

The Carolinas Tomorrow

When James Buchanan Duke established The Endowment, he drew on his own life experiences. He knew, of course, the kinds of philanthropy that other wealthy men of his era had set up, and as a businessman he surrounded himself with technical experts. But in the end, he listened to his own mind and heart in determining how his endowment would go about improving the social and economic prospects of the people of the Carolinas.

How would Mr. Duke, were he alive today, respond to the condition of North Carolina and South Carolina at the end of the 20th century? Undoubtedly, he would again draw on his personal experiences and convictions, blending both quantitative and qualitative information.

This work, too, is a blending — of history and poetry, of art and data. It represents an effort to balance quantitative analysis with expressions



of the heart. To expand our exploration of the state of the Carolinas, this chapter pulls together the thoughts and observations of several well-informed observers of the two states — writers, thinkers, leaders who regularly talk to other well-informed people — whom we asked to ponder these questions:

What are the critical issues facing the Carolinas over the next 25 years, and what is philanthropy's role in addressing those issues?

MDC hosted a roundtable discussion on April 13, 1999, in Chapel Hill. George Autry served as moderator and led the participants through a five-hour interchange on the issues of education, race, health, families and children, religion, leadership, and philanthropy.

The participants were:

- **Doris Betts**, novelist and professor of English at the University of North Carolina at Chapel Hill;
- **Julius Chambers**, chancellor of North Carolina Central University;
- **Bill Friday**, former president of the University of North Carolina system and executive director of the William R. Kenan, Jr. Charitable Trust;
- **Bill Grigg**, chairman-emeritus of Duke Energy Corporation;
- **Susan King**, former chief executive of Steuben Glass and now leader-in-residence of the Hart Leadership Program at Duke University;
- **Tom Lambeth**, executive director of the Z. Smith Reynolds Foundation; and
- **David Shi**, president of Furman University.

Photo courtesy of The Duke Endowment



From left to right:
Bill Friday, Doris Betts, and Susan King

This chapter consists of excerpts from that roundtable discussion with remarks grouped by subject. The participants, to be sure, addressed the questions from different perspectives and, from time to time, offered divergent views. They illustrated the value of discourse in illuminating issues and clarifying problems, a necessity for

▶ **Betts:** There's been an enormous change in expectations. And I mean that in two ways. One is that the population of the '20s and '30s was really a poor, stoic population. Life was tough. They knew it was going to be tough. And so they bore up with things that people will not now endure. Their expectations have been raised.

The other thing that has changed, I think, is the expectations of who is to solve these problems. I do think there is less feeling that philanthropy and churches are to solve them and much more feeling that taxes and government, despite the South's push against that, is to solve them. The problems are still here, they are still huge, but they are a better class of problems. Instead of lynching, you have other kinds of inequities. Instead of being unable to read and write, you cannot function in a computer-run society.

developing understanding, for seeking solutions, for building consensus.


While the participants had an outline of MDC's findings, their primary assignment was to articulate what they were hearing and seeing in the two states and, most of all, what they are thinking as they look ahead beyond the year 2000.

They are the same problems, but they have been raised to a slightly higher level of approach. They have not been solved.

Another issue is urban versus suburban versus rural living. People come into Chatham County because they are not charmed any more by urban living, they want to go where the bluebirds are supposed to be. And that's a new movement. The rural areas are changing into kind of large suburbs with big lots, like five or ten acres, but they're still suburbs.

▶ **Lambeth:** You can still go down to Drummond Point in Eastern North Carolina and see the spot at where the letter was written on shipboard — the first letter written in the English language in the New World — in which an explorer described what he was looking at as “the goodliest land





under the cope of heaven.” We have always hoped to live up to that description of North Carolina, and I would hate to see the day come when we couldn’t go down there and look out over the water and see that spot, because we won’t be goodly any more.

▶ **Grigg:** One of the things that’s happening is the internationalization of business. And the other thing that’s happening is consolidation of businesses. You see it in banks, you see it in health care with hospitals merging and consolidating. You see it in the energy business. You don’t have electric companies and gas companies separate any more, you have energy companies.

So I think that trend toward consolidation, convergence, is going to continue.

▶ **King:** We really have to relook at the whole way in which society is organized, given the information haves and have-nots. It has been quite clear that business couldn’t be expected to deliver social services or to take responsibility in this area, and that government was excellent at managing policy, but was lousy at service delivery.

The role of the not-for-profit sector in the delivery of social programs and helping frame

the means to those ends is incredibly more important today as we move forward.

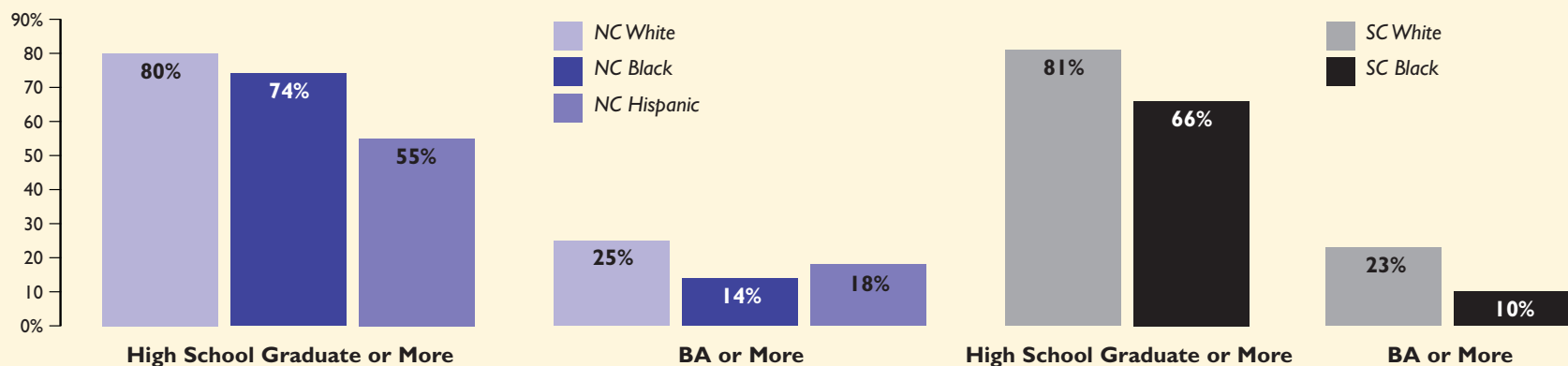
▶ **Friday:** We have to redefine what we mean by public service. What is our duty here, not our option, as citizens? It takes leadership, in the best sense of that word, to make progress happen.

Education

The conversation turned specifically to education. The people of the Carolinas today have far different educational needs than those 75 years ago. The South has caught up with the nation in high school graduation, but the economy and the culture are demanding even more education. With few exceptions, people who do not pursue education beyond high school fall behind those who go on to community college or a university in benefiting from the vast economic expansion that has characterized our region at the close of the 20th century. Autry pointed to the advances made by women in education and the economy. But men are lagging behind women in pursuing higher education, and black men are lagging behind white men. A special challenge for the Carolinas is to address the difference in education of white and minority males.

Education Disparities Remain

Educational attainment of population 25 years and older by race and ethnicity — NC and SC*, 1997



* Data not available for SC's Hispanic population
Source: Statistical Abstract of the United States, 1998

▶ **Chambers:** We sit here today, and we watch increasing gaps in college-going rates between minorities and whites. We watch increasing gaps between minorities and whites in performances on standardized exams. We watch increasing gaps in job opportunities for minorities and nonminorities. Those are areas where I think we can do something.

I think we all should look at what happens when we grant, for example, affirmative action to make sure that people get a chance to get an education. Whether it's going to be an education at Chapel Hill or an education at Central, giving

people the opportunity to really learn something is crucial and helps to build a better society for all of us.

▶ **Grigg:** You come out of school today, and when you get that diploma, you're educated. A year from now you're behind because of the things that are changing.

So I think that business is going to have to be in the business of education. And that colleges and universities are going to have to be in the business of continuing education. I think adult education is increasingly important.



▶ **Betts:** The schools in Chatham County, where I live, were absolutely unprepared for the influx of the Hispanic population. Siler City is not a rich town, and now almost one-fourth of its children are Hispanic, many of them speaking little or no English. And you have teachers who haven't been prepared to be bilingual.

So you've got to trace that all the way back to the schools of education. And we're way behind,

we're way behind. And that's a new form of illiteracy if English is a strange language to you.

▶ **Friday:** It's so interesting to hear people talk today about what's happened to the teacher in the classroom and how are we going to pull her or him out of this maze of being truant officer or cake salesman and let them really teach. Create a professional; this is the idea.

It's rather significant that a story in this morning's paper said the average major league baseball player this year will make \$1,360,000, on average. That's more money than the best teacher in the best high school in Raleigh will make in her entire lifetime. I think it says something about our culture. Society should never take its eye off this issue.

▶ **Lambeth:** Not long ago I was in a school not far beyond where Doris and I grew up and met five teachers who were really extraordinary because of their commitment in this rural school system to try to do something about introducing their children to the arts and other enrichment activities. One of them looked at me and said, "Do you understand how hard it is to work with children who arrive at school already defeated?"



Bill Friday

Photo courtesy of The Duke Endowment

And that's a very powerful message.

I think we know everything we need to know about how to improve public schools. Everything. There is a model everywhere. There is a pilot project. There is nothing else we need to know. What we lack is the will to do it.

A constant challenge and frustration for organized philanthropy is how you create the will to do something. It is true that nothing in this state very important has ever been accomplished without the support of the business community, but it is just as true that if our public schools are going to be what they ought to be — and that means K through graduate school — it is going to be because the public, because they are the public's schools, decides that they will be. I think that we, as funders, have to work hard at being strategic in our role of supporting education.

We are clearly the source of survival for higher education, we're the margin of excellence for public education. Our funding has to be strategic. We are not appropriation committees. We have no business relieving the public of their obligation to decide whether their children are important enough to invest in them. And I think that's a constant challenge to us about our funding.

Abandoned Schoolhouse on Long Branch

from Source by Fred Chappell

The final scholar scrawls his long
Black name in aisle dust, licks the air
With his tendril double tongue,
Coils up in shadow of a busted chair

And dozes like the farmer boys
Who never got straight the capital
Of Idaho, found out the joys
Of long division, or learned what all

Those books were all about. Most panes
Are gone now and the web-milky windows
Are open to the world. Gold dust-grains
Swirl up, and show which way the wind blows.

K.B. + R.J., cut deep
In a darkened heart on the cloakroom wall.
Now Katherine Johnson and Roger sleep
Quite past the summons of the morning bell.

The teacher sleeps narrow too, on yonder
Side of Sterling Mountain, as stern
With her grave as with a loutish blunder
In the Bible verse she set them to learn.

Sunset washes the blackboard. Bees
Return to the rich attic nest
Where much is stored. Their vocalese
Entrances the native tranquil dust.

"Abandoned Schoolhouse on Long Branch" by Fred Chappell
From Source
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► **Friday:** In writing about the Southern states recently, *Education Week* said about North Carolina, "It's a fit-and-start place." We get into a fit about something, we start it and never finish solving the problem. For the last 13 years [as executive director of the William R. Kenan, Jr. Charitable Trust] I've had an opportunity to do something that I didn't in the previous 30 [at the University of North Carolina]. And I've been into soup kitchens, and I've been in literacy classes, and I've been in homeless shelters. What you find is that there's another world out there that the academic community really doesn't know about, doesn't understand.

The Carolinas are fortunate to have highly developed systems of community and technical colleges, as well as research and regional universities. Autry pointed out that universities in North Carolina have more doctoral research programs ranked among the top 20 in their respective fields than any other Southern state. Colleges and universities can be powerful architects of our future, and the panelists were asked to reflect on what we should expect of higher education in responding to social and economic issues and in developing leadership.

► **Shi:** From the point of view of small, private liberal arts colleges, I would say the developments of late include a growing emphasis and maturation of formal leadership development programs.

Most of the private colleges in the Carolinas have explicit, structured leadership development



*Lead thou me to the rock
that is higher than I*
Donald Furst
Mixed intaglio
14.25" x 9.75"

programs intended to stimulate, nurture, and apply the leadership potential of our students.

Related to this development is the continuing evolution of service learning. What has happened in the last 15 years is a growing intersection of the academic program with social service activity, so that more and more courses are incorporating social change, social involvement into their academic curriculum. It gives much greater depth to that social activism, that social involvement, on the part of the students.

The third, and still-related, activity is an emphasis on engaged learning on the part of our students. That is, more and more of our colleges, and, more and more of our professors, are now insisting that students not just be passive recipients of information and knowledge, but that they be active participants and even collaborators in the classroom, in the laboratory, and, perhaps most imaginatively, outside of the classroom and off the campus in the form of internships, undergraduate research opportunities, experiential learning.

An old Chinese proverb says, "Tell me and I will forget; show me and I will remember; involve me and I will understand." And I think that's really what's driving this nationwide emphasis on more active forms of learning.

David Shi



► **Friday:** Duke University's program in ethics among young people illustrates a point I think we want to be careful about when we talk about leadership. They're not talking about management skills. They're talking about moral issues and character development and integrity questions.

You can't solve societal problems now if the universities don't reach out. I think we should quit saying it's an option. It's a duty.

What I am so anxious to see is somebody step



forward in the political arena and say, “We’re going to do these things.” Let’s stop talking. We know a lot about what we need to do. Let’s just get up the nerve. Maybe you don’t serve but one term. So be it. If we don’t, I don’t think we’re fulfilling the trust that was put in our hands, our generation.

And what [white males] have to understand is the same questions don’t get asked if everybody around the table is the same. Whatever their good intentions are, there are questions that get asked when people of a different gender are present. There are questions that get asked when people who are of a different race are present.

churches, we talked about schools, we talked about civic organizations. We talked about everything. The one place that races in North Carolina agreed that they had the most contact with other races was shopping malls. Sort of a sad fact, it seems to me.

Race

The conversation moved on to race, which Autry described as “our oldest, thorniest, trickiest, most explosive problem” in North Carolina and South Carolina. Race, as a problem, has changed. It has evolved. It isn’t getting any easier. It’s gotten more complex. The Carolinas, as well as the nation, are now a multiracial, multiethnic society. Tom Lambeth began by recalling a survey on racial attitudes in North Carolina commissioned by the Z. Smith Reynolds Foundation.

▶ **Lambeth:** The statistic that always nagged at me from that survey was that we found that the point of greatest communication between the races in North Carolina was shopping malls. Not exactly a great kind of communication. We talked about

One thing that has changed — clearly a positive — is that we are reacting more to projects that come to us out of the African-American and the Latino communities, not that come from predominantly white institutions or organizations that are trying to reach out, although there’s some of that.

In our case certainly and in the case of most organized philanthropy in this state, the funders look more like the whole state. Not just like it, but boards are more representative by race and by gender.

The arguments have gone on in Winston-Salem about whether it matters that the school board has women on it or has African-Americans on it. And there are always these extremely well-meaning white males that say, “I’m interested in everybody” and really mean it. And what they have to understand is the same questions don’t get

asked if everybody around the table is the same. Whatever their good intentions are, there are questions that get asked when people of a different gender are present. There are questions that get asked when people who are of a different race are present. There are questions that get asked when people of different ages are represented. It doesn't necessarily reflect the lack of good intentions and commitment on the part of anybody present, it's



Tom Lambeth

Photo courtesy of The Duke Endowment

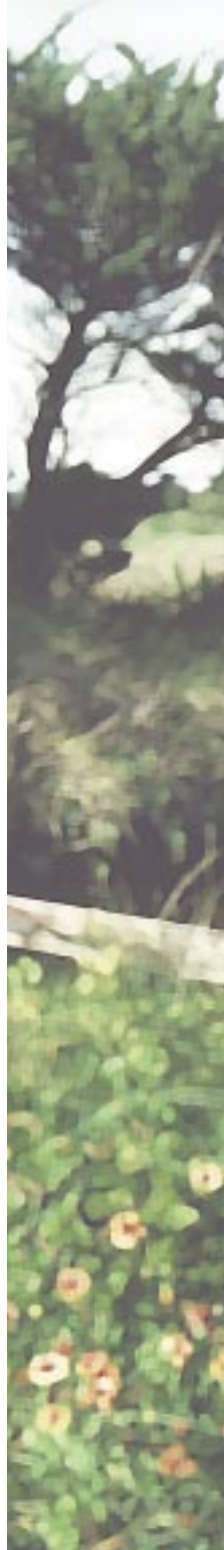
just that the questions don't get asked and answers aren't required if everybody is alike.

▶ **Chambers:** The race issue isn't just whites discriminating against blacks today. It's everybody discriminating against anyone who is different.

In Durham today, or Raleigh, or Charlotte, the communication gap is terrible. And it would help, I think, if foundations would fund efforts to promote more dialogue among people.

I don't think you're going to really bridge this gap or begin to address this issue of race effectively until you can figure out ways to really bring people together. And you're going to have to encourage black people and white people and Hispanics and Asians, all, to sit down at a table together and to get their kids in school together and to get the parents working together.

Another problem is that there are barriers that I don't think we are ready to focus on. Why, for example, do we have black kids scoring 100 points less on an SAT than white kids? I don't think anybody can prove that they are just mentally inferior. I think it's a problem with experiences and a problem with what they have, the kind of experiences they have at home, the kind of parental guidance that they have.



Technicolor™ States

Population by race/ethnicity, 1997

	Total	White	Black	American Indian, Eskimo, Aleut	Asian, Pacific Islander	Hispanic Origin (any race)
North Carolina	7,425,000	5,466,000 (73.6%)	1,643,000 (21.9%)	95,000 (1.3%)	92,000 (1.2%)	149,000 (2.0%)
South Carolina	3,760,000	2,549,000 (67.8%)	1,124,000 (29.9%)	9,000 (0.2%)	32,000 (0.9%)	46,000 (1.2%)
United States	267,636,000	194,571,000 (72.7%)	31,363,000 (11.7%)	2,322,000 (0.9%)	10,033,000 (3.7%)	29,347,000 (11.0%)

Source: U.S. Census Bureau Estimates

How much money does it take to teach a kid who grows up in a poor home? And how do you get away with saying, "I give an equal dollar for students" when one student may need ten dollars in order to build a bridge. We won't face that issue. And when we don't, I think we get racial groups standing back criticizing everything.

▶ **Grigg:** It all comes down to leadership, doesn't it? You've got to have somebody out front saying, "This is the way it's going to be." I think in my own company of a great example of that. Back in the 1970s, we began to integrate our construction force for the first time. Then in the end of the '70s demand fell off, so we were canceling some projects and had to lay people off.

The question was, whom do you lay off?

The time-honored tradition was that you lay off the junior people. Well, if we did that, we would have laid off the minorities. And Bill Lee, to his everlasting credit, said, "We're not going to do that." And we worked out a more equitable system.

The aftermath of that decision set a whole new tone for that company. One man at the top saying, "This is the way it's going to be; this is the right thing to do." And it makes all the difference in the world.

▶ **Chambers:** If black people, or some of them, say they would rather return to a black school and white people say they would rather return to a white school, then somebody, some leader,

has to say, “We can’t have that kind of reverse discrimination.” Otherwise, I think you’re going to have resegregation.

▶ **Shi:** In addition to the obvious improvements in terms of statutory or legal rights over the last 75 years, probably the most important but less visible improvement is the emergence of a black middle- and upper-middle- and professional class of leaders.

And that’s probably the single most important factor at work in Greenville in helping to develop and sustain programs directed at poverty, educational inequality, criminal justice inequalities, as well as the familial dynamics that are all interrelated.

▶ **King:** Hope is what the poor don’t have; hope is what the young black male does not have. And we can focus on how do we encourage and enrich the sense of community that involves everybody in the same community instead of these little disparate enclaves as everybody sort of self-segregates.

▶ **Chambers:** What bothers me is that most of us today close our eyes to the fact that there are problems. I think historically we looked at things and thought about fault, “Who caused this?”

Susan King

Race is still a pervasive issue. And in the minority community people are quite disturbed that people don’t seem to want to address it.

I don’t think I overstate the case in saying hardly anybody wants to address poverty. I think we recognize it’s there, we recognize all the disparities reflected in the statistics. And yet we leave them there. I don’t see that real commitment to addressing it at the present time.

▶ **Shi:** In Greenville right now, a biracial task force is wrestling with issues of criminal justice. And that is a very thorny thicket because statistics are difficult to come by, they’re controversial to interpret, and the criminal justice system is very difficult to reform.

So, I think, that probably is going to be the continuing focal point of racial issues, the equitable treatment of citizens in the criminal justice system.



Health

Autry opened the discussion on health care by observing that Mr. Duke and The Endowment helped give North Carolina one of the best and strongest nonprofit health-care systems in the country. But he also observed that both states have not achieved adequate health among the poor and among African-Americans. How, he asked, can we make hospitals pay attention to what goes on outside their walls as well as to the quality of care within their walls? In an era of "bigness" — big hospitals, big HMOs, big insurance, big doctors' practices — how can we provide more adequate health care for those who now have limited access to quality and affordable care?

▶ **Betts:** I think about prevention as the primary development coming out of our medical centers. There's much more emphasis, I think, on exercising and prevention and better diet.

But I do know too many people have no health insurance whatsoever and can be wiped out overnight. And they are not always in what we might call the underclass. There are plenty of people making what I used to consider a passable wage who may or may not have health insurance because of peculiarities of different kinds of jobs.

So I think the problem of guaranteeing care for people is increasingly difficult. Among the

"On Nurses"

An excerpt from *A Whole New Life* by Reynolds Price

I recall clearly though that all those days and wakeful nights were the summit of pain in my life till now. The one good memory of that whole stay in Duke Hospital was the constant kindness I received from nurses. From all my stays I recall no nurse — woman or man — who was less than helpful. My strongest memories though, and thanks, are for the calm black women who'd answer my calls in the predawn hours of this painful stay, when I needed help to turn in bed.

By something more than an

accidental grace, more than most others, those women were able to blend their professional code with the oldest natural code of all — mere human connection, the simple looks and words that award a suffering creature his or her dignity. Not at all incidentally, they were the only persons in my recollection of my hospital stays who ever

asked my opinion of my care — was I being treated well? What else did I need? Certainly no medical doctor ever asked. Many times since, I've thought that if I were ever to donate a work of art to Duke, I'd commission a realistic bronze statue of a black woman in a nurse's uniform and ask that it stand by the hospital door.

From *A Whole New Life*
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Plume/Penguin
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the author

trends to pay attention to is the growing impersonality that we all fear.

Since I've worked with my mother's situation at age 87, I have never seen so much ludicrous paperwork that the elderly are asked to do, which I puzzled over for hours. If you are on Medicare or Medicaid, you really need to be a genius simply to fill out the forms. Or, if you're on one of those prescription systems and you call long distance and they say, "Now, punch '3.' Now, give us your backwards Social Security number and punch '5.'" It's just dreadful.

So there's an inhumanity at a place where we need to be more humane. It's not just Medicare. It's private insurance, too.

▶ **Grigg:** There's a pilot neighborhood clinic now operating in a Charlotte community in a facility built by a church, furnished by The Endowment, and staffed by the Carolinas Medical Center — a good partnership. It's a wonderful way to provide services for a community that really didn't have medical services before.

And there's a Head Start facility there with 800 kids that they used to have to put into buses and take downtown to get shots. Now they can administer the shots and check

the sore throats right there on site.

It's a great example of a partnership involving the hospital and The Endowment and the churches, which incidentally I think are the most underutilized institution in America.

Families and children

The age of orphans and half-orphans, cared for in large institutions, has passed into an age of foster care, proliferating one-parent families, and rising incidence of abuse and neglect. Autry steered the participants into a consideration of several intersecting trends with regard to families and children, poverty, and the quality of family life. How can we bring our institutions — not only government, but also community organizations and nonprofits — to bear in raising the quality of family life in the Carolinas?

▶ **Shi:** At Furman, we've been involved in a collaboration [funded by The Endowment] among the Greenville County Schools, the Greenville Memorial Hospital System, and an array of related agencies. The simplest way to explain it is we have created a reverse magnet school. That is, instead of trying to bring together the most talented kids in a particular discipline or area, we brought together at-risk kids for pre-K through third grade.





The hospital system has created a clinic in the school for both diagnostic, preventive, and inoculation treatment. The school not only provides education for the children, but provides education for the parent or guardian to gain a GED certificate.

Walk down the hallways, and on one side you'll see a classroom of five-year-olds, and on the other side you'll see a classroom of their parents at the same time. And the parents, in turn, help out at recess and lunch.

A group of black leaders in our community is now talking about constructing a community recreation center that would include a medical clinic as well as a police substation. It would have overnight beds for children whose single parent might have been arrested or might have disappeared. For such kids suddenly in transition to institutional foster care, they will have an immediate need for a place to sleep that night.

It is beginning to echo and reverberate, this concept of multiagency, holistic organization, and institutional emphasis on problems that are indeed organically related. That is, family, faith, school, medicine.

▶ **Friday:** I sat there in a little place in Kentucky watching this happen. They put the mother and the children on the same school bus, and they ride in together. First time they've had a warm breakfast together in their lives. Twelve mothers there, each of them had been abandoned by their husbands, all of them are poverty-stricken cases, had children 3, 4, and 5 years of age. They'd never had an hour in their lives where they sat and played together. We worked that in at 10:30 every day. Two meals a day together. And this is togetherness. She was getting a GED, and the child was getting all the prekindergarten and kindergarten training you'd ever want to get.

▶ **Grigg:** Where we really have a serious problem is in the lower preschool and early school. When somebody gets to be a 12th-grader, affirmative action is not going to work if that person is not ready to go into college. We've got to tackle that issue early on.

How do we do for early childhood education what we've done for higher education? How do you solve the problem of a first-grade teacher confronting one child who doesn't know red from yellow from blue and another who already knows how to read?

▶ **Friday:** Smart Start needs to be in every county. And yet Governor Hunt has literally had to stop doing everything else, concentrate on that one program, get it funded, or that's lost.

▶ **Shi:** That's being mimicked in South Carolina with a program called First Steps.

▶ **Chambers:** Dr. Friday has been raising this issue of poverty, and his is really about the only voice I hear crying out there as much as he has about our

need to really look at poor people. He's quite right, it's a different world out here. It's a different world right here in Durham and Chapel Hill.

And I don't think many people know that world. And I don't think many black people or white people know that world. Unless we do something to bridge that gap and to make sure that these children get an education and have some hope for the future, we're going to have — I call it — a cancer of the American society.

And, you know, it cuts across everything we do: health care, prenatal care, housing, going to college.

▶ **Betts:** When Buck Duke was setting things up, he didn't have to think about crack babies.

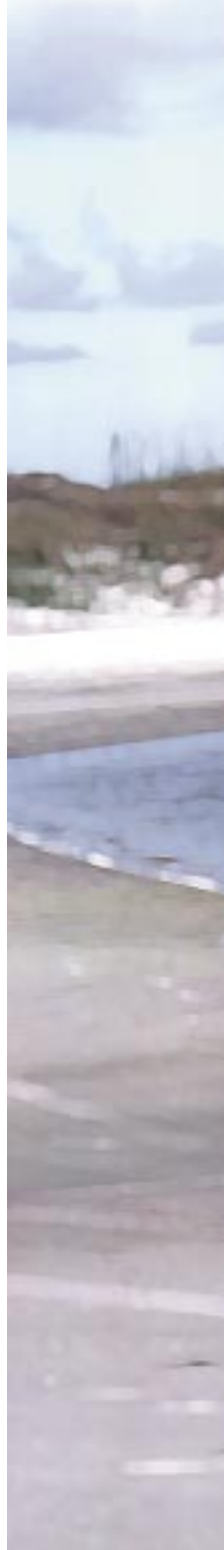
▶ **Friday:** There are nearly a million people in North Carolina who don't make more than a poverty wage. That's a sixth of the population. One out of three either does not have health care; or, if he or she has any semblance of health care, a catastrophic illness wipes out the family resources. And a sick child can't learn in school; neither can a battered child.

But who do you hear speaking for this?



Julius Chambers

Photo courtesy of The Duke Endowment



There are nearly a million people in North Carolina who don't make more than a poverty wage. That's a sixth of the population. One out of three either does not have health care; or, if he or she has any semblance of health care, a catastrophic illness wipes out the family resources. And a sick child can't learn in school; neither can a battered child.

What do you hear anybody saying around the state? Nothing. Now, this is a paralysis that's going to hurt corporate North Carolina more than it's going to hurt anybody else, because these people form part of the workforce.

Now what is the alternative that the Great Old State of North Carolina has put

itself into? We're going to stand up over there next week in a committee hearing and hear it said that the only way we can carry out the mandate of the North Carolina Supreme Court for a sound basic education for every child is to institute a lottery.

There is a great need out there for somebody to step forward now in a leadership role, even at the expense of maybe not winning next time, to define this community that's out here that nobody wants to talk about. For the poor,

...although government will continue to play a major role in addressing societal needs, the solution to many of our problems is going to be at the local level. It's going to be one-on-one, eyeball-to-eyeball, you and me, dealing with problems that are unique to us.

the children, the displaced, the disadvantaged, there is no spokesman now like there used to be.

▶ **Grigg:** Our major problem has to do with the family and the whole range of family issues: early childhood education, breakup of the family, the family unit. I think that this is a problem for business, I think it's a problem for education, I think it's a problem for all of us.

Studies have shown that virtually every child who makes it into college, for example, had an adult role model to look to for advice, to lean on for support. Normally, it's a parent, but it may not always be. It might be a minister, a Scoutmaster, a teacher. But it's a one-on-one kind of a solution.

Which leads me to the conclusion that, although government will continue to play a major role in addressing societal needs, the solution to many of our problems is going to be at

the local level. It's going to be one-on-one, eyeball-to-eyeball, you and me, dealing with problems that are unique to us.

Faith and spiritual life

Autry noted that it is sometimes difficult to involve religious institutions in economic and social action, in part because many churches believe their role is fostering personal salvation. And he also noted that many worshippers want their churches to be a haven of peace and reflection, away from the “cultural bombardment” of the outside world. Shi picked up the conversation by noting a distinct difference between Mr. Duke’s era and the temper of our times.

▶ **Shi:** A problem facing religious life and religious institutions has been the growing emphasis on galvanic social issues that tend to fracture not only denominations, but individual congregations.

Whether it be abortion or homophobia or, in our two states most recently, the lottery and video poker, these issues are so superheated that they exacerbate fragmentation rather than facilitate community dialogue. They presume a dogmatic stance on either side of the issue.

▶ **Betts:** There was a time when for a boy to grow up — and it usually was a boy — to be a minister was a very high calling. I’ve been on the board for a theological seminary. And the ministry is now being entered by a lot of women and a certain

number of minority students. But a high percentage are second-career, older people. It’s a different kind of ministry, for good or for ill.

It seems to me that when Buck Duke was coming along, one of the big functions of the church was to comfort people who were essentially poor and struggling and having a hard time, and to build character and have them persevere.

Most of our population now is in the middle,



Doris Betts

Photo courtesy of The Duke Endowment



and most of them don't go to church. They have an institutional suspicion. So all the churches are coping with this middle group that they are not getting to come back until they get much older.

▶ **King:** In the spiritual area, attention to establishment of churches, I think, may not be the issue so much as the use of churches as organizing facilities for providing good in the community.

▶ **Grigg:** The local church is becoming more autonomous and what you're seeing is the development of a lay ministry. The role of the minister is changing. The minister is no longer the one you come to when the barn burns down. You no longer look to that person to do everything. The ministry of the church is going to be carried out by laypeople.

And if that's true, I think there's a tremendous opportunity there. I think probably our greatest wasted resource is our churches. The wealth that's there, the talent that's there, the facilities that are there offer tremendous opportunity to do good things addressing all these problems that we're talking about.

Technology and quality of life

Mr. Duke used technology — in his case, electricity generated from water power — both to improve the economic prospects of Carolinians and to make his philanthropy possible. How might the technologies of the Information Age be used to allow Carolinians a higher quality of life with increased opportunity?

▶ **Shi:** There's no doubt that the Information Age, in theory, gives us the potential to redistribute population and transform the very nature of the workplace. The problem at the moment, and certainly in the near future, is ensuring access both to the education necessary to take advantage of the Information Age and to the hardware and software.

It's one thing to talk about it in theory. It's another to realize that many of our public schools are a generation or two generations behind in terms of the equipment, the software, and the teacher training.

And then we've got the problem of so many disadvantaged students and families not having a computer at home, and yet more and more teachers and professors are presuming that their students have computers at home and have ready



Bill Grigg

access to computers. Otherwise, the computer technology becomes, ironically, an instrument that widens the gap between rich and poor, advantaged and disadvantaged.

▶ **Lambeth:** There's a program called ExplorNet in which high school kids are taught how to repair computers. Simultaneously, they learn how to operate computers. And they are doing this for their school system. In Johnston County recently, for example, they reduced the cost of putting computers in their classrooms by \$100,000;


they taught a large number of their rural students how to repair computers and, therefore, gave them a skill that is highly marketable — across all sorts of economic and social and racial lines — while teaching them how to be computer literate.

▶ **Grigg:** We have moved away from agriculture and textiles. High tech, in particular, is going to offer tremendous opportunity. I think the Information Age is really a great thing for the Carolinas.

But businesses are going to get bigger, are going to consolidate. And with that comes less personalization. Business is going to be more impersonal, and it's going to create problems. Anxiety goes up in that kind of environment.

▶ **Shi:** The U.S. Chamber of Commerce last year published a white paper looking at the future of information technology. It stressed that there's currently a shortage of 250,000 information technology professionals in the United States. In the face of that shortfall, which they predict is only going to increase with time, last year all colleges and universities produced a total of 25,000 computer science majors.

This shortfall affords the Carolinas a strategic



opportunity. The technical colleges today are doing an adequate job of entry-level IT training, but they're not turning out systems analysts, project managers.

That's the critical node within the IT sector: people who not only have the technical skills, but more importantly, have business acumen and interpersonal skills so that they can be both visionary and effective managers within their segment of a corporate activity.

Our challenge at the moment is to mobilize corporate and governmental support to help South Carolina catch up in creating the infrastructure for such IT development.

We're in conversation with a small group of people about creating something like Research Triangle Park, but with a unique centerpiece. Instead of following the RTP model of creating a Research Triangle Institute as its hub, we're talking about a technology research park whose hub would be a Center for Information Technology Education.

▶ **Lambeth:** When it gets to technology, we might actually be developing an interest in looking at the implications of distance learning to higher education. While everybody seems to have enthusiasm for that, we have some concern about what that means to these traditional centers of scholarship.

It seems to me that one of the things we ought to be concerned about in public policy over the next several years is the response of the public system, because it has an implication to the private institutions also, to this growth in enrollment.

Because, while it's real and it's got to be dealt with, I am frightened at the thought of quick fixes to deal with it.

▶ **Betts:** How to benefit from technology without being overwhelmed by it — I think that's going to continue to be a real question.

If Mr. Duke were with us today...

At the conclusion of the panel discussion, Autry asked the participants to talk about what they would tell Mr. Duke were he here among us these days. The question was posed as a way to have the panelists explore two broad topics: What are the most critical issues facing the Carolinas over the next 25 years, and how might philanthropy address these issues?

▶ **Grigg:** There's a tremendous opportunity for foundations. I think foundations can experiment in ways that government can't. Foundations can innovate. Foundations can serve as conveners.

Foundations occupy a unique position. They are viewed as impartial, they don't have an ax to grind. And they are, I think, uniquely positioned to convene various elements of the community to deal with problems, and to experiment, to find solutions in ways that government simply can't.

▶ **King:** Look beyond traditional arrangements, be willing to take some risks, and don't be afraid to fail.

Bring hospital boards together. It would be very interesting if you were to

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have an annual conference — maybe you could do it regionally because there's so many — and invite all of the members of the public hospital boards and do some presentations about trends and what is happening long-term. They have a big influence in their communities and on their hospitals.

▶ **Shi:** I'm excited about the opportunities afforded by the new emphasis of The Endowment on multiagency community initiatives through the Children and Families program and hope that we can sustain those innovations perennially rather than it just being a two-year or a three-year effort, and then we move on to something else.

▶ **Lambeth:** Race and poverty are still the great issues, and education is the strategy for dealing with them. I would tell him that the nonprofit community needs to be as entrepreneurial as the for-profit community.

If you really want your philanthropy to be relevant, it is important to structure opportunities to know about the world in which you are making grants.

I would say to Mr. Duke,

listen to all these wise people, get the best information you can, and then, if you think it best, ignore us all, and do what you think is right.

That is what philanthropy is all about.

▶ **Grigg:** Philanthropy is not a tool, a toy, of the Dukes and the Reynolds and the Rockefellers anymore. Philanthropy is available to everybody, and it's growing.

Of the \$130 billion that was given to charity last year, over half of it was given by people who make less than \$50,000 a year. In fact, community foundations are growing faster than any other charitable vehicle.

But this also creates an opportunity and a challenge for the more established foundations, like Duke and like Reynolds, because they need

to exercise a leadership role in helping these other foundations, these smaller foundations, be accountable, help them develop their strategies, the way they operate, the way they communicate, the way they report, the way they are managed.

I think collaboration among foundations is going to be increasingly important. I think it's a tremendous opportunity.

▶ **Shi:** If we were to have the luxury of talking to Mr. Duke at this stage, it seems to me that one of the major changes over these 75 years is that, whereas in the 1920s both Carolinas found themselves struggling to manage survival, we now find ourselves with the opportunity to distribute success to more people across our two states.