "I believe that community colleges like this one are critical pathways to the middle class ... to compete and win in this 21st-century economy."

Higher education remains a difficult climb for many Latinos, who lag behind other groups on completion rates. Sara Lundquist, vice president for student services at Santa Ana College in California, said, "The [college] door is a lot easier to open in the United States than in some other countries. It's crossing the finish line that's so hard." Her community college, in a lower-income, immigrant community, has sharply increased the transfer rate of its Latino students to four-year colleges.

Eva Loredo, a trustee of Houston Community College, said two-year colleges offer a welcome students may not find at a four-year campus. "We have tutoring, we have support groups and smaller classes, we offer English as a second language."

Velasquez-Ebanks and Rivadeneira are both living proof of how much opportunity knocks at these American community colleges. ▧

CONNECTING THE DOTS:
SANTA ANA, CALIFORNIA ●; ROCKVILLE, MARYLAND ●;
HOUSTON, TEXAS ●; MIAMI, FLORIDA ●

Educational Attainment

STATE DEPT.

This year the U.S. Census Bureau reported a remarkable statistic. In the decade between 2001 and 2011, the number of Hispanics with a bachelor's degree or higher **increased 80 percent**, from 2.1 million to 3.8 million.

These numbers don't surprise Richard Fry, a senior research associate at the Pew Hispanic Center.

He notes that, while Hispanics still trail behind other ethnic groups in America in the number who have earned college degrees, the number of Hispanics finishing secondary school has increased 68 percent since 2000. The number of Hispanics enrolled in college increased 100 percent in the same time period. "That's great news," Fry said. "It's not just that it's a growing group, there actually are educational improvements."

Claudia Valladolid (above), whose parents emigrated from Mexico to San Antonio, Texas, recently completed a master's degree in international relations at Syracuse University. "Because my parents saw that I had scholarships that could pay for it and they knew they could help out, they said, 'You need to go to college.' My dad always tells us, 'If the government is willing to help people who want to get educated, then there is no reason for you not to go to college.'"

"This is an important milestone in our history," said former Census Bureau Director Robert Groves. "For many people, education is a sure path to a prosperous life." ▧ – *M.T.*

Who Is Going Where? Community colleges with the most international students

5,829
Houston Community College, Texas

3,296
Santa Monica College, California

2,551
De Anza College, California

1,957
Lone Star College, Texas

1,787
Montgomery College, Maryland

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81 2013
46 2012
25 2011
Global App Downloads
(IN BILLIONS)
SOURCE: GARTNER, SEPTEMBER 2012

Apps Move From Playground to Marketplace

ANDRZEJ ZWANIECKI

ADAPTED FROM ©JESUS SANZ/SHUTTERSTOCK.COM

When Apple Inc. introduced the iPhone in 2007, the development of applications, known as apps, made the phone a sort of playground for techies.

Enthusiasts needed just a programming class and some tools available on the Web to write and publish an app.

And many found satisfaction in it. "It's a great feeling when you can develop an application and help people in their daily lives," said Chris Herbert, who developed his first app in 2009.

Herbert is part of a group of developers that grew out of this digital playground and turned mobile devices into powerful information tools. The industry they created employs more than a half-million people, according to a study by economists Michael Mandel and Judith Scherer. It is expected to grow to $25 billion in revenue in 2013, according to Gartner Inc.

Market or Perish

The growth has been accompanied by increasingly heated competition. An enthusiast can still tinker with apps. But he or she will find it much harder to make money in the market today, said Andreas Pappas of the London-based VisionMobile, a research firm. "We are moving away from a developer-centric environment," he said.

Today, marketing matters as much or more than a product, and many developers face "a steep learning curve in marketing," according to Pappas. Only 2 percent and 3 percent of the top 250 publishers in Apple's and Google's app stores, respectively, are newbies, according to Distimo, a research firm.

Herbert said it indeed takes time and effort to get noticed by popular blogs or featured in app stores, both of which make success more likely. He has gained experience selling two apps for tracking essential personal belongings. His company — Phone Halo — employs five people and brings enough profits for him to support himself. But one-third of software developers cannot rely on apps as a sole source of income, according to a VisionMobile 2012 report.

A lightning success is still possible, as evinced by 17-year-old British student Nick D'Aloisio, who in March sold his news aggregator app Summly to Yahoo Inc. for $30 million. Despite such stories, Pappas believes young developers should pursue more realistic goals — a job in the software industry or a college degree — while keeping an eye on a big prize.

Some developers are based outside North America and Europe, where demand is greatest. Many, particularly in Latin America, write applications in English with North American and European markets in mind. But that is likely to change in the near future as smartphones and other mobile devices penetrate more deeply in China, India, Brazil and other large fast-growing economies.

"Local apps might become a really big opportunity to offer content in local languages," Pappas said.

Thus in the near future less-experienced app developers in emerging markets may make a splash and create the next wave of business success stories. ▧

Leading the Charge

Government labs and private companies that work on battery technology are in fierce competition to fuel the future of energy.

The stakes are big. Batteries are one key to reducing greenhouse gas emissions in the transportation and power-generation sectors, and thus, to slowing global warming. President Obama and other world leaders have called for millions of hybrid or electric vehicles on roads in the near future, a goal that almost entirely depends on improved batteries.

"If you could go 300 miles on a charge, you'd see significant growth in electric vehicles," said Michael Omotoso, an auto analyst at LMC Automotive, a research firm. "But prices of those vehicles would still need to come down."

In addition to the business that might come from better batteries for cars, there are profits and climate benefits that could be reaped by whoever develops energy-storing batteries for renewable power generation.

"You can imagine an enormous amount of fossil fuels you could save with one shot," if you developed an advanced battery technology that could be applied across industries, said Venkat Srinivasan, a scientist at the Lawrence Berkeley National Laboratory.

Trade-offs

Despite recent improvements, lithium-ion batteries, common in mobile devices and hybrid and electric cars, are still relatively expensive, run down too quickly and don't hold enough power. What we need, Srinivasan said, are batteries that hold five times more power at one-fifth the cost, are safe and have long lives.

However, that need does not seem close to being fulfilled, as researchers try to deal with complex interdependencies among devices' major characteristics — the amount of energy stored, cost, life and safety. "It is very hard to improve one of these metrics without losing out on some of the others, and you can't compromise on safety," Srinivasan said.

Advances involve trade-offs: Increasing the amount of energy a battery can hold may shorten its life. Researchers are experimenting with battery chemistry and various materials for the anode, cathode or electrolyte. For example, IBM and several startups have developed a lithium-air, or "breathing," battery in which oxygen sucked in serves as a lightweight cathode.

But an innovative technology is no guarantee of success. Innovative companies must prove that their batteries work in the real world, not just in the lab.

The Pace of Progress

In the past few years, some startups and university labs have announced "breakthrough" technologies. A closer look often reveals that progress was made only on materials or on one or two of the essential metrics, according to experts.

We should aim at accelerating the rate of progress, Srinivasan said, but not expect that in the next year we will have a breakthrough. Only when the research moves to the next generation of batteries — based on novel materials and chemistries different from those based on lithium — can one hope for "dramatic things" to happen, Srinivasan said.

Another expert, Shriram Santhanagopalan of the National Renewable Energy Lab in Golden, Colorado, believes scientists are getting closer to a game-changing technology. Santhanagopalan points to the Department of Energy's Battery and Energy Storage Hub project, which involves national laboratories, universities and private companies. Even outside the hub, these stakeholders are working more closely with each other, he said.

"The future for batteries is bright," Santhanagopalan said. ▧ – *A.Z.*

180,000

plug-in electric passenger cars and utility vans are on the road worldwide.

SOURCE: IEA

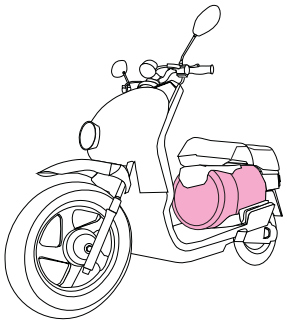
3 billion

single-use batteries are sold annually in the U.S., or about 10 per person.

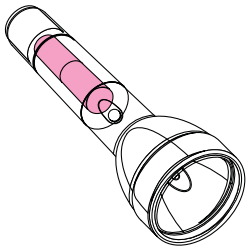
SOURCE: U.S. EPA

CONNECTING THE DOTS:
BERKELEY, CALIFORNIA ●; GOLDEN, COLORADO ●

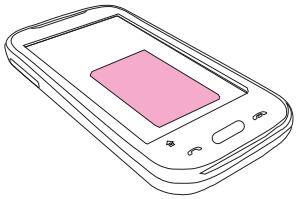
Average battery weight for these objects:



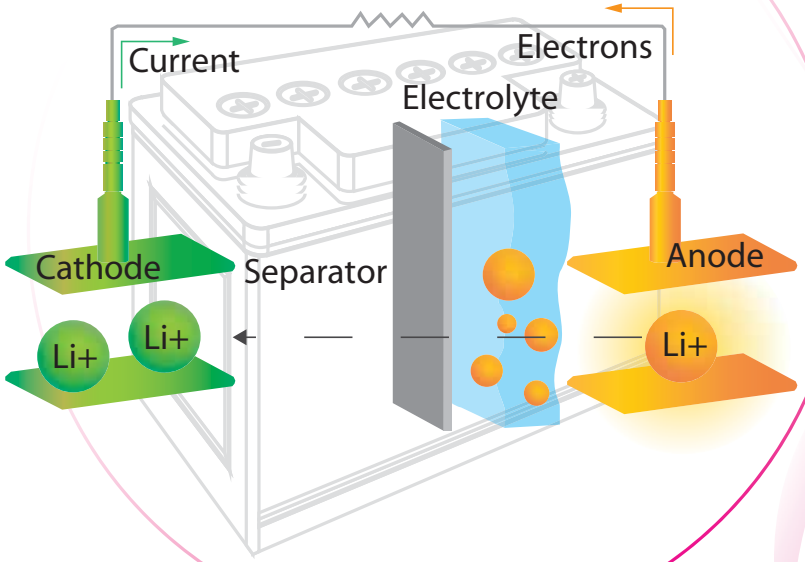
scooter 340 grams

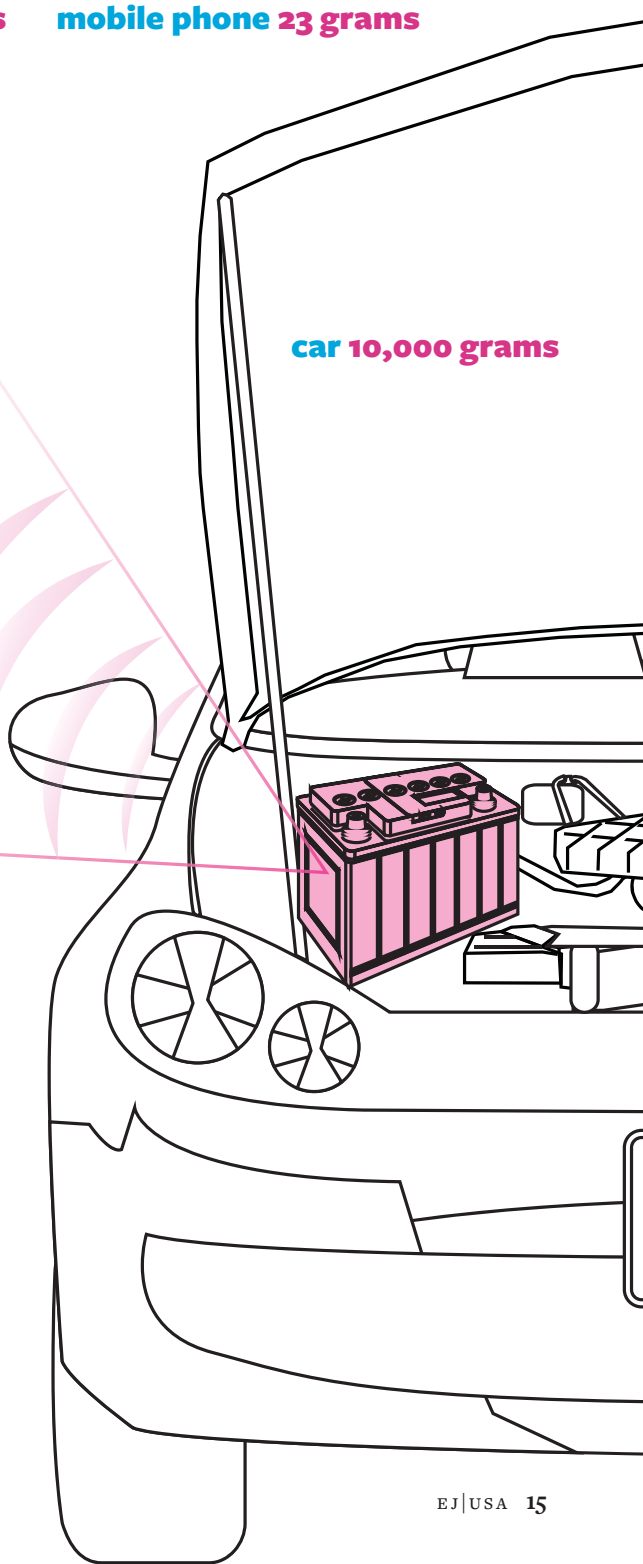


flashlight 150 grams



mobile phone 23 grams





car 10,000 grams

How a Traditional Lithium-Ion Battery Works

1 The battery, or a single cell of it, has a positively charged **cathode** made of lithium compound and a negatively charged **anode** made of a specialty carbon, plus a **separator**, a micro-perforated layer in between, that keeps the electrodes from contact.

2 The electrodes and separator are submerged in a solvent that acts as an **electrolyte**, which allows ions to move.

3 When the battery is in use, the lithium ions move through the electrolyte and separator from the anode to the cathode. This reaction creates electrical current that flows through an outside closed circuit and powers equipment or a device.

The strongest weapon against hateful speech is NOT REPRESSION

ANATOMY OF FREE SPEECH

1 PROTESTERS AND COUNTER-PROTESTERS

People can express themselves freely, even if they express hate. Counter-protesters often fight hate with their own speech. On September 10, 2011, **Terry Jones** arrived in Times Square wearing a shirt with an offensive, anti-Muslim slogan and spoke against Islam. People nearby told him he was wrong. One began to sing the Beatles' song "All You Need Is Love." "It's a free country, folks. Let me hear you sing!" he shouted, sparking an impromptu counter-protest.

...IT IS MORE SPEECH

The First Amendment of the U.S. Constitution guarantees Americans' freedom of expression. But that doesn't mean the government or citizens approve of hateful or blasphemous speech. While laws do not ban hate speech, society works to prevent it from occurring in the first place and to lessen its harm when it does.

9,000

PERMITS

to protesters allowing them to hold demonstrations in Washington, D.C., parks were granted by the National Park Service during the last decade.

34

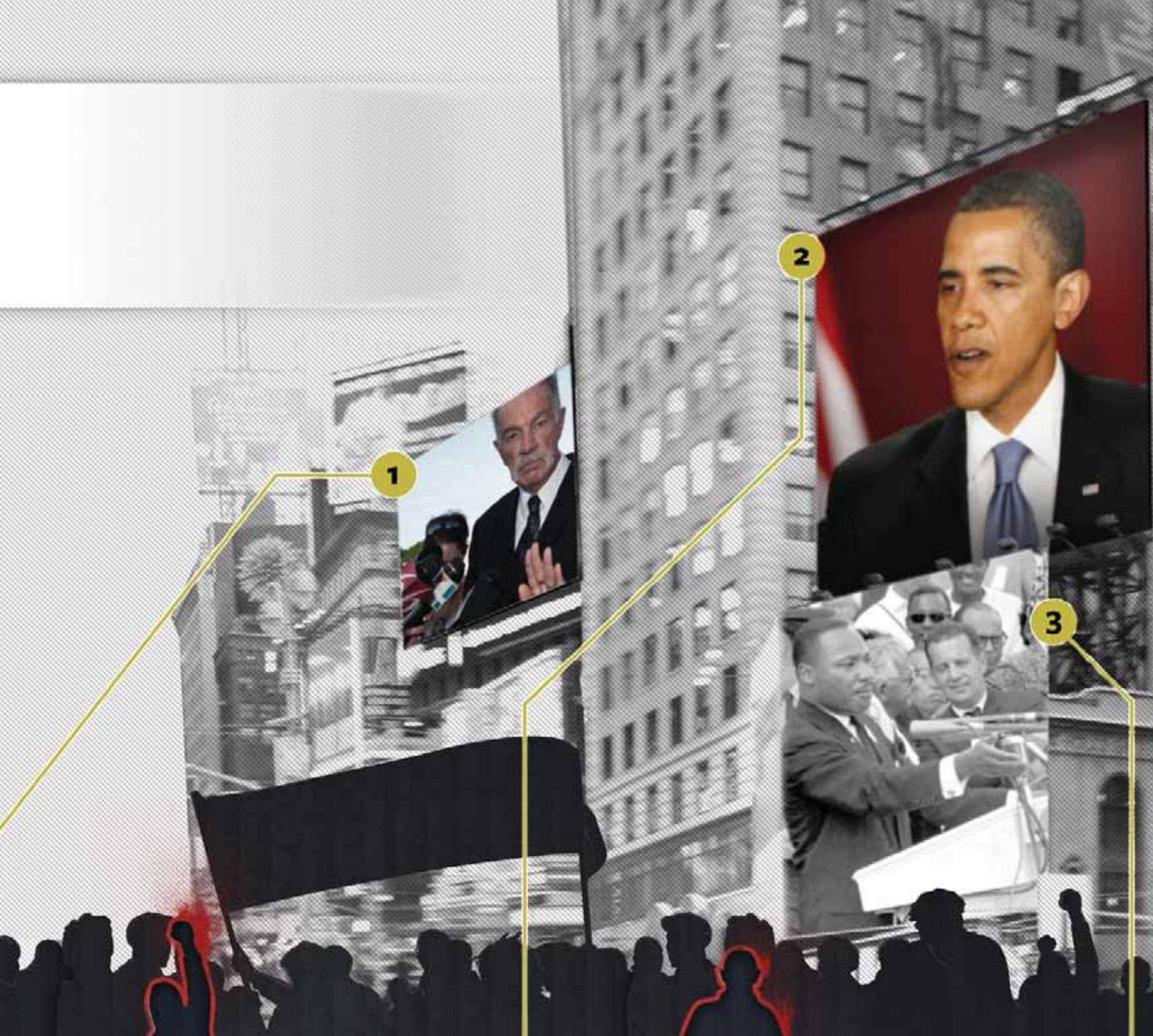
CASES

were filed in the last 12 months by the American Civil Liberties Union seeking to defend freedom of expression.

167

COUNTRIES

have agreed to protect freedom of expression as part of their obligations under the International Covenant on Civil and Political Rights.



2 PUBLIC FIGURES

Officials use their bully pulpits to denounce hate and encourage tolerance. When Terry Jones threatened to burn a Quran in 2010, **President Obama** went on television and said, "I just hope he understands that what he's proposing to do is completely contrary to our values as Americans, that this country has been built on the notions of religious freedom and religious tolerance."

3 RELIGIOUS LEADERS

Leaders of many religions denounce hate speech and hold interfaith services to lessen attention to it. Interfaith coalitions fueled America's civil rights movement. "**Martin Luther King Jr.**'s whole career was interfaith," said historian Taylor Branch. While King led a movement that began in Southern black churches, Jewish rabbis, Buddhist leaders and Catholic priests joined, strengthening the message of racial equality. Today, Shoulder to Shoulder, made up of 29 national religious groups, stands with American Muslims and upholds American values.

4 LAW ENFORCEMENT OFFICERS

Police protect the rights of all citizens to speak freely; thus hateful speech rarely sparks violence. Because police also serve as examples, they're trained to respect all people's religions. For example, the Justice Department teaches police about the Sikh faith and about the dastar (turban) and kirpan (dagger) worn by observant Sikhs. Officers learn that the kirpan represents a Sikh's duty to protect the weak and innocent, and should not be viewed as a threat.

5 CITIZENS & COMMUNITY LEADERS

Ordinary people can make a difference. Schoolteachers and neighborhood leaders teach people to consciously develop tolerance and to stand up to bullying when they witness it. Federal money helps leaders in cities and tribal communities teach lessons that can prevent offensive speech. In one program, teenagers made videos to sway their peers to be kind and tolerant.

TIMES SQUARE PHOTO COURTESY SASCHA FEINLICHER, MAJIMAGES IMAGE

FEATURE

A Heart for Business

Younger consumers and employees demand it. Companies get it. Tackling social issues is part of the bottom line.

TOMS Shoes founder Blake Mycoskie inspires a generation to have fun while building a business and helping the world's poor.

©REJST/SHUTTERSTOCK.COM

Generation Good

LAURA HAUGEN

A generation plans to change the world. Millennials — or 18- to 29-year-old Americans — are anxious to get jobs, but given a choice, they favor jobs they figure might make the world a better place. They grew up in the digital age, making them well aware of the world's problems.

Today's university students, especially, have a do-gooder mission, and fulfilling that mission is more important to them than having children or a prestigious career, acquiring wealth or becoming community leaders, according to Cliff Zukin, professor of political science at Rutgers University. Their sensibility is sure to affect how businesses operate because, by 2020, millennials will make up nearly half the workforce.

"My generation has been imbued with a sense of responsibility," said millennial Allison McGuire of the Companies for Good blog. "We grew up learning that our actions directly affect our communities." As workers, millennials hope to nudge their employers to take responsibility for employees, for society and for the world, she said.

But millennials are not idealistic fools. According to a 2012 survey conducted by Zukin for Net Impact, an advocacy group, the recession of the late 2000s made the millennial generation care about survival in the labor market more than anything else, including their change-the-world aspirations. Job security and a good work/life balance surpass their altruistic desires.

Still, Zukin argues, that is "quite unusual for those in their early 20s, who are supposed to be so self-confident and entrepreneurial." As the economy improves, he believes, the younger generation will re-focus on making a difference and seek jobs allowing them to do that.

Informed Consumers, Engaged Employees

Millennials care about the values behind brands. They research products and their makers before buying anything. Through social media, they share information about manufacturers' safety records, environmental standards and the health of their workers. They raise funds for their favorite small businesses through crowdsourcing sites. By purchasing products from companies they value highly for their "stewardship credentials," these consumers pressure businesses to be socially responsible.

As employees, millennials crave engagement and meaningful work. They often challenge corporate culture from within. They want to "hit the ground running on day one," said Bruce Tulgan, a management expert, in his book *Not Everyone Gets a Trophy: How*

HOW to Do Right!

1. **Take responsibility for the environment, make energy-efficient products**
2. **Treat employees well, offer equal opportunity employment and good pay/benefits**
3. **Give back to the local community**
4. **Behave ethically, honestly, lawfully**
5. **Offer quality products and services, fair pricing**

SOURCE: 2010 PENN SCHOEN BERLAND, LANDOR ASSOCIATES AND BURSON-MARSTELLER SURVEY

From top: PepsiCo Inc. works to accelerate access to safe water and sanitation in India; Vietnamese children are safer, thanks to bicycle helmets donated by Protec; Confectionary giant Mars Inc. helps farmers in Ghana increase cocoa yields.

to Manage Generation Y. "They want to identify problems that nobody else has identified, solve problems that nobody else has solved, make existing things better, invent new things."

But, Zukin said, millennials can hit the wall of an entrenched corporate culture when "they find out they have to wait to have their opinions heard." If they can improve a community or contribute to environmental cleanup while at work, they are more satisfied and productive, according to the Net Impact survey. It is one reason large corporations like IBM Corporation, Pfizer Inc., PepsiCo Inc. and Dow Corning Corporation have established programs to allow employees to volunteer for service projects in the developing world. Such programs, managers say, not only align with their companies' mission, but also distinguish them at job fairs and thus help them attract new talent.

Future Business Leaders

Business schools have heard millennials' battle cry and are including corporate stewardship in their curricula. Most have established corporate social responsibility programs and submit to being ranked on them. After the Thunderbird School of Global Management adopted a pledge of responsible global citizenship for graduating students, other business schools followed suit.

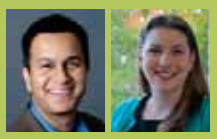
"There's definitely a movement of people recognizing that we have a responsibility to do good," said Kellie Kreiser, assistant vice president at Thunderbird. "This generation is confident and equipped to find opportunities in the entrepreneurial sphere to tackle social issues." ▧

ALL PHOTOS COURTESY OF CONTRIBUTORS

Tomorrow's Changemakers

Who:
Alex Budak, co-founder of StartSomeGood
What:
Helping social entrepreneurs
How:
StartSomeGood provides an online crowd-funding platform for social entrepreneurs.
Advice:
"Too often I see people who are scared to reach out to others in fear that someone may 'steal' their idea, when in fact telling people about your idea is the single best thing you can do. Having an idea is relatively easy; it's taking action on it that's the hard part."

Who:
Tyler Gage and **Dan MacCombie**, co-founders of Runa LLC
What:
Marketing infusions and drinks to support indigenous communities
How:
Runa sells fair-trade products made from the caffeinated Amazonian plant *guayusa*, providing livelihoods for 2,000 Kichwa tribe farmers in Ecuador. The company helps small farmers become self-standing businesses. A percentage of Runa's revenues go into forest conservation and local development projects.
Advice:
MacCombie (right): "Think holistically. ... Take a broad perspective and make sure you understand the life cycle of the products you make and the implications of every small decision." **Gage**: "Follow your heart and trust your intuition."



Who:
Asheen Phansey, head of sustainable innovation lab; and **Amy Green**, marketing manager, Dassault Systèmes
What:
Adopting a greener corporate culture
How:
During their company's relocation, Phansey and Green joined forces to form a team of employees devoted to reducing waste. The team eliminated 250,000 soda cans and 100,000 water bottles in one year and offset 100 percent of the company's electricity usage through renewable energy credits.
Advice:
Phansey: "Find your allies and keep them involved. They could be from all different functions and levels in the hierarchy. Recruit them to help in whatever way they can." **Green**: "Start small, with just a few passionate employees, and others will seek you out and join the effort, eventually raising visibility to make the greatest corporate policy change possible."

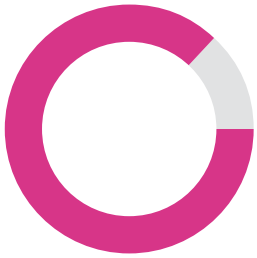
Who:
Shane Gring, co-founder of Bould
What:
Training green home-construction workers
How:
Developed hands-on curriculum for aspiring green-building professionals. More than 400 professionals have graduated from the program and have helped build 40 certified-green, affordable homes.
Advice:
"Success is no longer measured just by profit or power. ... To distinguish yourself, seek opportunities that don't force you to leave your convictions at home. Find companies or schools that resonate with your personal mission."

58% OF MILLENNIALS SAY THEY WOULD TAKE A 15% PAY CUT TO WORK FOR AN ORGANIZATION WHOSE VALUES ARE LIKE THEIRS.

SOURCE: 2012 NET IMPACT STUDY

85% OF MILLENNIALS ENTERING THE WORKFORCE SAY THEY WOULD CONSIDER LEAVING AN EMPLOYER WHOSE VALUES FALL SHORT OF THEIR EXPECTATIONS.

SOURCE: SODEXO'S 2013 WORKPLACE TRENDS REPORT



87% OF GLOBAL CONSUMERS BELIEVE THAT BUSINESS NEEDS TO PLACE EQUAL WEIGHT ON SOCIETY'S INTERESTS AND ON FINANCIAL INTERESTS.

SOURCE: 2012 EDELMAN'S GOODPURPOSE STUDY

65% OF MILLENNIALS SAY THE POTENTIAL TO CONTRIBUTE TO SOCIETY THROUGH THEIR JOB IS VERY IMPORTANT TO THEM.

SOURCE: 2012 NET IMPACT STUDY

Who's Right?

On Corporate Stewardship

The Grand Illusion

Aneel Karnani

According to the "do well by doing good" concept, firms have a social responsibility to achieve some larger goals and can do so without a financial sacrifice. This is an appealing proposition, but it is also fundamentally wrong. It is an illusion, a dangerous one.

Companies can "do well by doing good," but only sometimes. If markets are working well then private profits and public interest are aligned. Companies that simply do everything they can to boost profits will end up increasing public welfare. For example, many automakers have profited from responding to consumer demand for more fuel-efficient cars, a plus for the environment. Adam Smith pointed out the harmony between private interest and public welfare — this is the "invisible hand" at work. Corporate social responsibility is irrelevant in this case.

In many cases, doing what's best for society means sacrificing profits.

This is true for most of society's pervasive and persistent problems; if it weren't, those problems would long ago have been solved by companies seeking to maximize their profits. A good example is the pollution caused by manufacturing.

In circumstances in which profits and public welfare are in direct opposition — for example, a productive but polluting factory and a community's need for clean air — an appeal to manufacturers to be socially responsible will almost always be ineffective, because executives are unlikely to voluntarily act in the public interest and against shareholder interests.

This is not to say, of course, that companies should be left free to pursue the greatest possible profits without regard for the societal consequences. The appropriate solution is government regulation. Well-designed and well-implemented regulation sets the rules of the game within which firms can maximize profits and society can achieve its broader goals.

ANEEL KARNANI IS A PROFESSOR OF STRATEGY AT THE UNIVERSITY OF MICHIGAN ROSS SCHOOL OF BUSINESS.

Real Results

James Epstein-Reeves

Corporate social responsibility — the attention companies pay to the environment, workers' well-being, and the health of communities where they operate — is a strategy that can affect business competitiveness.

Old-school companies think they have to make a tradeoff between creating value for shareholders and caring for social values. But being indifferent to the impact on the environment and community is not an option for a company, because when egregious, irresponsible business practices reach a tipping point, a brand suffers. Nike Inc. was tarnished by accusations that the company tolerated mistreatment of workers by its overseas suppliers. Nike is now a leader in human rights and labor standards. But try as they might, some companies can't shake negative associations with their brand after bad publicity.

Some corporations view corporate social responsibility as a marketing ploy to improve their image or brand recognition. Such companies will fail to make real improvements to their business practices or see real results. Consumers say they prefer socially conscious businesses, but their behavior doesn't always match their words. Of all the factors relating to purchasing decisions — price and perceived quality being the most influential — social and environmental concerns play a small part, if any.

Some companies do "get it": They realize that socially responsible policies can improve their market position in the long run. They run their operations in order not only to make money in the next quarter, but also to protect the environment and create value for workers and local communities. By doing so, they become more innovative, reduce costs and improve long-term planning as well as customer and employee engagement.

Corporate social responsibility isn't the solution to the world's problems. But when companies make it truly a part of their mission, it helps them find new, profitable ways of doing business and builds momentum toward a better world.

JAMES EPSTEIN-REEVES IS FOUNDER AND PRESIDENT OF DO WELL DO GOOD, CSR CONSULTANCY

ALL PHOTOS COURTESY OF CONTRIBUTORS

Kinihira women weave traditional agaseke baskets, which are used for tea packaging.

ALL PHOTOS COURTESY OF CONTRIBUTORS

Small Biz in a Virtuous Cycle

At a 2012 farewell ceremony for the general manager of Sorwathe S.A.R.L. in Kinihira, Rwanda, villagers turned up in large numbers. They brought gifts for the manager, whom they identified with the tea-producing joint venture of Connecticut-based Tea Importers Inc.

"To me, that was evidence," said Tea Importers head Andrew Wertheim, of the community's loyalty toward the company. Wertheim said the loyalty was earned by the company's work to improve the environment and life in local communities. (See company profile on page 25.) He believes the factory survived the 1994 genocide (although it was damaged) because of the support of the local community.

Win-Win

Sorwathe is one of an increasing number of companies that derive moral satisfaction and more-tangible benefits from their responsible labor, environmental and social policies. Such policies are known as corporate social responsibility or corporate stewardship.

Companies practice this stewardship in a variety of ways, from recycling to assuring workplace safety, from preserving wilderness areas to giving away products. The practices are reinforced by socially conscious customers intent on eliminating poverty or protecting the environment.

Corporations often see stewardship as smart business: Water and energy conservation or road repairs help the local community while reducing business costs.

Furthermore, according to Susan McPherson of the consulting firm Fenton Communications, such businesses attract and retain motivated workers. In the long run, they also tend to be more innovative.

Small Steps, Big Results

A case has been made for stewardship at large companies, especially those concerned with their reputation. But small- and medium-size enterprises should also care because they typically are more dependent on key workers, the local community and land, according to Molly Brogan of the National Small Business Association.

Small companies sometimes can ill afford social or environmental investments, Brogan acknowledges. But being small means businesses are more agile. That allows them to strive for true synergy among financial, social and environmental goals, said Christine Arena, author of *The High-Purpose Company*.

The California-based food processing firm Sambazon has pursued this approach for more than a decade in Brazil. It has

continued on page 25

Sambazon: Surfing to Success

Ryan Black lived by the "stay young and foolish" maxim even before the late Steve Jobs, co-founder of Apple Inc., extolled the philosophy.

In 1999, Black, then 24 years old, went to Brazil in search of perfect waves for surfing and ended up starting a sustainable business that processes açaí fruit from the Amazon rainforest. "I didn't know any better," Black said.

Sambazon, based in San Clemente, California, pursues the strategy of a "triple bottom line:" financial, environmental and social profits.

Black's idealism coupled with business savvy has paid off. The company's website boasts that it successfully manages more than 2 million acres of the Amazon rainforest with sustainable practices; it has earned an organic certification for Sambazon drinks and supplements; and through innovation, it has saved more than 5,660 cubic meters of wood per year. To accomplish all of these things, Sambazon has created what Black calls a "chainwork of cooperation," involving a local government and university, three NGOs and a U.S. foundation.

When farmers who supply açaí cheated under a fair-trade scheme, according to Black, the company decided that, instead of paying the farmers a premium over the market price, it would invest that premium into community projects — schools, medical clinics and community centers.

This strengthened the Sambazon brand. In the past three years, Sambazon's revenue growth ranged from 19 percent to 30 percent, making the company the fifth-largest fresh premium juice brand in the U.S. and allowing it to expand to Asia.

"We always stick to our guns," Black said.

Harvesting açaí berry; don't try it in your backyard.

Local schoolchildren help Sahlman plant mangrove seedlings.

Sahlman Seafoods: Catching Returns

It doesn't take a lot to help the local community. "You can send a bulldozer to help the school or build a road," said Marty Williams, chief executive of Sahlman Seafoods Inc., based in Tampa, Florida.

The company, which operates a shrimp farm and processing plant on a remote island off the Pacific coast of Nicaragua, believes sustainable practices boost productivity. Its water and waste management ensures that the farm doesn't pollute the ocean. Rather than cutting mangroves, as many companies do, Sahlman plants 50,000 seedlings a year. The mangrove forest works as a natural filtration system.

Sahlman employs around 700 workers from the local community, which in the late 1990s had no electricity, modern water supply or sewers. Company managers "felt a sense of responsibility" for workers and their families, Williams said. By providing electricity to a local health center, the company increased the local population's access to health services. It also has helped modernize school buildings and offered scholarships for the best students.

Williams notices progress, especially when he looks at schoolchildren. "When you see these kids trying to clean up, you feel good about it," he said.

ALL PHOTOS COURTESY OF CONTRIBUTORS

Sorwathe: Brewing Goodwill

Justifying efforts to help improve the lives of Sorwathe's 5,200 employees comes easy to its general manager, Rohith Peiris. "We depend on them as valuable, supportive workers and community members," he said.

This attitude has guided the tea factory in Kinihira, Rwanda, since it was founded by American businessman Joe Wertheim in the mid-1970s. The impoverished local population had tremendous needs at the time Wertheim started the company. Sorwathe is a joint venture between Westport, Connecticut-based Tea Importers Inc., owned by Wertheim, and the government of Rwanda. The company first built roads, schools and a medical clinic. Peiris remembers bringing fresh water to local villages as "a big moment."

The factory has led efforts to eradicate illiteracy, support worker rights and abolish child labor. Sorwathe creates income opportunities for women and improves basic services for the more than 4,500 farmers who cultivate tea.

The factory depends on a clean natural environment to produce high-quality teas, so with the non-governmental Rotary International, it provided local households with fuel-efficient stoves and solar cookers, dramatically cutting deforestation.

Business Leaders on Social Responsibility

Financial officers and investment professionals agree by wide margins that maintaining a good corporate reputation is the most important way corporate social responsibility programs create value.

SOURCE: 2009 MCKINSEY SURVEY

Midsize business owners ...

60% report a desire to help educate children in their community

66% report they are practicing corporate stewardship

SOURCE: 2013 BUSINESS4BETTER SURVEY

continued from page 23

worked "pretty well," said the company's founder and chief executive Ryan Black. (See company profile on page 24.)

A small business committed to good stewardship should begin with "baby steps," McPherson said — initiatives that require little or no resources, such as helping employees find volunteer opportunities.

A lack of expertise in changing the world is no obstacle: A company can partner with a specialized nongovernmental organization (NGO) or government agency to combine the best of the two worlds, McPherson said.

Peer Pressure

In developing countries, smaller companies are in a particularly sensitive position. They are tempted to make quick profits by cutting the corners where labor and environmental regulations are weak or enforcement is lax.

But such tactics are shortsighted, Arena said. In the long run, the costs of a bad reputation or environmental cleanup can cost the company a lot.

What one company does can set standards for an entire industry. "There's a bit of pioneering in raising the bar," Black of Sambazon said. Competitors followed suit when Sambazon introduced sustainable practices in Brazil and when Sorwathe struck a collective bargaining deal with its workers in Rwanda.

Investing in socially responsible projects can also win a foreign company favorable treatment by a host government. For example, Nevada-based Transnational Automotive Group's dealings with government bureaucrats in Cameroon became smoother once the transportation company started operating a subsidized city bus system in the capital city of Yaoundé.

But a key to successful overseas ventures is gaining the trust of the local community, according to experts.

"Once you have [locals'] confidence," said Rohith Peiris, general manager of Sorwathe, "all other issues fall by the wayside." ▧ – *A.Z.*

ALL COMPANIES MENTIONED IN THE ARTICLE AND PROFILED ARE RECIPIENTS OF THE U.S. SECRETARY OF STATE'S AWARD FOR CORPORATE EXCELLENCE.

CONNECTING THE DOTS:
TAMPA, FLORIDA ●; SAN CLEMENTE, CALIFORNIA ●; WESTPORT, CONNECTICUT ●

Hola, Art Lovers

LAUREN MONSEN

©MARK GULEZIAN

Puerto Rican-born Taína Caragol just got a cool, new job: She is the first curator of Latino art and history at the National Portrait Gallery in Washington. Caragol plans to expand the museum's collection of Latino artists and subjects.

The museum, part of the Smithsonian Institution, is "starting to tell a more inclusive national narrative," the curator said, and she is busy thinking about whose portraits she would like to add: U.S. Supreme Court Justice Sonia Sotomayor, of Puerto Rican descent, or perhaps Pulitzer Prize-winning novelist Junot Díaz, an immigrant from the Dominican Republic; Puerto Rican boxer Héctor "Macho" Camacho; or Chicana feminist poet Gloria Anzaldúa.

Beyond portraiture, Caragol is interested in murals made during the Chicano and Nuyorican movements of the 1960s and 1970s, led respectively by Mexican Americans and by Puerto Ricans living in New York. The artists, she said, "articulated their experience of living between two cultures — those of their host and their home countries."

Following are pieces by artists working today who intrigue Caragol.

Carlee Fernández

Caragol: "Fernández works a lot with taxidermy and creates chimeric compositions. Her works reflect on the sculptural quality of the object and the oddness of its form, plus the oddness and allure of being 'from somewhere else.'"

▼ **Bear Head Study II, 2004**
Fernández: "The Bear Studies series came out of an investigation of spatial environments and my identity. Treating the animal skin as a cavity and form, I whittled down the animal kingdom for animals I could acquire and snuggly fit within. I chose a bear for those qualities and for his fierceness and power. I became the bear."

COURTESY OF CARLEE FERNÁNDEZ

COURTESY OF DAVID ANTONIO CRUZ

David Antonio Cruz

Caragol: "Cruz provides a gay perspective on the Puerto Rican experience of migration to the United States — where figures float in heavenly spaces, littered with cloth rags, china and brown enamel that looks like dripping chocolate. The overall aesthetic effect is one of chaos and sensuality."

▲ **anechoastain, billylosthishead, 2009**
Cruz: "After spending a few months creating toy sculptures constructed out of candy, I wanted to reproduce that moment of play, decay and failure through paint. I started to fuse my video art, sculpture and painting together. The color palette, forms, costume and tone are taken directly from my video I was filming, *Echo*."

COURTESY OF WANDA RAIMUNDI-ORTIZ

Wanda Raimundi-Ortiz

Caragol: "In her paintings El Camino (The Path) and El Río (The River), the artist evokes old-time narratives ... of an agrarian Puerto Rico. Her outlined figures of women washing laundry in the river ... are simultaneously blunt and fragile, suggesting the second-hand process of reconstructing through imagination the memory of her ancestors and trying to reconcile it with her own experience as the child of diasporic Puerto Ricans who grew up in New York."

▲ **El Camino, 2012**
Raimundi-Ortiz: "This investigates my own conflicting sense of outsider or otherness within this country, even though I was born and raised here. It recalls several stops along this journey to wash laundry by a river that never seems to end."

Miguel Luciano

Caragol: "Luciano has a large body of work that reflects on the tension between Puerto Rico's strong cultural identity and its status as a territory of the United States. He is very interested in the traditions that anchor that cultural identity and [how they have changed in] contemporary times through consumer culture."

▶ **Plátano Pride, 2006**
Luciano: "This image commemorates the plantain — an iconic yet stereotypical symbol of Puerto Rican and Caribbean culture. Actual plantains were plated in platinum. The objects boast a pristine, precious exterior, while the actual fruit decomposes inside. They are presented like emblematic jewels that transform cultural stigmas into expressions of pride."

COURTESY OF MIGUEL LUCIANO

▼ **Pimp My *Piragua*, 2008**
Luciano: "[I was] transforming a traditional *piragua* (shaved ice) pushcart into a fantasy-mobile complete with speakers, video monitors and neon lights, all while still fully functional as a pushcart."

COURTESY OF MIGUEL LUCIANO

CONNECTING THE DOTS:
WASHINGTON, DC ●; NEW YORK, NEW YORK ●

Magical, Immortal and Teenage

Young adult fiction (or Y.A., as it's often called) didn't use to be a genre. Now it has its own bestseller list in the *New York Times*. In 2012, young adult fiction sales in hardcover increased by 11 percent from the previous year, earning $828.9 million.

"These are books that have a teenage point of view and perspective," said John Sellers of *Publishers Weekly*, a trade magazine on the U.S. publishing industry. "They're about young people finding their way through life and finding their way through their world. And sometimes that world has vampires."

The fantastical elements increasingly found in popular Y.A. literature got their biggest boost from a series of books at first written for younger children. The Harry Potter series by British author J.K. Rowling began as a "middle-grade" series — for readers ages 8 to 12, the approximate age of the characters in their first years at Hogwarts School of Witchcraft and Wizardry. But with each book, the characters (and the readers) aged into adolescence, and the series entered the more emotionally complex world of young adult fiction, bringing magic with it.

Mega-popular series like Stephenie Meyer's four-volume Twilight and Suzanne Collins' Hunger Games trilogy built on Harry Potter's paranormal plots by bringing their own imaginative elements to the genre (vampires and the post-apocalypse, respectively). While these books continue to crowd bestseller lists worldwide (and spawn multiple movie versions), they are only the most well-known entries in a genre that is rich with engaging stories.

Writers of young adult fiction have found huge audiences worldwide. India's Chetan Bhagat burst on the scene with 2004's *Five Point Someone*, and his five subsequent novels have helped him to become the biggest-selling English-language novelist in India's history. Kerstin Gier's Gem trilogy was first a sensation in her native Germany and has since found a large readership in the U.S. and beyond. The books tell the story of a 16-year-old girl who has inherited a gene for time travel.

78%

of grown-up consumers buying young adult literature report they are buying it for themselves, not their children.

One reason sales of young adult fiction have grown so much in recent years is adults. "We're in a golden age," Sellers said. "There's a lot of really great writing being done for teens right now. I think the line [between adult and teen fiction] is fuzzier than it used to be." In fact, a study of consumers found that 55 percent of young adult titles are purchased by grown-ups beyond the genre's 12–17 target audience. Seventy-eight percent indicated they were buying for themselves, not their children.

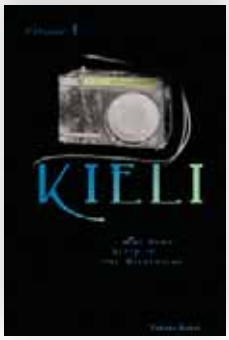
The rise of e-readers has "helped take away the embarrassment an adult might feel about being seen in public with a book that is supposed to be for teens," said Sellers. The increase in sales of Y.A. in e-reader versions in 2012 was 120 percent from the year before.

Adults, Sellers said, are drawn to the genre because its recurrent theme is first experiences in life. "There's a certain nostalgia for those firsts — moments of discovery and, even if you hated high school, [a desire] to return to when everything is so deeply felt, exciting and new." ▧ – *M.T.*

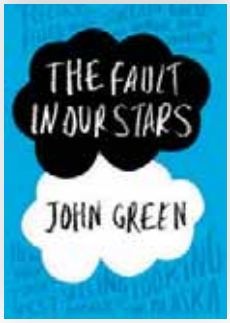
Young adult titles from around the world

The Immortals of Meluha
by Amish Tripathi
A reimagining of Hindu mythology that pits a fading ancient empire against unspeakable evil.

Code Name Verity
by Elizabeth Wein
During World War II, a young female British spy fights to survive after being captured by Nazis in occupied France.



Kieli
by Yukako Kabei
On a dying planet in a steampunk world of old-fashioned technology, a reclusive teenage girl with the power to see ghosts meets an immortal boy.



The Fault in Our Stars
by John Green
A No. 1 bestseller in the U.S. tells the story of two teenagers with cancer who fall in love.

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Students at the University of Alabama, in Tuscaloosa, scrimmage before a quidditch tournament.

Young Adult?

What kind of person does it take to don a cape and run around holding a broomstick between his legs?

"It attracts a different crowd than most other sports," said Leslie Myint, who co-founded the quidditch team at Johns Hopkins University in Baltimore, "people who are just out to have fun in a quirky way."

Any reader of the Harry Potter books knows how important the sport of quidditch is to the wizarding world. In 2005, a student at Middlebury College in Vermont decided ordinary muggles should be able to give it a try.

You might be surprised how many high school and college students have the time to break off from their studies and recreate a game out of a favorite book. According to the International Quidditch Association, there are more than 1,000 unofficial quidditch teams worldwide and 100 official teams. While the U.S. boasts the highest number of teams (913), according to the association, quidditch is also popular in Harry Potter's native United Kingdom (68 teams) and in Australia (39). There are also teams in Russia, China, India and Equatorial Guinea, among other countries.

Of course a game that takes place on flying broomsticks and relies on self-propelled bludgers and a winged snitch needs a few adjustments in the non-wizard world. Players must hold a broomstick between their legs as they run — not fly — up and down the field. The magical bludgers of the book are replaced with dodgeballs hurled by the "beaters." And the mercurial golden snitch — the winged orb whose capture immediately wins any quidditch match — is transformed into a tennis ball in a sock tucked into a "snitch runner's" belt.

"I'd compare it to tag football, in a way," said Myint. "There's a lot of running, and you have to be pretty agile because holding a broom between your legs isn't easy."

The first Quidditch World Cup took place in 2005 at Middlebury with 10 intramural teams. Five years later, 46 teams competed at the event in New York in front of 15,000 spectators. Those are very grown-up numbers. ▧ – *M.T.*

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Speaking Out

MICHAEL KOZAK

Michael Kozak is the State Department's senior adviser for democracy, human rights and labor. His interest in combating hate speech began during his student days at the University of California–Berkeley.

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People say stupid things all the time, so it should come as no surprise that people tweet, text and post on Facebook stupid and even hateful things, including racist, anti-Semitic and anti-Muslim comments.

As the Internet facilitates new ways to voice opinions, there are a growing number of cases in which governments have jailed people for making comments the government considers wrong — insults of officials or criticism of the state's favored views on religion. The governments often try to justify these actions as combating hate speech.

U.S. officials think that's the wrong approach. We combat hate speech with more speech and with education (see page 16).

Our system is built on the idea that the free exchange of ideas encourages understanding, advances truth-seeking and allows for the rebuttal of falsehoods. So in response to hate speech, including speech that is racist, anti-Semitic or anti-Muslim, American leaders condemn hateful opinions and promote tolerance and understanding. This was the case when a fringe individual threatened to burn a Quran. Leaders from the interfaith community, civil society groups and government — including President Obama — condemned the hateful threat and emphasized America's diversity and protection of civil rights, including religious freedom. This societal reaction has the effect of isolating an individual with hateful ideas while promoting tolerance and rooting out prejudices.

Meanwhile, laws that ban hate speech are often used to silence critics or oppress minorities. Giving government such power almost inevitably leads to its abuse. Governments that try to police people's words get the opposite result in terms of tolerance and understanding:

- Banning speech doesn't make it go away. In fact, bans can be counter-productive, significantly raising the profile of the offensive speech and causing hateful ideas to fester.
- Banning speech makes people dependent on government to judge what is appropriate. The result is a lack of social learning that allows hatred to go unchallenged.

We continue to promote our model of combating hate speech and protecting human rights abroad. We hope that you will join in efforts to promote tolerance and human rights worldwide. ▧

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all about english

APOCALYPSE | a great disaster, a sudden and very bad event that causes much fear, loss, or destruction, p. 30

BY THE WAYSIDE | ... into a state of no longer being considered, used, etc., p. 25

COLLEGE | a school in the U.S. that you go to after high school, a school that offers courses leading to a degree (such as a bachelor's degree or an associate's degree), p. 10

COMPLIMENT | a remark that says something good about someone or something; an action that expresses admiration or approval ... , p. 8

COPYCAT | ... something that is very similar to another thing, p. 8

HIT THE GROUND RUNNING | to begin an effort or activity in a quick, energetic, and effective way, p. 19

HOLISTIC | relating to or concerned with complete systems rather than with individual parts, p. 21

IMBUE | to cause (someone or something) to be deeply affected by a feeling or to have a certain quality, p. 19

INTERDEPENDENT | related in such a way that each needs or depends on the other, p. 14

METRIC | of, relating to, or based on the metric system, p. 14

NUDGE | ... to encourage (someone) to do something, p. 19

OUTLYING | far away from the center of a place, p. 5

PARANORMAL | very strange and not able to be explained by what scientists know about nature and the world, p. 30

PERSPECTIVE | a way of thinking about and understanding something (such as a particular issue or life in general) ... , p. 21, 27, 30

PLOY | a clever trick or plan that is used to get someone to do something or to gain an advantage over someone, p. 22

PREDECESSOR | something that comes before something else, p. 5

REMEDIAL | done to correct or improve something. ... involving students who need special help to improve in a particular subject, p. 10

STEWARDSHIP | the activity or job of protecting and being responsible for something, p. 19

SYNERGY | the increased effectiveness that results when two or more people or businesses work together, p. 23

TINKER | to try to repair or improve something (such as a machine) by making small changes or adjustments to it, p. 13

TRADE-OFF | to give up (something that you want) in order to have something else, p. 14

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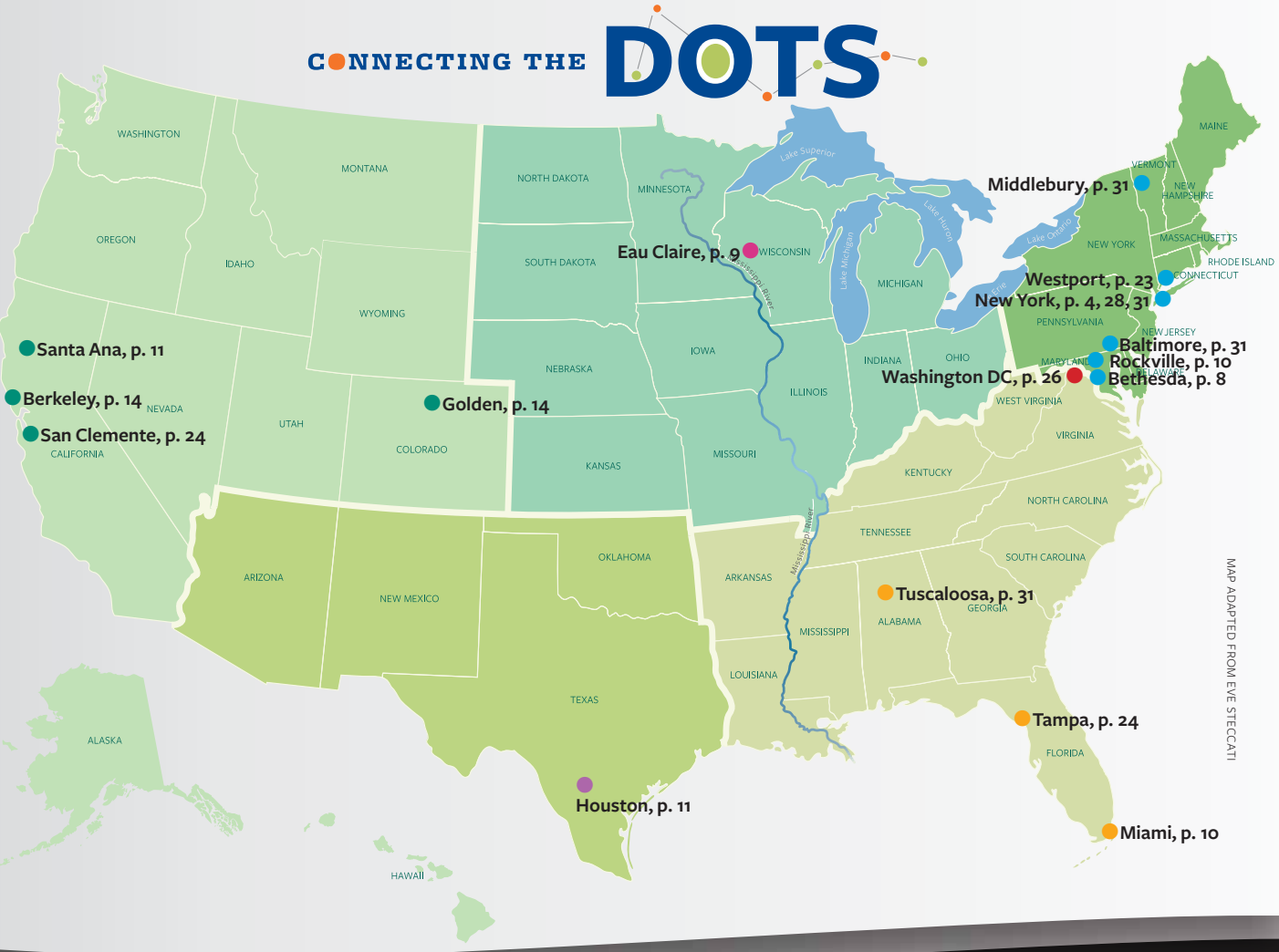

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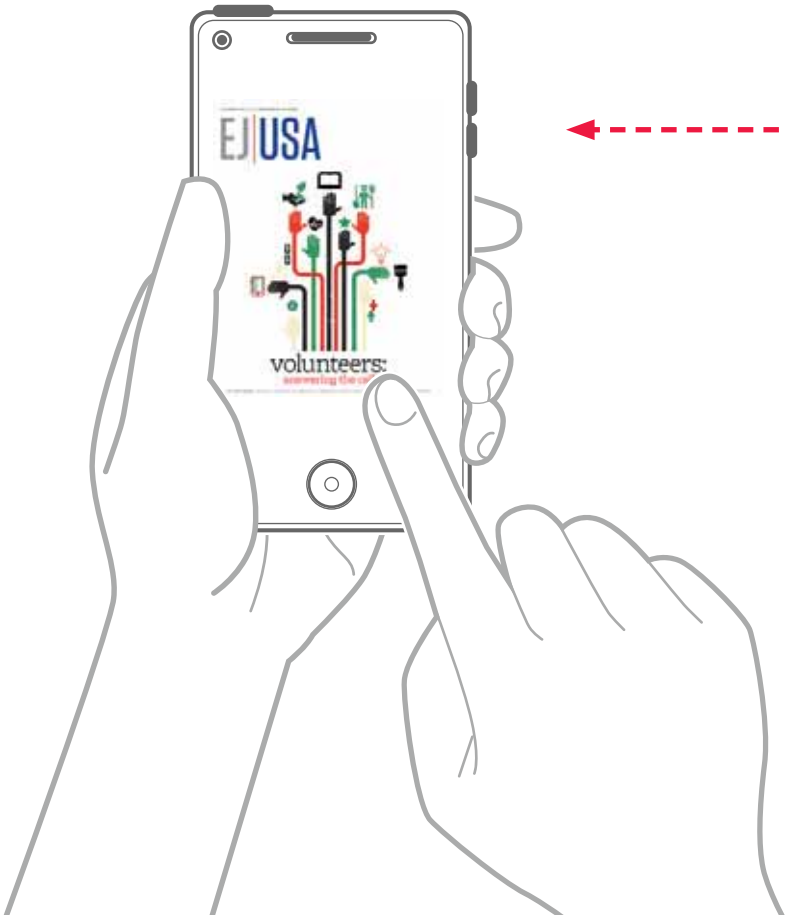

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