

Creating a
SUSTAINABLE FUTURE
In a World of Exponential Change

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An interesting thing happened
on the way to achieving
our plan.

The world changed!

Gary Marx, President, Center for Public Outreach, Vienna, Virginia, USA

**Change is inevitable.
Progress is optional!**

*We need both hindsight and
foresight!*

Gary Marx, President, Center for Public Outreach, Vienna, VA, USA

Remember That...
Turbulent Times
can provide an opportunity
to rethink what we've been
and conceive of what we
want to become.

Despair is not an option.

Gary Marx, President, Center for Public Outreach, Vienna, Virginia, USA

**"The question isn't
'When do things go back to
normal? It's what will the
new normal look like?'"**

"Defining the Buyer of the Future." New York Times, New Jersey Region, Antoinette
Maitlin, Feb. 8, 2009, www.nytimes.com/2009/02/08/realestate
Presentation by Gary Marx, President, Center for Public Outreach, Vienna, Virginia, USA

Challenge

- How can we create and maintain a sustainable education system, community, or any other organization or nation...in a fast-changing world?
- We need to start by understanding the meaning of sustainability.

Gary Marx, President, Center for Public Outreach, Vienna, VA, USA

Sustainability...

The ability to endure.

Gary Marx, President, Center for Public Outreach

Sustainability...

Adaptability is essential to survival.

Resilience and transparency are basic to legitimate progress.

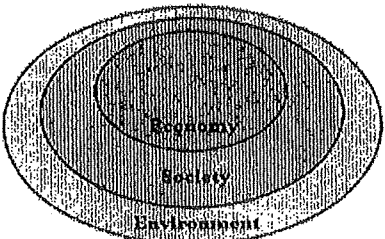
Redundancy can save the day.

Timing is important.

Gary Marx, President, Center for Public Outreach

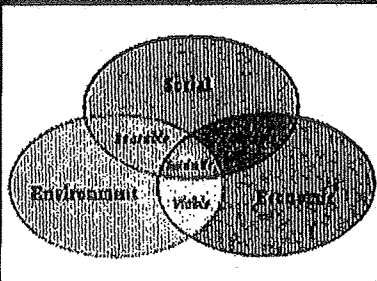
Sustainability Interdependence

The Case for Strong Sustainability, K. Ort, 2003, OneWorld's Environmental Ethics



Sustainability Interdependence

The Future of Sustainability, WFA, 2000, April 2000



Sustainability

Twelve Essentials

The Ability and Willingness to...

- Innovate.
- Adapt.
- Be Transparent.
- Escape the Status Quo and Recognize Obsolescence.
- Stay in Touch with Trends, Issues, Needs, Tipping Points, Possibilities.
- Create New Knowledge/ Engage in Breakthrough Thinking. Do R & D.
- Cultivate Creativity, Imagination, Ingenuity.
- Add Value that is Greater than Resistance.
- Employ, Encourage, and Train Talented People. Then, Listen and Learn.
- Balance Public Opinion, Market Forces, Political Considerations, Environment.
- Respect Civil and Human Rights/Codes of Ethics/the Common Good.
- Demonstrate Courage.

Gary Marx, President, Center for Public Outreach, Vienna, VA, USA

Sustainability...

Transparency

Counsel

- Treat whatever you do as if you were standing in the middle of Main Street with hundreds of people watching.
- Reality will overtake a lack of transparency. Headlines are made when people discover what has been hidden.
- People can give us good counsel only if they know the truth. Truth is a basis for trust.
- Denying or defending the indefensible is unsustainable.
- Reconsider any thoughts about using propaganda, misinformation, or disinformation.
- Remember that no one has a good enough memory not to tell the truth.

Presentation by Gary Marx, President, Center for Public Outreach

Source: Gary Marx, President, Center for Public Outreach, Vienna, Virginia

Sustainability
Adaptability

Discontinuity

Expect the Unexpected

"The future will not be a continuation of the past.
It will be a series of discontinuities."

*Expect a non-linear world,
with unintended consequences,
wild cards and game-changers.*

Source: Rethinking the Future, Rowan Gibson, Nicholas Breakey, 2007
Presentation and Observations by Gary Marx, President, Center for Public Outreach

Sustainability...
Adaptability

Strategic Plan →

Living Strategy...Strategic Vision

- In a fast changing world, turn the strategic plan into a living and evolving strategy.
- Put flexibility into the plan.
- Move the plan from the top shelf to the top of the desk and revise it often.
- **Key Questions...** "How do we need to modify the plan right now to deal with problems and make the most of opportunities?" "Is what we're doing sustainable in getting students ready for a fast-changing world?"

Gary Marx, President, Center for Public Outreach

Possible Roles of Education

- Citizenship.
- Employability.
- More interesting lives.
- Release genius that's already there.

Gary Marx, President, Center for Public Outreach, Vienna, Virginia

Sustainability...
Innovation

Counsel

Consider Incremental or Fundamental Innovation

Incremental Innovations

Low-Hanging Fruit.

Fundamental Innovations

One technology replaces another.

Disruptive.

Discontinuity.

Quantum/Exponential Change.

Require a Change in Mentality.

(Mechanical to digital switches. Application of tactile membrane switch.)

Challenge
Staying in Touch

- Whatever our approach to reform or improvement, we need to be "in touch" with trends and issues...or we'll end up "out of touch."
- We must constantly create the future... in a fast-changing world.
- The status quo is a ticket to obsolescence. The only way we can coast is downhill.
- We are of this world...not separate from it.

Gary Marx, President, Center for Public Outreach, Vienna, VA, USA

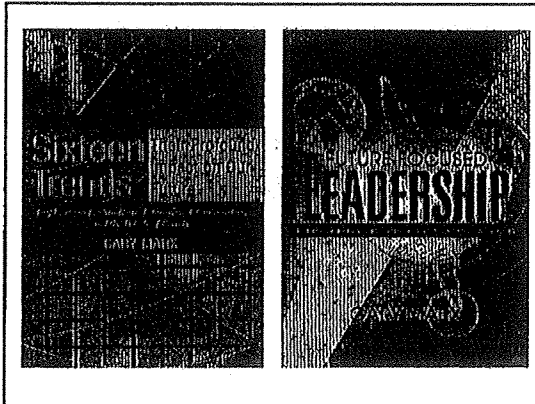
Sustainability...
Stay in Touch

Counsel

Read the Signals, Consider a Vision

- Trend Analysis.
- Issue Analysis.
- Flexibility/Innovation Analysis.
- Historical/Defining Moments Analysis.
- Gap Analysis.
- Scenario Development. (Scenarios are possible descriptions of plausible futures. They force us to ask "What if...?" and "Then what?")

Gary Marx, President, Center for Public Outreach, Vienna, VA



Sixteen Trends

- Aging
- Diversity
- Social/Intellectual Capital
- Personalization
- Generations
- Continuous Improvement
- Technology
- Knowledge Creation
- Careers
- Competition for Educators
- Ethics
- Personal and Planetary Security
- Poverty
- Polarization
- Interdependence
- Personal Meaning

Gary Marx, Sixteen Trends... Their Profound Impact on Our Future (ERS)

Think about...

The Implications of These Trends for...

- For how we operate our schools, colleges, universities, and education system.
- What students need to know and be able to do...their academic knowledge, skills, attitudes, and behaviors.
- Economic growth and development and quality of life in our communities.

*Not necessary to have notes on or to remember everything we talk about.
Thinking about the future can stimulate active learning.
Serving not as a prophet but as an observer, as a witness.
This is not a prescription for curriculum. It is the context in which we function.*

Trend, Knowledge Creation

**Release of human ingenuity
will become a primary
responsibility of education and
society**

Information Acquisition →

*Knowledge Creation and Breakthrough Thinking
We will not be able to ride our way into the future. We will
need to invent our way into the future. Gary Marx*

Developing Enlightened Students... Capable of Creating a Future

- Helping students learn across disciplines.
- Applying what we've learned from cognitive research.
- Building on students' strengths...multiple intelligences, interests, abilities, talents.
- Teaching thinking and reasoning as basic skills.
- Making futures studies a part of education.
- Showing the connection between what we're teaching and its use in the outside world.

Gary Marx, President, Center for Public Outreach, Vienna, Virginia

Knowledge Creation/Breakthrough Thinking Our Challenge

- Creating intellectual entrepreneurs... people who are curious and persistent.
- Cultivating ingenuity, imagination, creativity, and inventiveness.
- Helping students become at least as inquisitive as they are acquisitive.
- Moving from fragments to relationships and the creation new knowledge, consideration of interdisciplinary industries/careers.
- Helping trigger ideas.
- Moving from static to dynamic.
- Knowing that disadvantage might heighten entrepreneurial skills.

Gary Marx, President, Center for Public Outreach, Vienna, Virginia

Trend, Technology
Technology will increase the speed of communication and the pace of advancement or decline.

Atoms → Bits
 Macro → Micro → Nano → Subatomic
 Megabytes → Gigabytes → Exabytes
 An Exabyte is a billion Gigabytes.

Gary Marx, President, Center for Public Outreach, Vienna, Virginia
 Gary Marx, President, Center for Public Outreach, Vienna, Virginia

**21st Century Implications...
 Technology**

- Becoming facilitators/orchestrators of learning. Encouraging self-learning.
- Considering an array of instructional, administrative, accountability, and social networking tools. Offering tailored, on-demand content and processes.
- Expanding learning communities. Connecting teachers, students, and communities with each other and with the world. Knowing that disruptive technologies can change how we do business.
- Teaching Media Literacy (social networking rules, truth vs. fiction, intellectual capital, netiquette). *Average Number of Text Messages sent monthly by 13 to 17-year old U.S. teens with cell phones, 2,272 vs. 303 calls. (Nielsen Co., 2008)*
- Developing new generations of technologies.
- Closing the digital divide.

Gary Marx, Author, *Sixteen Trends... Their Profound Impact on Our Future*

Trend, Diversity
Majorities will become minorities, creating ongoing challenges for social cohesion.

Majority/Minority → Minority/Minority

Worldwide: Growing numbers of people and nations will discover that if we manage our diversity well, it will enrich us. If we don't manage it well, it will divide us.

Diversity = Division ↔ Diversity = Enrichment
 in an age of massive migration.

Gary Marx, President, Center for Public Outreach, Vienna, Virginia

**Facts
 Majority to Minority**

Texas Moving from Majority/Minority to Minority/Minority

Total U.S. Population
 2000--281.4 million, 71 percent non-Hispanic white
 2008--304.8 million, 66 percent non-Hispanic white
 2042--<400 million, Approx. 50 percent
 2050--439 million, >46 percent non-Hispanic white

U.S. Youth, Age Birth to 19
 2000--78.4 million, 64 percent non-Hispanic white
 2008--56 percent non-Hispanic white
 2025--92 million, less than 50 percent non-Hispanic white
 2050--109.1 million, 38 percent non-Hispanic white

U.S. Census Bureau
 From Presentations by Gary Marx, President, Center for Public Outreach

**21st Century Implications
 Diversity**

- Ensuring equal opportunity and achievement for **ALL** students. Raising all boats.
- Seeking **common denominators and consensus**. Constantly **reframing** our identity, curriculum, and teaching to be inclusive.
- Preparing students for life in a diverse world.
- Hearing divergent ideas and voices.
- Offering professional development that supports inclusion and cultural understanding.
- Developing an international focus.

Gary Marx, Author, *Sixteen Trends... Their Profound Impact on Our Future*

Trend, Interdependence
As nations vie for respect in an interdependent world, international learning, including diplomatic skills and an understanding of languages and cultures, will become basic.

Isolationist Independence ↔ Interdependence

Worldwide: To earn respect in an interdependent world, nations will be expected to demonstrate their reliability and tolerance.

Gary Marx, President, Center for Public Outreach, Vienna, Virginia

**Facts in Perspective
Of Every 100 People
Who Live on the Planet...**

- 61 live in Asia and Australasia.
- 14.5 live in Africa, 973 million.
- 11 live in Europe, 732 million.
- 8.5 live in Latin America & Caribbean, 577 million.
- 5 live in Northern America, 337 million.

Based on "The World at Six Billion," United Nations, 1999-2000, and Other Sources
Gary Marx, President, Center for Public Outreach, Vienna, Virginia

**21st Century Implications
Interdependence**

- International, civic, law-related, and character education, including diplomatic skills and world languages and cultures, are basic.
- Cosmopolitan, connected, world-wise educators and citizens will be essential. *How will we adjust to a world in which we are not universally dominant?*
- All must understand that we do not exist *apart from or independently from* anything else around us. (John Paterson)
- Society should be prepared to communicate and do business across international boundaries.
- Students should discuss criteria for being a good member of "a family of nations."
- Professional development and continuing education will include a focus on international issues/opportunities.

Gary Marx, Author, *Eleven Years...Their Profound Impact on Our Future*

*In a world of accelerating change, are we
capable of...*

Audacious Goals

- Shaping a 21st century education system capable of preparing students for life in a global knowledge/information age.
- Shaping a 21st century community capable of thriving in a global knowledge/information age.

We know what we are today, but do we know what we want to become?

Source: Gary Marx, President, Center for Public Outreach, Vienna, VA, USA

As we move forward in creating a future...
When some people say...

**"We can't do that
because _____!"**

**We need to ask...
"What are we going to do about it?"**

Gary Marx, President, Center for Public Outreach, Vienna, Virginia, USA

Restlessness

***Leaders for the future create a sense
of positive restlessness that
encourages everyone to think and
learn about how we can constantly
do even better.***

Gary Marx, President, Center for Public Outreach, Vienna, Virginia, USA

Sustainability...

**Key Considerations for School Leaders
Leadership Challenges, Undercurrents**

- Schools have the power to convene...to become the crossroads of their communities. Initiate the discussion or debate, or someone else will.
- Give a voice to children and those who don't know how to manipulate the system.
- Leaders balance self-interests with the common good.
- Listen using surveys, focus groups, advisory councils, online chats, Community Conversations, Futures Councils, and other techniques.

Gary Marx, President, Center for Public Outreach

Sustainability...

Key Considerations for School Leaders Leadership Challenges, Undercurrents

- **Balance Hindsight with Foresight.**
- **Build in redundancies. If something lacks strength and won't bend, it will likely break. (NCLB, Off-Shore Wells)**
- **Get past polarization. Rely on reasoned discussion and deliberation. Avoid the tendency to create winners and losers or leave the impression that "it's my way or the highway."**
- **Develop a sense that we're all in this together. Become one with the community. "Power Harmony."**

Gary Marx, President, Center for Public Outreach

Our Choice

**We have a choice.
We can simply defend what we
have or create what we need to
get our students ready for a
fast-changing world.**

Gary Marx, President, Center for Public Outreach

Twelve Essentials for... Sustainability

Gary Marx, President, Center for Public Outreach, Vienna, Virginia, USA
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Sustainability is often described as the ability to endure. However, endurance does not mean simply maintaining the status quo. True sustainability requires flexibility and resilience in a fast-changing world. The environment, economy, and society-at-large are interdependent. All must be engaged if any or all hope to be sustainable. Is the interaction between the environment and society bearable? Is the interaction between society and economics equitable? Is the interaction between the economy and the environment viable? With these thoughts in mind, Gary Marx, author of *Sixteen Trends... Their Profound Impact on Our Future*, published by ERS, and *Future-Focused Leadership*, published by ASCD, offers these twelve essentials for sustainability.

The Ability and Willingness to...

- **Innovate.** Any sustainable organization must consider innovation an essential part of its short- and long-term success. Some innovations are incremental. Others are fundamental, requiring a change in mentality.
- **Adapt.** Adaptability is a key to survival. The world will not stop just because we do. Change is inevitable. Progress is optional. We need to build flexibility and nimbleness into our plans. The future will not simply be a continuation of the past but will include a series of discontinuities. Expect a non-linear world.
- **Be Transparent.** An organization is sustainable only if people know the truth and understand what's happening. Truth will eventually be known, and those around us can give us better counsel if they are regularly and honestly informed.
- **Escape the Status Quo and Recognize Obsolescence.** The status quo is nothing more than a ticket to obsolescence. Yesterday's great invention or innovation may have been replaced by something new and better. Build in redundancy in case the first, second, or third idea doesn't work. See change as a friend.
- **Stay in Touch with Trends, Issues, Needs, Tipping Points, Possibilities.** If we understand trends and issues, people say that we're in touch. If we don't, they will likely say we're out of touch. To be sustainable, we need to have an open line to what else is happening in the world.
- **Create New Knowledge. Engage in Breakthrough Thinking. Do R&D.** We are moving from simple information acquisition toward knowledge creation and breakthrough thinking. Being an intellectual entrepreneur, blending ideas across disciplines, is essential to sustaining our civil society and our economy.
- **Cultivate Creativity, Imagination, and Ingenuity.** The strength of any organization or society depends on the ability to unleash the genius of people. Creativity and imagination are bedrock to a sustainable future.
- **Add Value that is Greater Than Resistance.** Few things are more common than resistance to new ideas. That's why we must constantly ask, "What value are we creating that will enhance your life?" Value that people discover through authentic information or personal experience can help overcome resistance.
- **Employ, Encourage, and Train Talented People. Then, Listen and Learn.** Organizations can generally attract and keep only the talent they are willing to tolerate, encourage, and recognize. Sustainability then depends on listening to and learning from those around us.
- **Balance Public Opinion, Market Forces, Political Considerations, and the Environment.** We are not separate from the world. We are part of it. If we hope to shape a sustainable future, then we must constantly interpret political, economic, social, technological, environmental, and demographic forces or trends and consider their implications for what we do and what we want to become.
- **Respect Civil and Human Rights, Codes of Ethics, and the Common Good.** Our legitimacy and our sustainability are directly connected not only to our own rights but also the rights of others. A commitment to doing the right thing and constantly pursuing the common good is basic to sustainability.
- **Demonstrate Courage.** Personal or organizational courage is required to overcome the discomfort or even perceived consequences of taking the higher ground. Courage is a test of our ability to justifiably endure.

Contacts/presentations, interviews, book orders: Gary Marx, President, Center for Public Outreach, 1831 Toyon Way, Vienna, Virginia, 22182, USA, 703-938-8725, gmarxcpo@aol.com, author of *Sixteen Trends... Their Profound Impact on Our Future* (Educational Research Service, ERS, Arlington, Va., ers.org, click on Publications Catalog, Click on Search the Catalog, Enter Key Word "Sixteen Trends," click on *Sixteen Trends*), and *Future Focused Leadership... Preparing Schools, Students, and Communities for Tomorrow's Realities* (Association for Supervision and Curriculum Development, ASCD, Alexandria, VA, ascd.org, Click on Publications/Books, Click on Browse by Title or Author, Scroll Down, Click on *Future-Focused Leadership*). Both books are also available from amazon.com.

Sixteen Trends... That Will Profoundly Impact Our Future

Gary Marx, President, Center for Public Outreach

*This list is drawn from the book, **Sixteen Trends... Their Profound Impact on Our Future.***

(Note: The symbol → indicates a clear, nearly unmitigated trend from one condition to the next, while ↔ indicates a trend that can be expected to develop or continue based on evidence and the reality that certain existing conditions are very likely unsustainable. In some cases, a tug is evident between current and future conditions.)

- **For the first time in history, the old will outnumber the young.**
(Younger → Older)
Worldwide: (Developed World: Younger → Older. Underdeveloped World: Older → Younger)
- **Majorities will become minorities, creating ongoing challenges for social cohesion.**
Worldwide: (Diversity = Division ↔ Diversity = Enrichment)
- **Social and intellectual capital will become economic drivers, intensifying competition for well educated people.**
(Industrial Age → Global Knowledge/Information Age)
- **Standards and high stakes tests will fuel a demand for personalization in an education system increasingly committed to lifelong human development.**
(Standardization → Personalization)
- **The Millennial Generation will insist on solutions to accumulated problems and injustices, while an emerging Generation E will call for equilibrium.**
(GIs, Silents, Boomers, Xers → Millennials, Generation E)
- **Continuous improvement and collaboration will replace quick fixes and defense of the status quo.**
(Quick Fixes/Status Quo → Continuous Improvement)
- **Technology will increase the speed of communication and the pace of advancement or decline.**
(Atoms → Bits) (Micro → Macro → Nano → Subatomic)
- **Release of human ingenuity will become a primary responsibility of education and society.**
(Information Acquisition → Knowledge Creation and Breakthrough Thinking)
- **Pressure will grow for society to prepare people for jobs and careers that may not currently exist.**
(Career Preparation ↔ Career Adaptability)
- **Competition will increase to attract and keep qualified educators.**
(High Demand → Even Higher Demand)
- **Scientific discoveries and societal realities will force widespread ethical choices.**
(Pragmatic/Expedient → Ethical)
- **Common opportunities and threats will intensify a worldwide demand for planetary security.**
(Personal Security/Self Interest ↔ Planetary Security)
(Common Threats ↔ Common Opportunities)
- **Understanding will grow that sustained poverty is expensive, debilitating, and unsettling.**
(Sustained Poverty ↔ Opportunity and Hope)
- **Polarization and narrowness will bend toward reasoned discussion, evidence, and consideration of varying points of view.**
(Narrowness ↔ Open Mindedness)
- **As nations vie for understanding and respect in an interdependent world, international learning, including diplomatic skills, will become basic.** (Sub-Trend: To earn respect in an interdependent world, nations will be expected to demonstrate their reliability and tolerance.)
(Isolationist Independence ↔ Interdependence)
- **Greater numbers of people will seek personal meaning in their lives in response to an intense, high tech, always on, fast-moving society.**
(Personal Accomplishment ↔ Personal Meaning)

Contacts/presentations, interviews, book orders: Gary Marx, President, Center for Public Outreach, 1831 Toyon Way, Vienna, Virginia, 22182, USA, 703-938-8725, gmarxcpo@aol.com, author of *Sixteen Trends... Their Profound Impact on Our Future* (Educational Research Service, ERS, Arlington, Va., ers.org, click on Publications Catalog, Click on Search the Catalog, Enter Key Word "Sixteen Trends," click on *Sixteen Trends*), and *Future Focused Leadership... Preparing Schools, Students, and Communities for Tomorrow's Realities* (Association for Supervision and Curriculum Development, ASCD, Alexandria, VA, ascd.org, Click on Publications/Books, Click on Browse by Title or Author, Scroll Down, Click on *Future-Focused Leadership*). Both books are also available from amazon.com.

Profile

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Gary Marx, CAE, APR, is president of the Center for Public Outreach, an organization he founded in 1998, which provides counsel internationally on future-oriented leadership, communication, education, community, and democracy.

Marx served for nearly 20 years as a senior executive for the American Association of School Administrators. His responsibilities ranged from serving as executive director of the association's Leadership for Learning Foundation to providing direction for all communication programs and leading numerous initiatives.

During his professional career, Marx has combined his knowledge and expertise in education and communication to become an international leader in both. He has been called "an intellectual entrepreneur, who constantly pursues ideas," and "a deep generalist."

Prior to joining AASA, Marx served as executive director of communications for the 82,000-student Jefferson County Public Schools in Colorado and the then 10,000-student Westside Community Schools in Omaha, Nebraska.

His two latest books include *Sixteen Trends...Their Profound Impact on Our Future*, published by ERS, and *Future Focused Leadership...Preparing Schools, Students, and Communities for Tomorrow's Realities*, published by ASCD. As a futurist, Marx has also directed studies such as *Preparing Students for the 21st Century* (1996), *Preparing Schools and School Systems for the 21st Century* (1999), and *Ten Trends...Educating Children for a Profoundly Different Future* (2000). All became influential books.

Marx is a frequent speaker, workshop leader, and advisor on futures issues for school systems; colleges and universities; civic, community, and career and technology educators; business, professional, community, and government leaders; and state, national, regional, and international organizations, including the World Future Society, which has included him in its directory of futures thinkers. His presentations, books, articles, and counsel on trends and other issues stimulate thinking about how organizations and individuals can stay ahead of the curve as they move into the future, including state and national associations of school business officials. He also leads "Community Conversations" for school systems to help them think about their futures and expand vision, ownership, and support.

Marx, who has visited 78 countries, has done energizing, future-focused presentations in all 50 U.S. states and on six continents, including North America, Asia, Africa, Australia, South America, and Europe. He has provided counsel to organizations worldwide.

In recognition of his career-spanning contributions to education and leadership, Marx was presented the coveted Presidents' Award by the National School Public Relations Association and the Distinguished Service Award by the American Association of School Administrators. Both recognize his lifetime achievement. He is one of a few people in the nation to be accredited by the American Society of Association Executives, the Public Relations Society of America, and the National School Public Relations Association.

Marx has advised numerous organizations on an array of issues, facilitated planning, and conducted a number of communications audits. Among the several projects he has directed is *Schoolhouse in Red*, a benchmark 1990s study of school facilities that, for the first time, called attention to nearly \$100 billion in deferred maintenance of school buildings. Marx recently served as advisor for a project devoted to finding the scientific link between indoor environmental quality (IEQ) and student and staff performance. He has also facilitated energy management and IEQ seminars involving the education, hospitality, healthcare, and security industries. Marx provided direction for two *Studies of the American School Superintendency* for both the 1980s and 1990s. In the mid-90s, he collaborated with *USA Today's* Pat Ordovensky to produce a publication titled, *Working With the News Media*. In 1999, he was on the scene in Colorado to advise on strategy in the wake of the tragedy at Columbine High School.

While at AASA, Marx served as executive editor of all association publications, including periodicals such as *The School Administrator* (magazine) and *Leadership News* (newspaper), as well as more than 150 AASA books and video programs. He instituted an online service for the organization long before that type of communication became commonplace. In addition to those previously mentioned, Marx is author or coauthor of other books, such as *Excellence in Our Schools...Making It Happen*, *Building Public Confidence in Our Schools*, and *Public Relations for Administrators*. He has written numerous articles on a variety of subjects.

Internationally, Marx is a member of the Steering Committee for Civitas International, which spearheads efforts to strengthen democracies in several parts of the world. He has met with Civitas colleagues at the Council of Europe in Strasbourg, France; served as a visiting scholar in Taiwan; devoted time in Sarajevo to helping strengthen civic education and democracy in Bosnia and Herzegovina; spoken to a Western Hemisphere conference on democratization held in Mexico City and presented a series programs in four Mexican cities; spoken in the People's Republic of China; consulted with representatives of five Central Asian nations on democratization and civic education during a meeting in Almaty, Kazakhstan; keynoted conferences in Australia addressing societal trends and leadership; spoken to civic educators in Northern Ireland; made presentations and conducted consultations on trends, issues, civic engagement, and on visualizing preferred futures across Argentina; met with and addressed international civic education leaders in Moscow; Budapest; Amman; Warsaw; Buenos Aires; Cape Town; and Casablanca and Ifrane, Morocco; spoken to educators in the Department of Defense School System in Germany, Italy, and Japan; keynoted a conference in Singapore for the Ministry of Education; addressed educators and other community leaders in Riga, Latvia, and Vilnius, Lithuania; conducted evaluations of key civic education programs in Senegal (west Africa), Eastern Russia (Vladivostok and Petropavlovsk), Peru (Lima and Cajamarca), Jordan, the Republic of Ireland, and Northern Ireland; and during the Civitas World Congress in Palermo, Italy, learned how that city is fighting crime and corruption. Marx is external evaluator for the Civitas International Civic Education Exchange Program which involves numerous countries and U.S. states. He is active in the United Nations Association of the USA, has initiated international projects with support from the Longview Foundation, and has appeared on television and radio broadcasts worldwide to address issues related to strengthening civil society.

For many years, Marx has served as a primary contact and counsel for the news media. He has made frequent appearances on television and radio news and talk programs and has been quoted on a broad span of issues that impact society. His leadership has extended to media education, and he has been both a founder and member of significant groups that have advised producers and networks on children's television and other educational programming. Marx has been a member of the PBS Education Advisory Board, NBC's "The More You Know" Advisory Board, and the Emmy Awards Selection Committee. During 2007, he served on a twelve-member *Washington Post* Project 2025 Panel, conceiving of possible scenarios for the Washington, D.C., Metro Area.

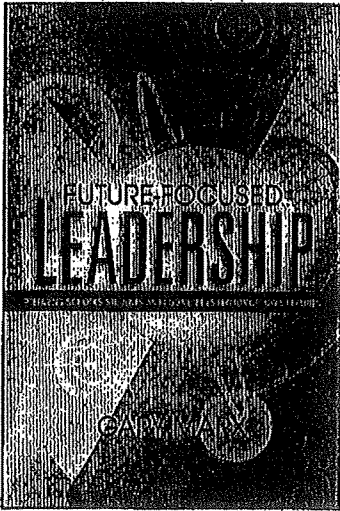
Early in his career, Marx was a television and radio broadcaster and owner of a radio station. He has been the announcer for numerous commercials and public service announcements, some heard on hundreds of stations nationwide. As a narrator, Marx has voiced many soundtracks and narrated symphony concerts. He regularly serves as announcer/emcee for the Presidential Scholars program in the Concert Hall or Eisenhower Theater at the John F. Kennedy Center for the Performing Arts and Constitution Hall in Washington, D.C.

A veteran local community leader, Marx was a founder and chair of a community improvement organization, the Keystone Community Task Force, which aims at making democracy work effectively at the local level. The organization, which continues to provide leadership in the Omaha area, was named the leading community development program of its type by the state of Nebraska. As a public official, Marx has held positions on public bodies such as the Omaha Parks and Recreation Board and the Omaha-Douglas County Urban Growth Policy Advisory Committee. He is a current member of both the Laura Ingalls Wilder Memorial Society and the Harvey Dunn Society Boards of Directors.

Marx, also a board member of the Horace Mann League, is one of the founders of the National Superintendent of the Year program and has served as a member of the Selection Committees for the National Teacher of the Year program, Disney's "Salute to the American Teacher," and *USA Today's* "All USA Academic Team." Marx was a member of planning and executive committees associated with the restoration of the Statue of Liberty and the celebration of the Bicentennial of the U.S. Constitution. Gary and Judy Marx (a veteran educator) live in Vienna, Virginia, and have two sons—John is a television commercial producer in Los Angeles, and Daniel is a technology association executive in the Washington, D.C., area. They have one grandchild, born in 2006.

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