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in creating and making opportunities for the next generation of civically engaged leaders? And what role do those programs have in college admissions decisions?

L.G.: Well that's a good question, because there's a good example of the people who go into the military: Malcolm Gladwell points out that people apply to basically work for the United States on behalf of the needs of the country. What Gladwell is saying is that you're not looking for people who are already good soldiers or who are already good sailors, you're looking for people who can become really good soldiers or really good sailors. And then you're not evaluating each person who is applying to be in the military and determining that some people are smarter than others and, therefore, they deserve to be in the military, and those people who are less smart but perhaps more passionate about defending the United States and somehow they're less important under this "testocracy system." So his point is that we're using the wrong measures for determining who's going to contribute to the benefits of the larger community ... not just of the individual him or herself.

J.P.: *How do you feel about President Obama's proposal for free community college for students who maintain at least a 2.5 GPA*

and are progressing toward a degree or transfer to a university?

L.G.: I think it's a great idea if we can afford it. He's basically saying that community college is the next step after high school, and people go to high school under the taxpayers' dime, not their parents'. If you go to a public high school, you don't have to pay to go to the high school. And his point is you want to develop people's talents and educate them to the extent that they can make a more valuable contribution to the larger society in terms of solving problems, and also in terms of contributing their abilities. But it also is making a contribution (to) that individual person's opportunities, and to that individual person's opportunities to have a family, to be able to support the family, et cetera.

J.P.: *This is a little bit more of a general question: With Martin Luther King, Jr.'s birthday having just passed and the release of*

the film "Selma" in theaters, how do you see the health of civil rights today?

L.G.: Well, that's a difficult question to answer. I actually teach a course here at Harvard Law School on law and the political process, and one of the core issues relates to the development of the Voting Rights Act of 1965. You mentioned the movie, which I did get to see. I thought it was a great opportunity for Americans — as well as people around the world — to see the power of young people working together to solve problems in a way that was very collaborative. These were people who marched on the independence bridge — and it was a range of people, some of them were middle age, some of them were older, and some of them were very young. There were 8- and 9-year-olds who were marching on the Independence Bridge. After the state of Alabama went after the marchers and got the attention of the American people, there was a third march, which actually made it

from Selma to Montgomery. And that march changed the United States in a very powerful and productive way. That is, that march brought people's attention to the need for a voting-rights act, which act was then adopted in 1965 and which act permitted blacks and other people to participate in our political system. This is a group that had been denied access to the ballot for more than 60 years, a group that had been voting in Alabama in 1900, but as a result of the 1901 Constitution (of the state of Alabama) were basically denied the right to vote for the next 65 years.

J.P.: *What do you hope is the biggest takeaway for readers of your book?*

L.G.: I think the most important takeaway is the value of collaboration. And by "value of collaboration" I mean if we want to solve the big problems of the universe ... that what we really want as a country, as the United States of America, is a sense of unitedness, or a sense of being able to work together with other people and to find the right groups of people who bring different talents and different perspectives to the table, so that you're not just working with a group of people, each of whom agrees with each other in exactly the same way. If you can collaborate with people of different perspectives and different talents, you're more likely to solve the problem in a way that's enduring.

DIRECTOR'S DESK, from page 3

we will start to adequately reinvest in our affordable housing infrastructure."

Charlie Hales, Portland mayor: "Better coordination of efforts by the city, county and private sector through the Home For Everyone planning process. Encouraging the private sector to build affordable housing. Government projects can be slow and overburdened with regulations. The private sector can build affordable housing well and quickly, and we need more housing stock.

"Addressing the root causes of homelessness. That includes assisting people in mental health crises and who suffer from addiction. These aren't the only causes but need to be addressed.

"Walking beats. We heard from people without houses, activists, business owners and neighbors on Hawthorne: We have well-trained officers who understand the dynamic of homelessness, and who interact with everyone on the street. Because "arrests" isn't the goal; serving the community is the goal. This works! We piloted this in 2014. You'll see more in 2015.

"Rapid re-housing and retention. Taking extra measures to stop chronic homelessness before it starts, uses housing resources more efficiently."

Ibrahim Mubarak, the co-founder of both Right 2 Dream Too and Dignity Village: "Being able to end homelessness is a long shot. We can start by making housing affordable in the city to support all kinds of people. This would create more spending power in the city to create jobs and support

small businesses.

"In the meantime, projects like Right 2 Dream Too and transitional campgrounds can create short-term opportunities for people to simply have a safe place to rest. Creating opportunities for a range of different people including women and families is critical. The reality is there are thousands of people sleeping outside and we can't just continue to do what we've always done. We need out-of-the-box strategies that work toward stabilizing people's lives and giving people the opportunity to get back on their feet."

Marc Jolin, director of A Home for Everyone: "There are a lot of people in our community committed to ending homelessness, but there is no one for whom this issue is more urgent than the person who is spending tonight in a doorway or on a mat on a shelter floor.

"Not only do the people experiencing homelessness feel the greatest sense of urgency around ending it, they also have the best insight into what support they will need to get into housing and remain there.

"As we move into an era of greater coordination of homeless policy development and funding, that coordination needs to be built around the wisdom of those who have lived the experience of homelessness.

"The most effective programs offer each individual and family the mix of support services that they identify as most critical to getting off the streets. The most effective policies give service providers the flexibility to deliver services in this way.

"With A Home for Everyone we have an

unprecedented opportunity to make real progress in the fight to end homelessness. Capitalizing on that opportunity will mean combining the wisdom of those experiencing homelessness with the capacity of our social service providers and the political leadership of our elected officials."

Nick Fish, Portland city commissioner: "Everyone has a role to play in ending homelessness. Working together, we must act with urgency and purpose. No one should be forced to live on our streets.

"Over the past decade, our community did something important. Leaders from government, philanthropy, business, nonprofits and the faith community sat down and worked to find solutions to chronic homelessness. We made real progress. We developed new and innovative approaches and partnerships, and helped over 13,000 people move from the streets into homes.

"Was it unrealistic to expect Portland to "end" homelessness? Too many families, children and veterans still live on our streets. And we are not alone; cities across the country are dealing with the same challenges. The question before us: Where do we go from here?"

"Restore a strong federal role in funding affordable housing, and place this issue at the heart of the 2016 presidential election.

"Build more affordable homes for the lowest income families and individuals. Without an adequate supply, we will never achieve our ambitious goals. Lift the preemption on inclusionary zoning. Strengthen local coordination. We have a new framework for local cooperation called

A Home for Everyone. Make it work. Invest in long-term, cost-effective strategies. We don't have to reinvent the wheel or compromise on our values."

Janet Byrd, Neighborhood Partnerships: "There's no silver bullet that will end homelessness. There is only us. How serious are we about tackling homelessness in Oregon? Imagine what we could do if we really made ending homelessness our No. 1 civic priority. We could have housing of all shapes and sizes, more outreach, more services, and more money to keep the housing affordable. Here's what we need to do now to achieve that vision:

"Work together and work beyond the boundaries of organizational benefit or public acclaim. This is not about who gets credit for the work or who gets paid to do the work, but about whether all our neighbors have roofs over their heads.

"Open our imagination to new approaches, and learn from and listen to each other in open conversations — we are taking amazing steps to find solutions throughout the state. We need to look squarely at what has worked, for whom it worked, who has not been reached and what has not worked well.

"Call on our elected officials and legislators in cities and in Salem to dedicate real resources. We need investment into homes, sources of low-cost debt, land to locate homes near opportunities and policy tools that will help us create the communities we want to see.