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Canberra (Australia) Times cartoonist David Pope posted this cartoon on Twitter, saying "Can't sleep tonight, thoughts with my French cartooning colleagues, their families and loved ones. #CharlieHebdo." See it on Twitter at <http://bit.ly/14wdxWU>.

Courage is the only answer to fanaticism

The terror attack on a newspaper in Paris is a vicious punch in the gut for journalists and human beings everywhere. It is a clarion call to all people on behalf of fundamental principles of freedom of expression.

To place these murders in context, it's worth thinking of the victimized satirical publication as a sort of French equivalent of America's *The Daily Show* or *The Onion* newspaper. They all are treasured cultural institutions better known for pointed humor than for hard news. Imagine a deadly assault on *The Daily Show* or Fox News. The U.S. would be staggered by such an affront to liberty; even those skewered by their wit would deeply mourn the passing of such gadflies.

A vast majority of Muslims will feel a similar sense of outrage and loss after the Paris attack, in addition to regretting the added stigmatization they will be subjected to on account of this grotesque assault. One of the best ways that Western Civilization has to confront such a horrible crime is to firmly resist any temptation to tar all Islam with the same brush.

The words and attitudes of religious leaders do matter. Mainstream Muslim clerics must denounce violence done in false adherence to Allah. When it comes to ISIS in Syria and Iraq, Boko Haram in Nigeria or the thugs in Paris, real

leadership consists of honoring the real moral framework of humanity. All good people must unite in opposition to evil.

At the same time, Western governments and citizens have to recognize that our historical record is far from spotless. France has a particularly messy record when it comes to its former African colonies. None of this justifies killing innocent people in Paris.

There will always be fanatics whose deepest fear is ridicule. Every newspaper editor has experienced the phenomenon of an editorial cartoon generating an eruption of anger, when the very same ideas conveyed in an editorial might barely cause a ripple. Cartoons like those drawn by some of the artists targeted this week have a unique ability to skewer the pretensions and illusions of self-important individuals. This is an ability worth preserving and nurturing at any cost.

The very last thing the Paris murder victims would want is for free expression to be dampened or self-censored on account of blood-thirsty stooges bearing high-powered weapons.

Do us a favor: Get a flu shot

Influenza is quickly spreading a deadly swatch across the nation. Already, 21 children have died from its complications.

Older victims include a healthy 17-year-old girl from Minnesota who caught the disease and died a week later, cradled in her mother's arms. And a 14-year-old Iowa girl. The radio in her bedroom is still tuned in to the teenager's favorite station, Life 107.1. Her parents say it's too difficult to turn the music off.

Oregon is among only a handful of states that have not reported a high number of flu cases. But that is likely to change.

John Townes, associate professor of Medicine Division of Infectious Diseases at Oregon Health & Science University, says: "I don't think we've seen the worst of it yet."

This year's dominant strain of the influenza virus is H3N2, which is associated with more severe flu seasons. This year's H3N2 appears to be a mutation, which has heightened

concerns among medical experts. That's because the current flu vaccine is less effective against this year's virus.

A committee of influenza experts selects which strains to include in each year's vaccine. This is done several months before the winter flu season begins to allow time for mass production of the vaccine. Because the flu virus is constantly changing, the vaccine may turn out to be an imperfect match.

Still, health officials are urging everyone to get vaccinated for the flu, even at this late date. The vaccine can reduce severity of the disease and is still 50 percent effective against the new H3N2 strain, according to the U.S. Centers for Disease Control. This is especially important to those who are most at risk: children, the elderly and people with medical conditions such as diabetes and asthma.

In getting a flu shot, you are not just protecting yourself. Your vaccine will reduce the chance of spreading this most contagious disease to your family, friends and co-workers.

Time for us all to take a moment

By THOMAS L. FRIEDMAN
New York Times News Service

You could easily write a book, or, better yet, make a movie about the drama that engulfed Sony Pictures and *The Interview*, Sony's own movie about the fictionalized assassination of North Korea's real-life dictator.

The whole saga reflects so many of the changes that are roiling and reshaping today's world before we've learned to adjust to them.

Think about this: In November 2013, hackers stole 40 million credit and debit card numbers from Target's point-of-sale systems. Beginning in late August 2014, nude photos believed to have been stored by celebrities on Apple's iCloud were spilled onto the sidewalk. Thanksgiving brought us the Sony hack, when, as *The Times* reported: "Everything and anything had been taken. Contracts. Salary lists. Film budgets. Medical records. Social Security numbers. Personal emails. Five entire movies." And, on Christmas, gaming networks for both the Sony PlayStation and the Microsoft Xbox were shut down by hackers. But rising cybercrime is only part of the story. Every day, a public figure is apologizing for something crazy or foul that he or she muttered, uttered, tweeted or shouted that went viral — including the rantings of an NBA owner in his girlfriend's living room.

What's going on? We're in the midst of a Gutenberg-scale change in how information is generated, stored, shared, protected and turned into products and services. We are seeing individuals become superempowered to challenge governments and corporations. And we are seeing the rise of apps that are putting strangers into intimate proximity in one another's homes (think Airbnb) and into one another's cars (think Uber) and into one another's heads (think Facebook, Twitter and Instagram). Thanks to the integration of networks, smartphones, banks and markets, the world has never been more tightly wired. As they say: "Lost there, felt here." Whispered there, heard here. And it's now hit a tipping point.

"The world is not just rapidly changing; it is being dramatically reshaped," Dov Seidman, author of the book *How* and CEO of LRN, which advises global businesses on ethics and leadership, argued to me in a recent conversation. "It operates differently. It's not just in-



Thomas L. Friedman



AP Photo/Ahn Young-joon

A magazine with caricatures of U.S. President Barack Obama, left, and North Korean leader Kim Jong Un is displayed at a book store in Seoul, South Korea Saturday. The United States imposed new sanctions Friday on North Korean government officials and the country's defense industry for a cyberattack against Sony, insisting that Pyongyang was to blame despite lingering doubts by the cyber community. The red letters on the magazine read "Hacker War."

terconnected; it's interdependent. More than ever before, we rise and fall together. So few can now so easily and so profoundly affect so many so far away."

But, he added, "it's all happened faster than we've reshaped ourselves and developed the necessary norms, behaviors, laws and institutions to adapt."

The implications for leading and operating are enormous. For starters, our privacy walls are proving no match for the new technologies. "Now, we're not only getting X-ray vision into the behavior of others," Seidman said. "We're getting fine-grained MRIs into the inner workings of palaces, boardrooms and organizations and into the mindsets of those who lead them."

So how does anyone adapt? Just disconnect? "Trying to disconnect to avoid exposure in a connected world is a misguided strategy," Seidman argued. "If you do that, how will you create value and get anything done?" The right strategy is "to deepen and strengthen all these connections."

But how? "If we're in an interdependent world, then the only strategy for countries, companies and individuals is to build healthy interdependencies so we rise, and not fall, together," Seidman added. "This comes down to behavior. It means being guided by sustainable values like humility, integrity and respect in how we work with others: values that build healthy interdependencies." It means shunning "situational 'values,' just doing whatever the situation allows."

The American-Canadian relationship is a healthy interdependency. The relationship between police

forces and black youths today is an unhealthy interdependency. The relationship between Mayor Bill de Blasio of New York and his police force is an unhealthy interdependency.

But there is another critical part. It's how we learn to respond to all the secrets being revealed: the CEO's email that not only makes him or her look foolish, but also reveals that women are being paid less than men in the same jobs; the video of a suspect being killed by police; the elevator footage of a football player knocking out his fiancée; and private photos of movie stars. They all have different moral and societal significance. We need to deal with them differently.

"We need to pause more to make sense of all the MRIs we're being exposed to," Seidman argued. In the pause, "we reflect and imagine a better way." In some cases, that could mean showing empathy for the fact that humans are imperfect. In others, it could mean "taking principled stands" toward those whose behaviors "make this interdependent world unsafe, unstable or unfair."

In short, there's never been a time when we need more people living by the Golden Rule: Do unto others as you would have them do unto you. Because, in today's world, more people can see into you and do unto you than ever before. Otherwise, we're going to end up with a "gotcha" society, lurching from outrage to outrage, where in order to survive you'll either have to disconnect or constantly censor yourself because every careless act or utterance could ruin your life. Who wants to live that way?

'More than ever before, we rise and fall together.'

Obama: the man or the moment?

By FRANK BRUNI
New York Times News Service

We measure our presidents against not only our hopes for the present, which are sometimes unreasonable, but also our understanding of the past, which can be just as flawed.

Has a misreading of history informed a misappraisal of Barack Obama?

That's a question raised, not explicitly but implicitly, by a new book by Princeton historian Julian Zelizer, *The Fierce Urgency of Now*, to be published today.

Its setting is the 1960s, as the title, a phrase uttered by Martin Luther King Jr., suggests. Its focus is Lyndon Johnson. And one of its conclusions is that despite Johnson's legend as a peerless legislative tactician, he was largely a hostage of Congress and of forces beyond the presidency.

Zelizer reminds us that many of Johnson's signature victories came during a two-year period when Democrats had two-thirds majorities in both the Senate, where they held 68 seats, and the House, where they held 295.

Zelizer also reminds us that Johnson's trouncing of Barry Goldwater in the 1964 election spooked Republicans to a point where many fought progressive legislation less stridently than before, lest they be portrayed as Goldwater-style extremists.

Those dynamics and others worked powerfully to Johnson's advantage, and when the climate and the Congress changed, so did his fortunes. On the domestic front (as well as on the foreign one), the final two years of his presidency were a bust, at least in comparison with what preceded them.

Obama's name appears just twice

in Zelizer's book. But it's impossible not to think of him more often, given how frequently the yardstick of Johnson's presidency has been applied to his.

If only Obama were a schmoozer like Johnson. If only he had Johnson's taste for the muck of law-making. If only he had Johnson's patience for minutiae.

Zelizer told me that when he began work on the book more than five years ago, "I still had a kind of view of Johnson, as many do, as someone who really knew how to work the system. What's surprising to me is that as conditions in Congress change, he is really shut down. I didn't expect the last part of the book: a president who's really emasculated and can't get anything done even though he's trying the same old tricks. It really became crystal clear to me how Congress determines the fate of the presidency."

Republicans currently control both chambers, and have a House majority bigger than before. That bodes disastrously for Obama's legislative dreams, and it's the point of reference for his impulse to wield executive authority.

Zelizer said that instances over the last 50 years of a president truly imposing his will on a Congress fully or partly controlled by the opposing party are rare. Ronald Reagan got tax cuts in 1981 despite a Democratic majority in the House, but he'd just shellacked Jimmy Carter in the 1980 elections and Democrats were running scared.

Johnson's name is popping up a lot now. This year is the 50th anniversary of many of the laws grouped under the Great Society, and the movie *Selma* is drawing complaints



Frank Bruni

for its portrayal of Johnson as resistant to voting rights for blacks and sharply antagonistic to King.

"It's not fair to Johnson," Zelizer told me.

But in his view, Johnson has been considered too kindly by writers who attribute the Great Society to his wizardry.

"He was cagey, he was smart, he was politically savvy," Zelizer said. "But that doesn't explain why the bills passed."

And Obama can indeed be cold and disengaged. But, Zelizer said, that's not why he hasn't scaled the legislative heights that Johnson did.

Johnson benefited from "a vibrant period for grass-roots mobilization as a result of the civil rights movement," he said, adding that there was pressure for legislation from the bottom up, which is most effective.

There hasn't been any commensurate mobilization during Obama's presidency. Zelizer said that voters frustrated with congressional inertia should examine their own exertions — and the ways in which campaign financing, lobbying and gerrymandering have created a dysfunctional legislative branch — as much as any president's character.

Zelizer's read on things leaves ample room for Obama to be questioned on foreign policy and for not making more of his first two years, when Democrats controlled Congress. It's also possible that he should have made less of them, that delaying health care would have spared Democrats their 2010 drubbing and given him additional time with a friendly (-ish) Congress.

But it's undeniable that we treat our presidents as larger than life, simplifying the stories we tell. They're not always mighty frigates parting the waters. They're just as much buoys on the tides of history, rising and falling with the swells.