

THE Graduate Review

May/June 1981

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Individuals and nations
want victory, power, peace.
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Between You and Me

Making the most of it

WELL, HERE WE ARE, still living dangerously, as you can see in the morning news. Something could blow up any minute.

Or be born. One is never quite sure. You'd do well to keep both possibilities open. George Leonard used to say, not merely in jest, "Breakdown is breakthrough," and he could point to all sorts of examples even preceding the human potential movement which he helped to name and, through the old *Look*, to define. We said it often while the magazine was dying. Now, 10 years later, he doesn't recall if he made up the statement or if Norman O. Brown did, but it's still good for a laugh—and more. It could be true.

We can learn quickly and deeply at moments when things seem worst, if we look beyond whatever has apparently broken down to what remains constant: our purpose in being alive. That purpose emerges from the variously named self, soul, spirit, consciousness, or whatever you want to call the animating source of a human life.

One's life is defined not by one's circumstances but by what one makes of them: an ancient notion lighted by flashes of evidence, the most vivid showing episodes of high drama—Socrates with his cup of hemlock and his students; Elizabeth Blackwell applying to 29 medical schools, finally forced into male attire by the one that would admit her, emerging as the first woman physician in the United States, founding a hospital and a medical school of her own.

Drama colors in the outlines, lingers in the mind. It is useful. But you have to watch out; it can seduce you into postponing your looks at your self until some clear emergency arrives, and you can waste an awful lot of time that way. Just living your life, you could notice you're in the midst of breakdown—and opportunities for breakthrough—every day.

Ordinary folks: Pierrette Montroy and her neighbors in Corte Madera, California, were about to be run out of town by inflation. The price of a house there had jumped by 32% in 1979 and another 24% in 1980, to an average \$157,000, and in nearby towns it was higher. Rents kept pace. What do you do? Abandon ship like Conrad's Lord Jim?

Last June, Pierrette and a friend, Naomi Mills, pulled together a group of tenants and began a campaign to convert their four-building apartment complex from rentals to cooperative ownership. They wanted to offer at least some families a shot at the corner of the American dream

that says you can live in a house of your own, and to help keep their community from turning into a golden ghetto.

Observers told them, often, why they would fail. The buildings' owners would not take them seriously. A town ordinance forbade condominium conversions, with co-ops thrown in. They would need huge amounts of cash. The renters wouldn't stay organized.



Pierrette Montroy



Jeremy Tarcher

...interesting," Montroy and Mills
"We'll see if we can work it
...discovered something in the
...capacity, the wit to seek good
...and decide how to use it, a willing-
...to enlist other people—and re-enlist
...and re-re-enlist them.

They attracted consultants who want to see affordable housing. The owners pledged to help. The town amended its ordinance. A foundation has granted a needed subsidy for a limited-equity co-op in which a unit will cost \$53,000 and never be a target for speculators. Renters are working together. In the first 10 months they did what one expert thought it would take them three years to do.

"This is different from other low- and moderate-income projects," Pierrette points out "With rental assistance, you're

still just sending money to a landlord. With a co-op, you own the place. Look around; you can already see it empowering people." They have a way to go before they can buy the buildings, but now the neighbors in the apartments know each other, share babysitting, go out to water the lawns instead of complaining that the landlord didn't do it. Through it all there have been times when people, including Pierrette, wanted to quit. "You certainly don't do this kind of community project for praise, or money," she observes. Then she smiles. "My acknowledgment is the results."

Look at book publishing. The "blockbuster complex" is ruining it, some say: \$2- and \$3-million advances and paperback deals for a few star writers trap other writers, the booksellers, and readers in a stampede for the book that either sells like groceries in its first three weeks or disappears from the shelves.

Jeremy Tarcher isn't stampeded. Tarcher pays no astounding advances. He keeps the offices of J. P. Tarcher, Inc., in Los Angeles rather than clubby New York. His company specializes in books about "current social issues and potential futures." He keeps an eye open for statements on "the world's problems and how they may be resolved" that will, by breaking loose a reader's thinking, enable him or her to become self-sufficient. He pushes his authors, and they are doing splendidly.

Tarcher's string of successes includes Marilyn Ferguson's *The Aquarian Conspiracy*, which has sold 80,000 copies since appearing in February 1980 and is humming along at the unusual—for a non-blockbuster—pace of 1000 a week.

Now he is bringing back into print a book that has influenced the thinking even of people who never heard of it. DeLacorte issued it first in 1972 and the nature of the marketplace—40,000 titles every year, few survivors—eventually put it out of print. "But this unhappy situation gave me the opportunity to become what I had always wished to be—the book's publisher," the jaunty Tarcher says in re-launching it against the tide. Why? The book is George Leonard's *The Transformation*. Its subtitle is "A Guide to the Inevitable Changes in Humankind," its subject the breakdown of civilization and the breaking through of a new way of being. Its publisher sees an audience ready, at last, not only to read all about that but to act on it.

—John Poppy

ICD AFI The Beginning of Something New in IDIV WLL

by Bob Alman

When Michael Lame went to the front of the large, terrazzo-tiled meeting room on the second floor of Tel Aviv's B'nai B'rith Hall, he looked out into the faces of 275 people who knew him. It was 8:30 on a Friday morning last December 12; he was there to introduce Jerry Joiner, the *est* trainer who had come from San Francisco to lead those people through the first *est* training in Israel.

The people came not just from Tel Aviv, but from almost every place in this Vermont-sized country—from Jerusalem to the southeast, from Haifa and other cities on the Mediterranean, from the southern port of Eilat, Israel's outlet to the Red Sea, from kibbutzim in the north and army outposts in the Sinai. For three months, Michael had traveled the length and breadth of Israel, talking to people about their lives and about the *est* training.

More than 100 Israelis had already taken the training, mostly in the United States and in London. Michael had been in contact with many of them for nearly two years and had gotten a chance to know some of them well during a brief visit in July. It was because of them that Israel was to be the fifth country—after the U.S., England, Canada, and India—to have regularly-scheduled *est* trainings.

For an American-based company just learning to operate in other cultures, splitting the difference between Bombay and

London to set up shop in Tel Aviv doesn't make a lot of sense. Israel has a population of less than four million; the national economy is perennially troubled; the nation is on the weak side of the balance of wealth and influence in its region of the Middle East. In traditional business terms, all these factors hardly add up to a promising potential for a new market.

But it's peculiar to the nature of the business Michael is in that the company does not select the market; rather, the market selects itself, based on the value the people who take the *est* training assign to the experience, and the importance they attach to making the results of it available to other people. It only remained for Michael to bring these Israeli graduates together, to get things moving, and to help this technology of human interaction take root and flourish in a new environment, in Israel.

One of the Israelis responsible for bringing Michael to Israel met him at the airport when he returned to live there last September: Dr. Juana Schiffer, a neurosurgeon who had come to Israel with her 6-month-old son Raul 25 years ago. It was Juana who had brought 40 of the 90 guests to a seminar the Israeli graduates had held independently in mid-1979. Long before the *est* organization had made any commitment to scheduling a training in Israel, Juana helped find a one-bedroom apartment that doubled as working and living

space for Michael in Tel Aviv, where office space is scarce.

Like most Israelis, Juana speaks Hebrew and English, accented with her native Spanish. Her professional routine reflects the often unpredictable character of life in Israel. Meetings of *est* graduates in the living room of Michael's apartment are sometimes interrupted by the beeper which keeps her in contact for medical alerts. Her assisting agreement is "I will absolutely be there, unless there is an emergency at the hospital and I have to operate."

Life at Number 13 Sokolov Street with an *est* office in the living room took some getting used to. In one of the earliest graduate meetings there, Michael recalls, he buzzed someone in from downstairs and was startled a few moments later when in walked a young man in army khakis with a submachine gun over his shoulder. "He was in the reserves, coming home from a day in the army. It was the first time we'd had a submachine gun in a graduate meeting." In a country where almost everyone in good health of fighting age has a military commitment, and where the capacity for mobilization within minutes is seen as vital to national survival, the signs of military preparedness are a commonplace part of Israeli life.

The inflation rate—running at about 134% a year—was something else Michael dealt with daily. He usually began his



(TOP) Zvi (formerly Marty) Yura, Rachel Dagan, and Michael Lami begin the day with a staff meeting in Michael's apartment. (MIDDLE, LEFT) At her desk in a corner of the living room, Rachel briefs assistant Don Roth on a guest seminar. (MIDDLE, RIGHT) In a

Mediterranean city with no midday office hours, Michael, Rachel, and Orly Felz, who assists with enrollment, take a walk on nearby Dizengoff, Tel Aviv's main street for shopping, strolling, and socializing. (BOTTOM) Two popular hangouts—cafe Ditzza and MacDavid.

work day by going out early and buying a paper to find out the currency conversion rates so he would know how much the *est* training cost that day. (In September the cost of training, pegged to the equivalent of \$125 in U.S. currency, was 735 shekels; when the training began in December, the cost was 955 shekels.)

Some days Michael didn't get up early enough: "I was in the shower one morning, and I heard the buzzer and went to open the door wearing a towel, dripping wet, and there's this woman holding the hand of her four-year-old boy, saying, 'I'm here to register for the training.'"

In *est* parlance, this was a "walk-in" enrollment, and Michael had a lot of them, for a good reason. Phones are scarce in Tel Aviv; there is only one phone in the apartment. Without phones; regular follow-up calls to people interested in taking the training just aren't practical. If people didn't register at a guest seminar, they would have to find some other way to register—like coming to #13 Sokolov Street.

All this is contrary to the way *est* usually works, even though the job comes down to the same essentials proven useful in U.S. Centers—supporting graduates in communicating about the purpose and results of the training, doing guest seminars, bringing guests, staying in communication with the graduate body. On the other hand, Michael says, "One advantage I had in going to Israel was that I've never worked in an *est* Center . . . I wasn't burdened by knowing *how* to do the job." He had qualifications, nonetheless: He had lived in Israel, he spoke Hebrew, he knew the history, culture and aspirations of the people. As a member of the *est* staff for two years in San Francisco, he had become an experienced training supervisor and guest seminar leader. He knew how to talk about the benefits of the training and the abilities it liberates for people to deal with the circumstances of life in a way that would be at least as real and immediate to Israelis as to people in other countries.

When Michael came to Israel, he knew exactly what the job was; he didn't know exactly how it was going to get done. "I learned the value of re-inventing the wheel," he says. "Usually that's meant pejoratively, but look: Once you invent the wheel, and you work on it and perfect it, you find out eventually that a wheel has to have, say, 16 spokes. A wheel is something with 16 spokes. But if you send somebody out there who doesn't know anything about wheels, you might find out that you can have a wheel with six spokes that works just fine in that environment—that works perfectly."

The *est* of Israel six-spoke advertising campaign is an example. For a week or so after registration in the first *est* training was opened, there was a flurry of enrollment activity, and then things slowed

Photographs by Ilan Meiri

down. About 15 *est* graduates met in Michael's living room to figure out why. Word wasn't getting out fast enough, they decided. Word-of-mouth went just so far, even in a small country; wouldn't printed announcements speed up the process in a country without the mass telecommunications of the U.S.? Would newspapers be an appropriate channel in Israel for giving people an opportunity to express their natural demand for what the training has to offer?

They decided on a notice for the back page of the *Jerusalem Post*, simply announcing *est*'s presence in Israel and giving the address and phone number of Michael's apartment.

From that notice, two people called in to register for the training.

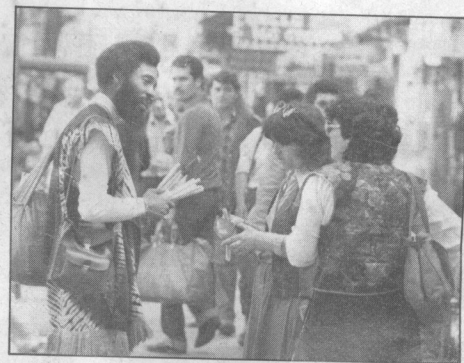
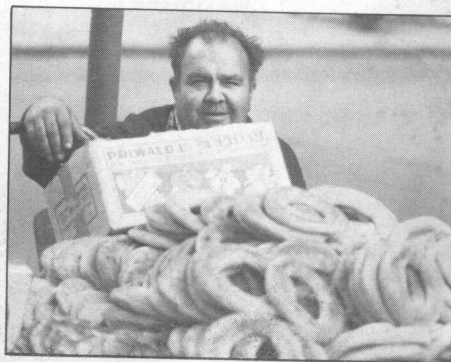
The next ad was fancier, beginning with the simple headline: "THERE IS ONLY ONE THING POWERFUL ENOUGH TO TRANSFORM THE QUALITY OF YOUR LIFE IN JUST FOUR DAYS. YOU." That was followed by training dates and the address and phone number. There was an even larger response. Graduate assistants answering the phone became masters at giving a two-minute reply to the question, "What is *est*?"

The next series of ads was for guest seminars featuring 'I used to be different, now I'm the same,' filmed at the *est* 6-Day Course. Films are popular in Israel, and the ads got big results—though not always the results Michael expected. "We did some of the ads in languages other than Hebrew and English. After the ad appeared in a German-language newspaper, a large group of elderly German Jews came to see a German film called 'Ich war anders, jetzt bin ich der gleiche.' It turned out all right, though. We didn't have many enrollments, but they had an interesting evening." For others, the title of the film alone was a turn-on, and they came to enroll in the training. Still others were irate over their misinterpretations of the title. "How dare anyone tell me I shouldn't be different!" one woman told Michael with considerable heat. "I don't want to be the same as everyone else. I want to be myself."

With the ads, the guest seminars, and the expanding participation of the Israeli *est* graduates, momentum continued to build. Guest seminars attracted standing-room-only crowds. Weekly enrollments reached a level equal to established U.S. Centers.

By mid-November, it was clear to Michael and the Israeli graduates that *est* was established in Israel. In the beginning, Michael had accepted almost any invitation to speak to people about the training. Now information about the training was in such demand that it seemed wise to set up rules: He wouldn't go to anyone's house or kibbutz unless there were more than 10 guests.

The training began to look like a training



The people you see along Dizengoff: (TOP) In Dizengoff Square, a favorite spot for bench-sitters; (MIDDLE, LEFT) the bagel man; (MIDDLE, RIGHT) a Black Hebrew selling incense; (BOTTOM) stopping to chat with Itzi Fishelson and his girlfriend Carmi. Itzi is a Los Angeles graduate who flew to Tel Aviv to assist with both the December and March trainings.

of groups, instead of individuals. Israeli graduates were coming to seminar after seminar and bringing friends to each one. More surprising, people who had already enrolled in the training were doing the same thing. Instead of individuals unknown to each other, this training would have, for example, two brothers and their wives and neighbors; a group of aeronautical engineers from a plant where people gathered informally over lunch to talk about the *est* training; 15 religious Jews, mostly from Jerusalem; and several subgroups of kibbutznikim.

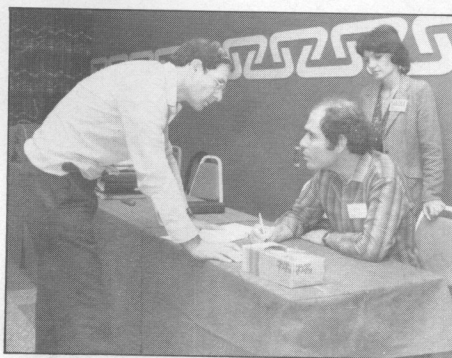
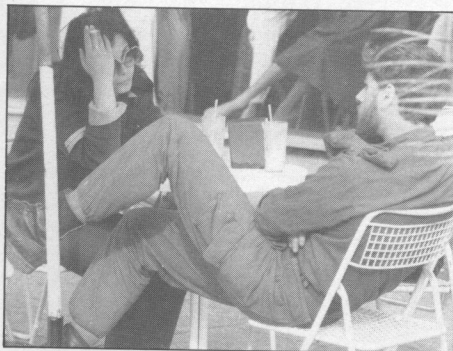
Michael made a long drive for a guest seminar at a kibbutz in the north that started with a disappointing turnout of only three people: "But then we heard motors, and went outside to see about 20 people piling out of trucks from a neighboring kibbutz, right on the Lebanese border. One of the two *est* graduates there had wanted so much to transform the quality of life in that kibbutz that he had brought everyone he could. So eight more people from that kibbutz were in the training. I saw in the paper not long after the training was over that there was a terrorist attack there. They didn't manage to penetrate the kibbutz, and five terrorists were killed. They play for keeps in this part of the world."

Other graduates set up guest seminars almost single-handedly. Leizer Levy, a therapist in Haifa, used his mailing list to bring 110 guests to a seminar in a hotel bomb shelter. He was one of only eight graduates there—barely enough to handle the registrations and write receipts for the people who enrolled.

By December, momentum had reached a point at which people who proposed withdrawing from the December training weren't being discouraged from doing so, and others were being put on notification lists for future trainings. With no way of keeping in touch with people registered in the training, it might be expected that some would drop out of the training before it started. That didn't happen. "I led all the guest seminars," Michael explains. "I knew what all the guests were told, because I'm the one who told them: About how terrific the training is, and how wonderful the results can be, and that it's no picnic, the hours are long, it's hard, and you don't get many bathroom breaks, and meal breaks aren't guaranteed, and nobody's starved to death yet, and you could be the first. People knew what they were getting into. They showed up the first day of the training because it was something they were committed to doing."

The level of commitment of 15 religious Jews who had enrolled underwent particularly thorough testing in the weeks before the training. Israel is a mostly secular country, but it has a minority of orthodox Jews whose ground rules for observing the Sabbath—from sundown Friday to sundown Saturday—are no less rigorous.

ly followed than the ground rules of the *est* training. The problem of working out ways of respecting the religious observance without interfering with the process of the training was mostly a logistical one, and it was taken on by Aryeh Siegel, an *est* graduate from Jerusalem who produced a detailed manual of procedures which worked, in practice, with barely a hitch.



(TOP) Citizens on military duty in Tel Aviv take time off along with shoppers and office workers, like these two soldiers relaxing at a sidewalk cafe table. (BOTTOM) Zvi and assistants Alec Rechter and Sandra Laughlin prepare for a mid-training at the B'nai B'rith Hall.

Shortly before sundown on Friday afternoon, training supervisor David Fisher announced from the back of the room, "The Sabbath is about to begin." Soon after, a hand was raised, and a young woman stood up to say, rather formally: "On behalf of all the religious Jews in Israel who support *est*, I would like to ask all the Jews in the room to refrain from using microphones on the Sabbath."

The trainer, Jerry Joiner, was one of the few Gentiles in the room. That made it possible to observe him using microphones and writing on the blackboards without violating the Sabbath.

At the proper times, the religious Jews were called out of the training into a special room set up with candles, matches, and prayerbooks. Care was taken that the operation of the building and the room—control of lights and electricity, for example—was consistent with the observance of the Sabbath and at the same time worked for the training.

Shortly after sundown on Saturday, David Fisher's voice again boomed out—

like the voice of God, some said—from the back of the room: "The Sabbath is over."

Also at the B'nai B'rith Hall was one of the largest teams of assistants ever to produce a training—almost 50, many of whom had paid their own way from the United States, from England, from Canada and other countries, to assist with this training. Others were Israelis who discovered after doing the training in another country that their commitment was to their home—to Israel—and returned to resettle there.

Rachel Dagan is one such Israeli, a 30-year-old dental hygienist by profession who was brought to Israel from Poland at the age of six. Living in New York, she met an attorney who is a "sabara," Israeli-born, and who gave her the *est* training as a wedding gift. They returned to Israel together, to live in Tel Aviv. Because of Rachel, there were a number of dentists, hygienists, and dental assistants in the first Israel training. After the training, Michael invited her to join the *est* staff in Tel Aviv for enrollment, and she accepted.

Californian Marty Yura flew to Israel to supervise logistics for the training. As a field psychologist for five years in the Israeli army in the 70's, he learned to speak fluent Hebrew. He has moved back to Tel Aviv now as the third *est* staff member, to manage business, finance, production and logistics.

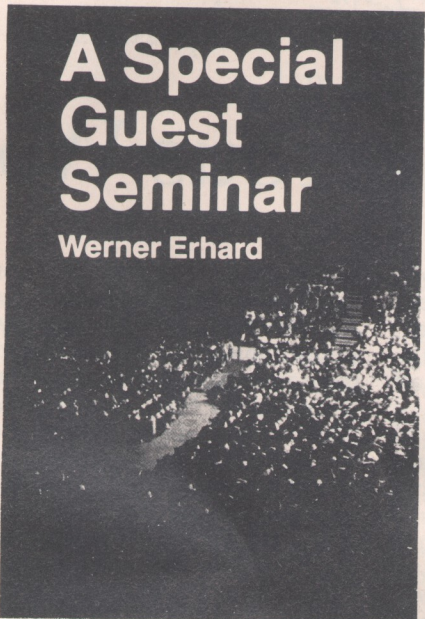
For Michael and the Israeli graduates, there will never be another training quite like the first one, coming out of a close, loose-knit family, with 29-year-old Michael Lame as the patriarch. He had worked out the dates of the training and the price, rented the hall, trained the assistants, led all the guest seminars and the pre-training. He had channeled the participation and support of hundreds of people for whom the establishment of *est* in Israel became an important personal priority. Now that *est* was established, it was too big for one person to do all that. With success would come the shift from *est* as a family to *est* as an organization.

Everyone knew, going in, that the *est* training in Israel would be different from other trainings. But the one thing everybody expected to happen did not happen. "We were prepared for anything and everything," Michael recalls. "We thought this would be a Jewish training, and it wasn't. It wasn't about 6,000 years of Jewish history; nobody even mentioned the Holocaust. It wasn't about Jews and Arabs. It was about people, relationships, Mom and Dad, getting along with the boss, doing your job, giving yourself permission to be yourself. It was about everything the *est* Standard Training is about.

"The real opportunity in Israel," Michael adds, "goes far beyond the training of individuals. The possibility exists here, maybe for the first time ever, for an entire nation to experience transformation."

Newest in the series of cassette audiotapes

"A Special Guest Seminar" with Werner Erhard



The second-best way
to tell your friends
about the training

The best way for people to know what the est training is about is through you.

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This new 60-minute cassette audiotape, edited from Special Guest Seminars Werner led last January and February, was made expressly to share with people who haven't taken the training.

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To order by mail, fill out the coupon below and send it with your payment.



"Celebrating Your Relationships"

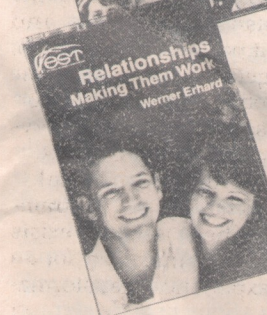
Based on the event of the same name for 27,000 est graduates in 1978, "Celebrating Your Relationships" is a joyous and moving experience. People report that this tape of Werner actually opens up new possibilities for celebration and ecstasy in their relationships.

"A World that Works for Everyone"

In this tape, Werner talks about a world in which each of us lives so fully and so profoundly that the very quality of our life contributes to a fundamental shift in the world. He speaks of discovering those qualities within yourself that enable you to create that shift and have an impact in the world around you.

"Relationships: Making Them Work"

Until this tape was produced, most of the material it contains was available only to est graduates in day-long courses on relationships and in the est training. It is designed as a practical tool for everyone who values successful relationships, in any area of life.



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Taking Action in a Dangerous World

by Roger Fisher



Roger Fisher's approach to the problem that John Mack addressed in our last issue—the choice between carnage and cooperation in a world threatened by nuclear weapons—suggests a

model we can apply to other problems. The danger of war is not in our bombs but in ourselves. It is therefore to the resources of an awakened self that this lively and influential teacher directs attention. The frame we have built around our lives emphasizes victory and force; yet, Professor Fisher demonstrates with a lawyer's precision, there is nothing mysterious about what it takes to replace that context with a new context for peace. We share his demonstration with you because it so clearly opens a path through insight to results.

—The Editors

When I was getting ready to speak at a recent conference on the medical consequences of nuclear war, several people commented on my place at the end of the program. After two days on the results of nuclear disaster, I was scheduled to tell, in 45 minutes, how to prevent it. A typical remark was, "Boy, have you got a problem!"

Whenever I hear that phrase I am reminded of a small incident that occurred during World War II. I was a B-17 weather reconnaissance officer. On one particularly fine day we were in Newfoundland test flying a new engine. Our pilot was only a flight officer because he had been court-martialed so frequently for his wild activities, but he was highly skillful. He took us up to about 14,000 feet and then, to give the new engine a rigorous test, he stopped the other three and feathered their propellers into the wind. We flew along on one engine for a few minutes. It is im-

pressive to see what a B-17 can do on one engine. It cannot quite hold its altitude, but if it is light, it can do quite well. Then, just for a lark, the pilot feathered the fourth and last propeller and turned off the engine.

Suddenly the sound was gone. With all four propellers stationary, we glided, somewhat like a stone, toward the rocks and forests of Newfoundland. After a minute or so the pilot pushed the button to unfeather. Then he remembered—to unfeather the propeller you had to have electrical power, and to have power you had to have at least one engine going. As we were buckling on our parachutes, the copilot burst out laughing. Turning to the pilot, he said, "Boy oh boy, have you got a problem!"

Like the crew of that B-17, we are all in this together. Yet I sense a tendency among us to put the problem of preventing nuclear war on someone else's agenda. No matter who created the danger, though, we are all on board one fragile spacecraft, and the risk is high. What can we do to reduce it?

Why the Air Force doesn't nuke the Navy

The risk is high for two kinds of reasons—hardware reasons and people reasons. We spend a lot of time thinking about the hardware. Both arms-control advocates and the military tend to focus on nuclear explosives and the means for their delivery.

The nations should stop, I believe, all nuclear weapons production, and should cut back on what they have. But even if we do succeed in stopping production and in reducing stockpiles, there will still be thousands of nuclear weapons for a long time. The hardware is not, however, the most serious part of the problem.

The U.S. Air Force and the U.S. Navy

each has a great many nuclear weapons. Yet there is little risk of war between our Air Force and our Navy. Anyone who has stepped inside the Pentagon knows that there are serious disputes between the Air Force and the Navy, disputes that mean jobs, careers—disputes that are sometimes more serious in practical consequences than disputes between the United States and the Soviet Union. But the Navy and the Air Force have learned to carry on their disputes peaceably. They fight them out before the Senate Appropriations Committee, before the Secretary of Defense, in the White House, and on the football field.

The example of the Navy and the Air Force demonstrates, in a crude way, that the problem is not just in the hardware. The problem lies in the way we *think* about nuclear weapons and in our working assumptions. If the problem lies in the way we think, then that is where the answer lies. In Pogo's immortal phrase, "We have met the enemy and they are us."

Dangerous assumption #1: The goal is to "win"

The danger of nuclear war is so great primarily because of the mental box we have put ourselves in. We all have working assumptions which we take for granted and usually leave unexamined. It is these assumptions that make the world so dangerous. Three of them concern:

1) our ultimate goals—the ends we are

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Action is the second step. The first is to inspect the way you think. To move the minds of those who move the weapons of war, you need to unmask a few basic assumptions. Newer, sounder assumptions reveal ways for each of us to make a difference.

pursuing;

- 2) the means for pursuing those ends;
- 3) whose job it is to do what.

First, about our goals. Internationally (as well, I may say, as nationally and politically) we think we want to "win." The assumption that victory is what we want is widespread.

Two stories illustrate the point. In England about 15 years ago, my son and I were playing catch with a Frisbee in Hyde Park. Some Englishmen, who had apparently never seen a Frisbee, stopped to watch. Finally, one came over and said, "Sorry to bother you. Been watching you a quarter of an hour. Who's winning?" I wish I had been quick enough to ask him if he were married and if so, to ask, "Who's winning?"

The second story is about a time when I was trying to win. In the late 1950s I spent two years in the Solicitor General's Office arguing cases for the government in the Supreme Court. I started off with an excellent batting average—eight wins and no losses—which made me really impossible to put up with. Oscar Davis, who was then First Assistant, said something to me then that I have always remembered: "You know, we don't want to win them all."

I said, "Excuse me?"

He said, "Did you ever think what would happen if the government of the United States won all the cases in the Supreme Court? Prosecutors would run amok, respect for the court would disappear, the whole concept of government under law would be destroyed—it would be a disaster."

I said, "But Oscar, what am I doing up there? I put on my striped trousers and my morning coat, I go up, I argue. What is the purpose?"

"Oh," he said, "we want to win each case, but not every case."

Internationally as well as domestically, we need a system in which we can play to win, but not in which any one side—even

our own—wins all the time.

In fact, like a poker player, we have three kinds of objectives. One objective is to win the hand. Whatever it is we think we want, we want it now: We want victory. The second objective is to be in a good position for future hands. We want a reputation and chips on the table so that we can influence future events: We want power. Our third objective is not to have the table kicked over or the house burned down while we are playing: We want peace.

We want victory, we want power, and we want peace. And exploding nuclear weapons will not help us achieve any one of them. We have to re-examine rigorously our working assumption that in a future war we would want to "win." What do we mean by "win"? In a future war, what would our purpose be?

Real success

A couple of times last year, I taught classes in Rome for the NATO Defense College. In one exercise I set up a hypothetical war in Europe, and asked the officers to work out NATO's war aims. The war was presumed to have grown out of a general strike in East Germany, with Soviet and West German tanks now fighting on both sides of the border. Deterrence had failed. I said, "You are in charge of the hotline message to Moscow. What is the purpose of this war? What are you trying to do?" At first they thought they knew—win! Very simple. But what did that mean?

As time passed, they realized that NATO did not plan to conquer the Soviet Union acre by acre as the Allies conquered Germany in World War II. Instead, they were seeking a decision by the Soviets. That was the only way they could have a successful outcome.

With further thought they reached a second conclusion—they were not going

to ask for unconditional surrender. That gave the NATO officers a simple task: just define the Soviet decision that would constitute success for NATO and that NATO could realistically expect the Soviet Union to make. They worked through the day considering how the Soviets probably saw their choice and how we wanted them to see it.

It turned out that the only plausible objective was to stop the war. It was with difficulty and even pain that some officers discovered that "winning" now meant ending the war on mutually acceptable terms.

One problem was that they found it hard to draft a fair cease-fire that didn't sound like a unilateral NATO ultimatum. It might say, "Stop firing at 0100 hours tomorrow, promise to withdraw, promise to restore the *status quo ante* within 48 hours, and we will meet in Vienna to talk about serious problems as soon as the status quo is 'more or less' restored." But the NATO officers did not know whether the Soviets would prefer Geneva to Vienna or whether they wanted 0200 hours rather than 0100 hours, and so forth.

Someone suggested creatively, "Wouldn't it be a good idea if right now we worked out with the Russians some stand-by cease-fire drafts that we can both accept?" Another officer was incredulous: "What did you say? You are going to negotiate the armistice before the war begins? In that case, why have the war?" Good question.

National security: We're safe only if they are

The need to re-examine our assumptions about the purpose of our foreign policy is also demonstrated by our self-centered definition of national security. Typically, political leaders suggest that the first issue of foreign policy is national

“... You must take responsibility for helping us with our security. And we will take on responsibility for yours.”
If their end of the boat tips over, we all drown.

security and only after that has been taken care of should we worry about our relations with the Soviet Union, China, and other countries. Such thinking assumes that somehow we can be secure while the Soviet Union is insecure. But missiles fly both ways. There is no way we can make the world more dangerous for them without also making it more dangerous for ourselves. The less secure the Soviets feel, the more they will do something about it, and the less secure we will then become.

We should say, “Look, you Russians have got to understand why we build these missiles and how it looks to us when you behave as you do. You must take responsibility for helping us with our security. And we will take on responsibility for yours.”

If their end of the boat tips over, we all drown.

I may point out that those of us who preach such things frequently do not practice what we preach. I am always prepared to tell my friends at the Pentagon that it does no good to call the Soviets idiots. “Don’t you see that, you idiot?” I say. We who are concerned with reducing the risks of war frequently think our job is to “win” the war against hawks. In worrying about our interests we often assume that our adversaries have none worth considering. To the contrary. We have to find out what their legitimate concerns are, and we have to solve their legitimate interests in order to solve our own. At every level, we need to re-examine our objectives. We are not seeking to win a war, but to gain a peace.

Dangerous assumption #2: Security comes from force

The second set of dangerous assumptions are those we make about means—about how to pursue our objectives.

If there is a problem, we will first try diplomacy. But if that doesn’t solve the problem we assume we can use force.

Most of us believe that if we have the courage and are prepared to pay the price, then we can always solve the problem by military means.

The reality, however, is that the big problems in today’s world have no military solution. Nuclear war is not a solution. It is worse than any problem it might “solve.”

We have mislearned from the past. During World War II the Allies could physically impose a result on Hitler. Acre by acre it was done. But the world has changed. No one can any longer physically impose results on a nuclear power. Except for physically imposing modest results of a practical nature in small situations, the only means we have is to try to change somebody’s mind. There is no way we can make the world work by using nuclear bombs. It cannot be done. People hear that and yet they put it in the back of their minds. “Yes, that’s true,” they say, and then they go right on acting as if there were military solutions.

Both U.S. and Soviet officials clutch their plutonium security blankets as though they offered real security. Somehow, we think, this bomb, this hardware, will protect us—will let us avoid the necessity of dealing with the real world.

Similar versions of this article appear in the March 1981 issue of the Bulletin of the Atomic Scientists and the April 1981 issue of Technology Review. For further information about it, or about those publications, write to:

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Cambridge, MA 02139*

Seeing things as others see them

We all know far better ways to deal with international problems.

Break up big problems into manageable pieces. Look at each item on its merits.

Sit down with the other side and discuss the problem.

Don’t concentrate on what people say their positions are, but try to understand and deal with their interests.

Communicate and, in particular, *listen*. What’s in their mind? What’s bothering them? Before we can change their minds, we have to know where their minds are. We have to put ourselves in their shoes. How would we feel?

If you were sitting in Moscow and saw Japan off to the east thinking of regaining arms; if you saw your long-time strongest ally, China, with a 2000-mile common frontier, now becoming your worst enemy; if you saw Pakistan apparently building a nuclear bomb; if you heard Western voices saying, “We must help the rebels in Afghanistan”; if you saw American military equipment now in the Gulf, in Saudi Arabia, in Egypt and in Israel; if you saw Greece going back into NATO and Turkey in the hands of a military government; and if cruise missiles were about to be located in West Germany—how must that all look from Moscow? Is there a basis for them to be concerned? The only way we can reduce the threat of war is to affect their future thinking. The starting point is to understand their present thinking.

Next, we have to invent wise solutions. We have to find good ways to reconcile our differing interests. Both sides must participate in that process. There is no way in any conflict for one side by itself to produce the right answer. The understanding that comes from working jointly on a problem, and the acceptability that comes from having participated in creating a solution, both make any good answer better.

Who has the skills to deal with psychological problems like denial, like turning flesh and blood issues into abstract problems through the use of jargon?

In the problem-solving process we will want to insist on principle—objective criteria independent of their will or ours. The best method cannot be to insist, "We're more stubborn than you." That way lies chaos, that way lies Armageddon. We can be firm on principle and flexible in application. And at every point, participation, participation, participation.

The same process applies equally in dealing with our domestic differences. Again, those of us who want disarmament are not the only source of wisdom. We are part of the conflict. There are many people in this country who have legitimate concerns about the Soviet Union. We have got to put ourselves in their shoes—Pentagon shoes—just as we ask them to put themselves in ours. Neither of us should insist on inventing all the answers ourselves. We must all participate, not carry on a war.

In this process we will need to promote joint problem-solving not just at the intellectual level but at the level of feeling, at the level of emotion, the level of caring, the level of concern. International conflict is too often dealt with cerebrally, as though it were a hypothetical problem. We need to apply what we know, and, even more, keep on learning about human behavior. We want to understand how to affect it, not just manipulate it—to realign the forces within us to work in a better direction.

Dangerous assumption #3: It's someone else's job

The danger of nuclear war also comes from a third set of assumptions about whose job it is to reduce the risk of war.

If there were a military solution, there would be a case for leaving it to the military, to policy-science experts, and to professional strategists. At the meeting last fall on the consequences of nuclear war, doctors were saying, in effect, "We are just concerned with the medical aspects. We

will tell you how bad a nuclear war would be. Somebody ought to prevent it." Such statements rest on the assumption that preventing war is in the department of hardware and military calculations. But we are not facing a technical military problem.

The solution lies within each of us, in changing our assumptions—and in changing other people's assumptions. The solution lies in reaching maturity, in abandoning our plutonium security blanket.

There is no one I know who has a professional license in the skills of reducing the risk of nuclear war. Fortunately, no professional license is required. But who has the skills to deal with psychological problems like denial, like turning flesh and blood issues into abstract problems through the use of jargon? Who is likely to notice people deny responsibility because a problem seems overwhelming? Weapons engineers? I think not.

At the beginning of this article I left you in a B-17 over the hills of Newfoundland. Our co-pilot was telling the pilot that he had a problem. Well, we didn't crash. We weren't all killed. On that plane we had a buck sergeant who remembered that back behind the bomb bay we had a putt-putt generator in case we landed at some emergency air field that did not have electric power to start the engines. He ran back, fiddled with the carburetor, wrapped a rope around the flywheel a few times, pulled it and pulled it, got the generator going, and before we were down to 3000 feet we had electricity. The pilot could restart the engines, and we were all safe. Saving that plane was not the sergeant's job in the sense that the danger was his fault or his responsibility. But it *was* his job in the sense that he had an opportunity to do something about it.

My notion of whose job something is, is best defined by who has an opportunity. We have an opportunity. I encourage you, as I encourage myself, to use it. The world

is at risk. The very danger of nuclear war means that there is more opportunity for each of us to make a difference than ever before in human history.

Plenty for each of us to do

Look at the opportunities. If everyone with any significant power made the right decision every time, we would be as close to Utopia as we can get. There are only three reasons they don't.

One is that they are bad decision-makers. Our job is to find better ones. By and large that is what politics is about. Another reason is that they are operating on bad assumptions. Our job is to correct their assumptions. A third is that they are subject to constraints such as misguided public opinion. Our job is to remove those constraints.

To get a wise decision we need to handle every aspect of the problem, in every way possible. No amount of useful research will overcome poor deciders, no number of good deciders will overcome bad assumptions or harmful constraints. Somebody has to propose a solution. Somebody has to put it on the public agenda. Somebody has to persuade others that it is a good idea and somebody has to carry it out. There is enough to keep all of us busy. No single activity will be sufficient.

We need hard facts. We need theory on how to reduce instability. We need to develop knowledge about nuclear war, about the consequences, and about ways to reduce those risks. We need to communicate those, both to the public, which constrains our decision-makers, and to the people making important decisions. We need to communicate both the bad news and opportunities for reducing it. The bad news about nuclear war will not by itself reduce the risk of nuclear war. We have to act on it.

(Please turn to page 14)

Some graduates are



always in a seminar.

Ask them why.

Boston

Self Expression _____ Tues, June 2
Experience of Integrity _____ Mon, June 22
About Sex _____ Mon, June 24
About Money _____ Thur, June 25
Be Here Now _____ Wed, July 1
About Sex _____ Thur, July 23
Be Here Now _____ Tues, September 8

New Jersey

Experience of Integrity _____ Tues, June 2
Self Expression _____ Thur, June 4
Self-Expression _____ Fri, June 5
est & Life _____ Mon, June 8
What's So _____ Tues, June 9
About Money _____ Wed, June 10
Be Here Now _____ Thur, July 9
Be Here Now _____ Wed, September 9

New York

What's So _____ Mon, June 1
est & Life (Westchester) _____ Tues, June 8
The Body _____ Tues, June 2
Self Expression _____ Wed, June 3
What's So _____
(Kingston) _____ Thur, June 4
About Sex _____ Thur, June 4
Self Expression _____ Fri, June 5
About Money _____ Mon, June 8
est & Life _____ Mon, June 8
The Body _____
(New Haven) _____ Tues, June 9
What's So _____ Tues, June 9
est & Life _____
(Long Island) _____ Wed, June 10
About Money _____
(New Haven) _____ Thur, June 11
Experience of Integrity _____ Thur, June 11
Be Here Now _____ Tues, June 16
About Sex _____ Wed, July 8
Be Here Now _____ Tues, July 14
What's So _____ Thur, July 16
Be Here Now _____ Wed, August 12
What's So _____ Mon, August 24
Be Here Now _____ Mon, September 14

Philadelphia

est & Life _____ Thur, June 4
Self Expression _____ Mon, June 15
Experience of Integrity _____ Wed, June 17
Be Here Now _____ Mon, June 22
What's So _____ Tues, June 23
The Body _____ Wed, July 1
Be Here Now _____ Mon, July 13
What's So _____ Thur, August 27
Experience of Integrity _____ Thur, September 1

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Graduate Seminars . . .
being cause in the game called life

To participate in the Experience of Integrity series, you must have completed two graduate seminar series. To participate in the Making a Difference series, you must have completed three graduate seminar series.

Figuring out what to do is itself a good thing to do. In intellectual efforts, as in gunnery, one's aim is crucial. Don't wait to be instructed. Think for yourself. If you share these concerns, get involved.

(Continued from page 11)

My first arms control proposal, almost 20 years ago, dealt with the problem of remoteness from reality that the President must have if he faces a decision about nuclear war. There is a young officer who follows the President with a black attaché case containing the codes needed to fire nuclear weapons. I envisioned the President at a staff meeting considering nuclear war as an abstract question. He might conclude, "On SIOP Plan One, the decision is affirmative. Communicate the Alpha line XYZ." Such jargon holds the results of his action at a distance.

My suggestion was quite simple: Put the code number in a little capsule and implant the capsule right next to the heart of a volunteer. The volunteer would have a big, heavy butcher knife to carry as he or she accompanied the President. If ever the President wanted to fire nuclear weapons and kill tens of millions of people, he would have to start by killing one human being, personally. The President would have to look at a human being and realize what death is—what an innocent death is. Blood on the White House carpet. Reality brought home. When I suggested this to friends in the Pentagon they said, "My God, that's terrible. Having to kill someone would distort his judgment. The President might never push the button."

Whether or not this particular idea has any merit, there is much to do. There is a lot of action required, for instance, to educate the public that it is in our interest to have the Soviets feel secure rather than insecure, that if we raise the risk of nuclear war for the Soviet Union we also raise it for ourselves.

Courses of action: Think for yourself

Someone will tell me, "I don't know what to do." That gives you something to do right there. Get a half dozen friends

together next Saturday morning and figure out some things you might do. Identify three or four other people whom you think might make decisions of some significance. What are some of those decisions? Why haven't they made them already? What can you do to increase the chance they'll make some desired decision next week? Whoever it is—journalists, people in government, business people, civic organizations, professional societies, a friend of President Reagan—what are some things they might do that would illuminate our faulty working assumptions and help establish better ones? Figuring out what to do is itself a good thing to do. In intellectual efforts, as in gunnery, one's aim is crucial.

Don't wait to be instructed. Think for yourself. This is not an organized campaign that someone else is going to run. If you share these concerns, get involved. Perhaps you are still holding on to your own security blanket, that nice professional definition of your job. The security blanket most of us cling to is, "Don't blame me. It's not my job to plan nuclear strategy. I'm not responsible for the risk of nuclear war. I told people they shouldn't have a nuclear war." You can give up that security blanket any time, beginning today.

The way we can enlist support is less to burden others with guilt than to provide them with an opportunity to volunteer. I find it a happy venture. It is a glorious world outside. The sun is shining. There are people to love and pleasures to share. Details of past wars and the threat of the future should not take away the fun and the joy we can have working together on a challenging task. I see no reason to be gloomy about acting to save the world. Be involved, not just intellectually, but emotionally. Here is a chance to work together with affection, with caring, with feeling. Let some of your emotions hang out a bit. We are human beings. Be human.

People have struggled all of their lives to clear 10 acres of ground, or simply to maintain themselves and their families. Look at the opportunity we have. Few people in history have been given such a chance—a chance to apply our convictions, our values, our highest moral goals with such competence as our professional skills may give us. A chance to work with others—to have the satisfaction that comes from playing a role, however small in a constructive enterprise. It's not compulsory. So much the better. But what challenge could be greater? We have an opportunity to improve the chance of human survival.

Contacts

Roger Fisher is a board member of the **Council for a Livable World**, founded 1962 by physicist Leo Szilard and dedicated to the prevention of nuclear war. Supporters make financial contributions which go to conducting a lobby in the U.S. Senate, seminars for senators, and supporting the election campaigns of select senatorial candidates. For information write:

Council for a Livable World
11 Beacon Street
Boston, MA 02108

Physicians for Social Responsibility sponsored, with the **Council for a Livable World Education Fund**, the San Francisco conference on "The Medical Consequences of Nuclear Weapons and Nuclear War" at which Professor Fisher gave the speech on which this article is based. Further programs include conferences in Chicago (June 19, 20), Albuquerque (September 25, 26), Los Angeles (October 1, 2), November 1), Houston (January), and Washington, D.C. (April 1982). For further information, write:
Physicians for Social Responsibility, Inc.
P.O. Box 144
Watertown, MA 02172

People We Know

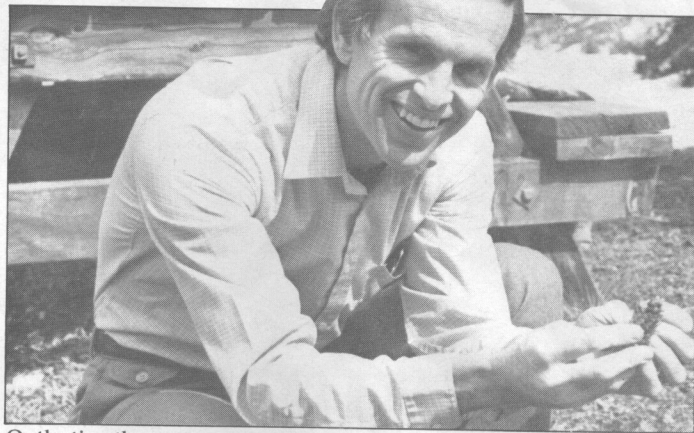


Drawing on the creative power of children

"It doesn't matter if it looks like a horse," **Jon Pearson** says. "I think that drawing/imagining is fun and beneficial in itself. Even 'mistakes' and clumsy drawing can be great pools for original thinking." Jon's Draw/Talk technique doubles his students' chances to excel: first in the drawing, next in what they say about it. The awards are Ph.D.s (Public Handshake Demonstrations). Along with other elements of a "nonsense laboratory" he developed as a teacher in Pasadena, Jon, 32, is taking his giant easel and lively blend of art and philosophy into nine elementary classrooms on a grant from the Los Angeles County Education Center.

Plunging into the stormy political climate around Aspen's hottest issue of the 70s—uncontrolled growth and development—40-year-old **Joe Edwards** went to Pitkin County, Colorado, voters eight years ago with clear-cut proposals. He said, "If you vote for me, I'll do these spe-

cific things to stem growth and guide future development." For two consecutive terms, they did, and he did. Now, with everything done that he said he would do, Edwards has walked away from politics saying, "I feel complete," and even his political adversaries are crediting his integrity as a campaigner and a politician who produced results. "I often thought of myself as a lighthouse in a hurricane. The storm would be raging, and it didn't bother me. In fact, I kind of enjoyed it."



Outlasting the storm around Aspen, Colorado



Speaking to humanity with the language of music

To harness the power of music for human concerns—world peace, an end to hunger—**Joseph Eger** founded the Symphony for United Nations (SUN) in New York in 1975 (with no formal connection to the UN). While living in Israel in the 1950s and playing first horn with the Israel Philharmonic, Eger had a chance to meet Arabs for the first time, and was dismayed to discover how few of his Israeli friends were willing to listen to his stories about the dignity and humanity of their Arab neighbors. Under Eger's direction, SUN's public performances focus attention on a wide range of programs to bring people from many disciplines and cultures together through the common denominator of music. A principle goal of a concert/symposium this month at the Philadelphia Museum of Art is the drafting of a proposal for a UN-sponsored International Year of Arts and Music (IYAM).

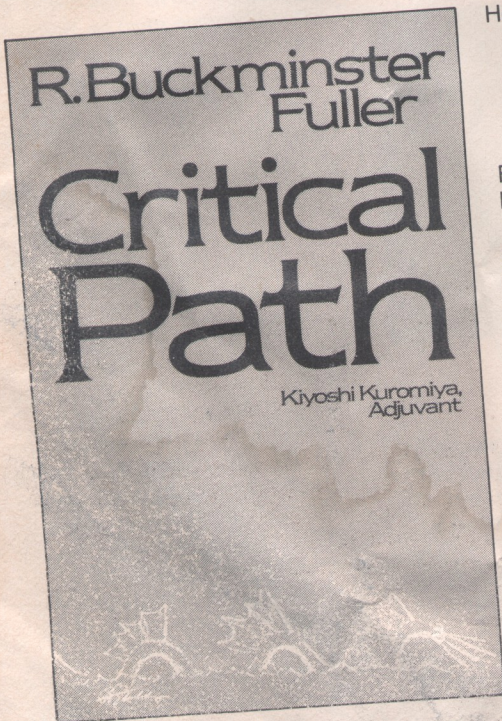
Most volunteer programs bring "helpers" together with those who need help, but 37-year-old **Roger Cormier** has started the Family Companion Program in Oakland, California, to match volunteer participants by their mutual needs. Supported by the community and the city, the program creates three-generation families by joining older people with younger couples and their children. The basic agreement is to get together at least twice a month for dinner, excursions, or other family activities. The success of the two-year-old program can be measured by the growing length of the waiting list, which contradicts a widely-held assumption that older people are not wanted: With twice as many families as older people applying, Roger is actively soliciting elders who want to be "adopted" by an East Bay family.

A mammoth film production on the life of Mahatma Gandhi is scheduled to end shooting this month in India and to be released world-wide next year. Major international stars appear in cameo roles, but most of the 400 other parts belong to Indians, like **Tarla Mehta**, who portrays Sarojini Naidu, a freedom fighter and poetess prominent in India's struggle for independence. Financed partially by the Indian government and directed by Sir Richard Attenborough, the filming of the biography included more than two million Indians. Like most of the Indians in the film, Tarla, who has played leading roles since the 1960s, will be seen by international audiences for the first time. "At times," she recalls, "I felt I would never get this part; most times, I was confident; as an *est* graduate, I relished the entire process."



Doing her part for freedom in film on Gandhi

Critical Path: A New Book



Have you ever wondered which way humanity is going? Whether we are steering an evolutionary course that will work? For everyone? Are we managing our planet and ourselves in a way that offers each one of us a real chance for full aliveness?

Not yet, says Bucky Fuller in a brand-new, powerful book which he calls *Critical Path*, in which he writes:

Humanity now, for the first time in history, has the realistic opportunity to help evolution do what it is inexorably intent on doing—converting all humanity into one harmonious world family and making that family sustainably economically successful. (Introduction, page xix)

He goes on to say:

We now have the option for all humanity to make it successfully on this planet in this lifetime. (Introduction, page xxvi)

Evolution at cause! Humanity fulfilled! At last!

Seems almost too good to be true, doesn't it? Too good to be possible?

That not only the direction but the *quality* of human living—from *now* on—can be up to us? Each of us? And that there are choices we can make—now—that will transform the further evolution of human life on this planet from a need for survival to an occasion for celebration.

Planetary responsibility! What an awesome and stirring opportunity.

One leans into it. One wants to participate—to be part of it—to contribute—to be aligned.

What is uniquely fulfilling about *Critical Path* is Bucky's answer to the question each one of us must ask ourselves right after we dare to say, Yes, count on me to do my part to have it work for all of us. The question is, "What can I do?"

Make no mistake about it. Bucky does not say we're going to make it—only that we can. If—and it's a big if—we begin NOW to comprehend the critical path we're on. (A critical path is the result of all the actions that must be taken for a given result to happen.)

I often wonder if the love and respect that Werner has for Bucky began when he discovered that Bucky had both dared to

address *and* answer the question, "What can I do to have humanity work?"

Bucky found a profound answer which—like all profound truths—turned out to be extremely simple and obvious, once discovered.

The simple truth he found about our evolution is this: We *are* responsible. We're *already* doing it. Humanity's history thus far has been the outcome of what we humans have done, to as well as *for* ourselves, much of it unconsciously.

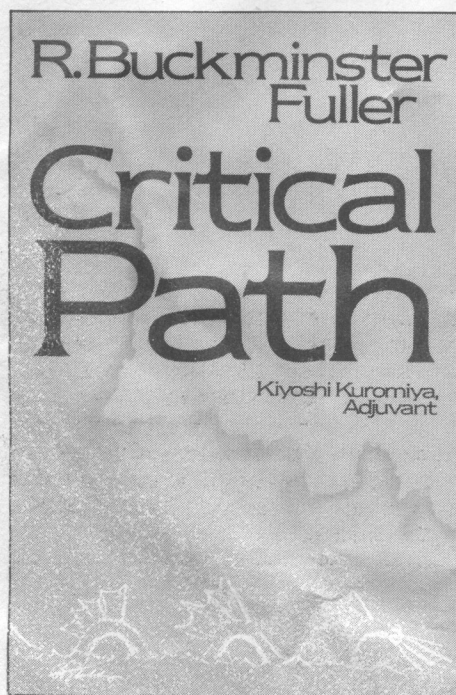
It is no longer possible for us to sustain the illusion that the great power structures of the world (nations, economies, greed, etc.) have done it to us, therefore we are helpless. It's time, Bucky says, to turn that *around*, and let the power structures know we are responsible *and* willing *and* able to call the shots, starting *now*. That we are no longer willing to evolve blindly and unconsciously, believing we can't count and can't make a difference.

It is a wonderful experience to re-light a part of oneself one has allowed to go dark through non-use, even though one feels a little foolish for having done so. Apparent willingness to look foolish is an eternal requisite.

It is fundamentally satisfying to find out how human beings do play an essential role not only in planetary evolution but in Universal evolution at large.

Human(s) . . . have a unique cosmic function not identifiable with any other phenomenon—the capability to act as Universal information harvesters and as local Universe problem solvers in support of the integrity of eternally regenerating

Critical Path: A New Book



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by Buckminster Fuller

Universe. (Introduction, page xxxvi)

What an astonishingly simple truth. Handle the problems that locally present themselves to *you*—with complete honesty and integrity—acting for all of us—with the intention that we *all* make it—and the result is: We can all make it now.

Too simple, right? Can't be that easy. Don't you first have to master physics and math and all that science stuff as Bucky has, and figure it all out as Bucky has?

Nope. What *you* have to do is what *you* have to do where you are. That's your job in Universe. Period.



Werner Krutlein

Now, it turns out that if you spend five evenings—one week—reading this book you will allow Bucky to contribute to you his deeply informed wisdom on how we can

co-operatively steer our own and our planet's course in Universe.

Critical Path empowers you to think for yourself. For everyone.

In it you'll find, among other gems:

- a new theory of human evolution
- the disciplines Bucky used to enlighten himself
- a plan for each of us to be solar billionaires
- suggestions for fairly redistributing all the electricity on the planet

It isn't necessary to agree with Bucky. He's much bigger than that. Where he comes from is where *you* come from.

Read *Critical Path*. You'll understand it. More importantly, you'll love it. I did.

—Vic Gioscia

Vic Gioscia, Ph.D., is one of the people who lead the est training and is an est research consultant. He first met Buckminster Fuller in 1963 while he was a sociologist at City University of New York.

Over the years the est Foundation has sponsored a number of presentations with Buckminster Fuller and Werner Erhard together, and Bucky's work has been featured numerous times in *The Graduate Review*. If you cannot find a copy of his latest book, *Critical Path*, at your local bookstore, you can obtain one by using the coupon below.

To: **Dymaxion Artifacts**
3501 Market Street
Philadelphia, PA 19104

Please send me _____ copies of *Critical Path* by R. Buckminster Fuller at \$15.95 each, including postage and handling.

My check for \$ _____ made payable to Dymaxion Artifacts is enclosed. Pennsylvania residents add 6% sales tax. If you live outside the U.S., add \$2.00 to cover postage. Orders will be sent surface rate.

Ship my order to: _____ (Please print clearly.)

NAME _____

ADDRESS _____ APT. # _____

CITY _____ STATE _____ ZIP CODE _____

Please allow four to six weeks for delivery.

Special Guest Seminars in May and June

“An Experience Over Which You Will Never Get”

THE LEADERS of the May and June Special Guest Seminars will talk about the training—its purpose, its form and content, and the results it produces in people’s lives. They will talk about the contribution the people who have completed the training have gone on to make in their relationships, their families, their work, and their communities.

THEY WILL ALSO INTRODUCE a new, 25-minute film with Werner Erhard, titled “AN EXPERIENCE Over Which You Will Never Get.” This film is a rare opportunity to hear Werner talk about the value of the training in people’s lives.



YOU ARE WHAT MAKES a Special Guest Seminar special, and taking the opportunity to share transformation is what makes the difference.

WE INVITE YOU to bring your family and friends to the May and June Special Guest Seminars, where they can find out about and register for the training—an experience over which they will never get.



John Reynolds

Letters

Nuclear fallout

Thanks for the John Mack article [March/April issue]. It gave me clarity on my purpose and insight into ways to get involved. I have volunteered to assist at the Los Angeles event of the Physicians for Social Responsibility this fall, and I'm looking for ways to communicate with those living in the U.S.S.R.

Gary Abreim
Los Angeles

While I appreciate the concern which motivates Dr. Mack, I cannot share his conviction that the threat of nuclear war is a horror so great as to render us unable to confront it and powerless to deal with it. I feel, rather, that the only horror is our individual and collective irresponsibility for life and all it brings with it. It is, for me, more an issue of "original sin" than terror. I also find Dr. Mack's prose of such density and length as to be itself just this side of unconfrontable.

Ann Chittenden
Tecumseh, Nebraska

... I think one of the reasons that people have failed to take seriously the nuclear threat is that it is difficult to believe that our political and military leaders—who are, after all, normal people with families and friends and with a high degree of expertise and education—would pursue policies that may lead to the annihilation of life on this planet. ... As *est* graduates, this should not come as a total surprise to us: during the training we saw the extent to which people are willing to hurt themselves and others rather than admit being wrong. ...

Seth Farber
San Francisco

Dear John Mack,

The day before I read your article, I was sworn into the Naval Service. I was really not clear why I joined and was confused in my intention. Now I am just as unclear, only there is a shift in the way I'm looking at it all. I realize there's an opportunity in it somewhere which scares the hell out of me, and I want to get to it. ...

What I'm confused about is how I can go into an organization totally coming from *You or Me*—of bombing and destruction—and from that shifting it to a *You and Me* context. A lot I'm afraid of is the non-agreement and lack of space allowed for me to reach for such an opportunity to create connection as opposed to destruction, as you put it in your article, and maybe that's all anyone ever really bottom-line wants. ...

Lewis Reif
Miami, Florida

Dear Dr. Mack,

Your article on the nuclear arms race struck a deep reservoir of suppressed terror within myself. I did not realize that I, an "enlightened individual," have been so committed to avoiding the issue: that I am a part of the condition that gives rise to this madness.

The work you are doing is perhaps the most urgent and vital on the planet. Humanity must have the opportunity to confront the thing where it resides: *inside ourselves*.

The context you have created is "an idea whose time has come," and it must be realized quickly.

Duart Maclean
Vancouver, B.C.

... I was so inspired I fired off letters to Reagan, the *New York Times*, and the *Washington Post*, among others. Also was moved to tears by the Napa and Aikido stories. Keep it up. We are magnificent.

Joy Imboden
Berkeley, California

"People" art goes to Europe

I now have foundation funding for showing my work [public art; see "People We Know," January/February] at a major exposition in France in July, and I'll be contacting people in England to see if a project can be mounted there also. I feel a rekindled and replenished urge to work toward spreading a sense of common bond among the peoples of the world. I am idealistic, I know, but I just can't stop feeling that I will make a dent.

Linda Wolf
Santa Monica, California

What next?

I have enjoyed and been inspired by *The Graduate Review* since its start in June of 1976. I especially like the articles and letters from persons who share their experience of life and the insights they have gained.

The magazine started out on newsprint and that was fine. It was then printed on glossy paper and that was fine. That first August 1978 issue had a beautiful color photo of Laurei Scheaf on the cover and was 24 pages. Then in April of 1979 it went to 16 pages. Then in May of 1980 it went to every other month.

I am saddened to see this trend. I would hope that as *est* is created anew, so also would be *The Graduate Review*. You have done a fine job and I imagine the problem is money. As the graduate body grows, the distribution quantity grows with it,

and the printing and postage costs go up also.

There are so many of the 280,000 graduates who would be excellent contributors to our magazine. And there are so many who would benefit from its monthly publication at the 24-page size.

I, and I'm sure the majority of graduates, would give financial support to expanding *The Graduate Review*. Question 10 of the recent survey [September/October issue] placed *The Graduate Review* as more valuable than the graduate seminars.

My recommendation is as follows: Ask each graduate who receives *The Graduate Review* to make a voluntary, one-time contribution of \$7.00 (or whatever sum is appropriate) to support a monthly 24-page magazine. Open a special money market fund account and deposit the money received. At the current rates of 18%, the \$7.00 would earn more than \$1.26 per year to be spent in support of the magazine. Never touch the principal and a fund will always be available.

Of course an annual subscription fee would also be a solution, but I do not favor this method. One possibility would be to have two versions of the magazine. An expanded version would go to those who would pay an annual subscription fee.

My intention is that the present trend be reversed. It would facilitate *est* in moving more rapidly toward its goal of a transformed society.

Bruce Saunders
Boston, Massachusetts

Five minutes by boat

My friend is in between the first and second weekend of the training. He was born in Canton, China, and has studied tai chi, Zen, other martial arts and yoga for many years. Tonight he told us a story about Buddha meeting a yogi at a river-boat crossing. The yogi said to Buddha, "You have to pay to cross the river. We can walk across." Buddha said, "How long did it take you to learn to walk on water?" The yogi answered proudly, "It took me 20 years." Buddha answered, "It takes me only five minutes to cross the river by boat."

My Chinese friend told me, "I don't need to have a roshi knocking me over the head for twenty years. I'm so happy to be taking the boat."

Peter Wetzler
New York

These letters are printed with the permission of the people who wrote them. The points of view are the writers' own.

Person to Person

PERSON TO PERSON ANNOUNCEMENTS are accepted, classified, and published at the editors' discretion. The purpose of Person to Person is to put graduates in contact for mutually useful purposes consistent with the policies and aims of *The Graduate Review*.

The appearance of an item in this column does not constitute an endorsement by *est* or *The Graduate Review*. While the editors have screened the items in accordance with Person to Person guidelines, we depend on you to exercise your own judgment: If you place an item in Person to Person or if you respond to one, you do so on your own responsibility.

RESTRICTIONS: No ads for mail order merchandise or for medical, psychiatric, self-improvement, or counseling services will be accepted.

CLOSING DATES: For the September/October issue, June 1; for the November/December issue, August 1.

RATES: \$2.00 a word, 10-word minimum, 100-word maximum; each telephone number, box num-

ber, and abbreviation will be counted as one word.

PAYMENT: Send check or money order (U.S. currency only) made payable to *est*, along with your Graduate Review mailing label. No announcement accepted without full payment and mailing label. Send to: Person to Person, The Graduate Review, 765 California Street, San Francisco, CA 94108.

CONNECTIONS AT LARGE

Purpose: Transformed retirement nursing home(s). Intention: Connect with health/business professionals. Write: Conway, 3501 35th Avenue #1, Oakland, CA 94619.

Interested in regular discussions of AA 12 steps. Jerry Payne, (213) 392-5468.

Attention bike riders: Trans-American 62-day bike tour starting June 13, 1981. Bike tour is to demonstrate the commitment to the end of world hunger by riding bicycles from Fort Lauderdale, Florida to San Francisco, California. To provide the opportunity to enroll, raise funds and educate about world hunger. Pledges will be required to join tour. Proceeds to benefit The Hunger Project. Limited expenses, all accommodations provided by committee. Only thirty riders. Contact: Nancy Meyer, 1199 Northwest 16th Ave. #2, Boca Raton, FL 33432, (305) 392-8417.

Author of *est*-flavored music instruction books wishes to contact same. Alan de Mause, 31½ Carmine Street, New York, NY 10014.

Military Graduates: I intend to have *est* trainings in the military. I want your support. Please write. Major Clyde Tull, Combined Field Army (ROK/US) APO San Francisco 96358.

Antique Radios: Disabled *est* graduate restarting collection. Appreciate any leads or information. Allison, Box 1, East Patchogue, NY 11772.

Alan Lakein is looking to be pen pals with *est* graduates who have benefited from his book HOW TO GET CONTROL OF YOUR TIME AND YOUR LIFE. Write 435 North Beverly Drive, Suite 206, Beverly Hills, CA 90210.

What will it take to end hunger? The National Academy of Sciences and the Presidential Commission on Hunger both say that the most important ingredient is "political will." There are now ten groups creating that political will around the country. For information on starting a group in your area, call Sam or Jane, (213) 784-6791, or write: Sam Harris, 4628 Fulton #2, Sherman Oaks, CA 91423.

If you are interested in water conservation please contact Bill Durrell, Old Route 132, Barnstable, MA 02630.

We are a group of graduates creating a project to make education work for everyone—children and adults. We would like to be in touch with you to find out what you are doing in education and to share our work with Werner with you. Send your name, address, telephone number, and area of expertise to: Tim Blackburn, Office of Werner Erhard, 1921 Washington Street, San Francisco, CA 94109.

If you know **vision-impaired** or other graduates who would be interested in subscribing to *The Graduate Review* on cassette audiotape, or if you would be willing to assist in San Francisco

with production and administration on this project, write to: Tape Project, **The Graduate Review**, 765 California Street, San Francisco, CA 94108. If we get a sufficient response, we'll put the magazine on tape.

Looking for what works in **bringing *est* to my organization**. Robert Bloom, 5565 S. Caballo Rd., Tucson, AZ 85706.

THE LOCAL NETWORK

Would like to meet graduates age 60 and over, **Phoenix** area. Call 993-1761.

Arizonans: Bring the Message—End World Hunger. Contact area representative Matthew Boyd, 1-(602) 336-3585, or write: RR #2, Box 1577-K, Lakeside, AZ 85929.

Hong Kong, anyone living in or passing through? London graduate, Feb '79 plus Communication Workshop. Peter Luzmore. Work phone: 5-764311.

Florida, Brevard County graduates seeking others in area. Contact Lorraine Strahlmann, 926 Jamestown Ave., Indian Harbour Beach, FL 32937, (305) 773-0716.

Bruce Turner is an American *est* graduate and independent businessman who has been living in Europe for 14 years (Germany 5 years, Switzerland 9 years). Bruce would like to meet and may be of assistance in Europe to other *est* graduates on vacation or business. He is actively involved in personal and world transformation projects. His business experience includes marketing, investment, finance, and computers. When in Europe call Bruce for any or no reason. Bruce Turner, Seefeldstrasse 71, 8008 Zurich, Switzerland. Telephone 693088.

In New York—a great Christmas starts in June. Attention New Yorkers: Imagine a Holiday Project in your organization . . . mountains of gifts . . . wrapping parties . . . delivery . . . Whatever your organization (corporate, religious, educational, government, service, etc.) . . . Call on us now—we'll make it happen. (212) 734-1546. **The Holiday Project of Greater New York—Something to get wrapped up in.** P.O. Box 4461, Grand Central Station, New York, NY 10163.

All Charleston, South Carolina graduates interested in connecting with each other, write Torie Bernuth, Prospect Hill, Yorges Island, SC 29494.

Wanted: **Central Illinois** graduates to share rides to Chicago seminars. Phone Carolyn: (309) 446-3878.

New Mexico *est* graduates interested in Graduate Seminars in Albuquerque, call Duane. (505) 821-3666.

San Francisco singers wanted for dues-paying chorus of mostly *est* graduates meeting Monday nights since October. Call Rosalind, (415) 647-8338.

New York fencer wishes to contact other graduate fencers. (212) 767-7809 days.

Want to contact *est* graduates in **Rome, Italy**. Ronald Clark, telephone 577-5156.

Interested in coming to **Australia, New Zealand**. Want to communicate with graduates. Doug Krug, 2475 South Garfield, Denver, CO 80210, USA.

All graduates in **Central and Western Kansas**, please contact (913) 356-4172.

Daytona Beach area graduates: Let's get together as a group. Contact Ron Wheeler, 717 Santa Fe Ave., Ormond Beach, FL 32074, (904) 677-4955.

ADVENTURES/OPPORTUNITIES

Wanted: **Female residency**—trained family practitioner with interest in obstetrics, family centered care and alternative healing to join successful woman M.D. Send resume and introductory letter to: Julie Carpenter, M.D., 909 Alpine, Boulder, CO 80302.

F.N.P./P.A., Masters, desiring employment, Bay Area, July, 81. (714) 932-7776.

Wanted: Graduates, experienced in retail sales, to work in exciting **New York, New Rochelle and Stamford** plastics stores. Also needed: Assistant manager with in-store merchandising expertise. (914) 576-3030. Louise Wollman.

Share fun and profits on two new products—"**Absolutely Nothing**" and "UFO Welcome Mats." Max Feibelman, 5064 Campo Road, Woodland Hills, CA 91364, (213) 883-4459.

Inter-Island sailing charters in Hawaii. Write Captain Doug Vann, 4656 Aukai Avenue, Honolulu, HI 96816.

Career opportunities, salespersons and franchised dealers. Join business handling products that support world ecology, since 1966. Contact David Pace, (415) 897-6580, Box 2806, San Rafael, CA 94901.

Trimtab Productions, Inc. non-profit film and television organization. Information: Trimtab Productions, Inc., 588 West End Avenue, New York, NY 10024. (212) 877-7083.

Actors, musicians, and writers in performing arts: I provide stage, audience, and work! Notify Otis Read, 10 Fountain Street, Newport, RI 02840, (401) 849-5069.

Are you a "people oriented" person looking for a financially rewarding challenge? Our **executive recruiting firm** is looking for self-motivated "real" people. Our company is owned and managed totally by *est* graduates. What we do makes a difference. Come share our space and play our game. Tom Shaw, Recruiting Associates, Inc., 711 Polk, Suite 1000, Houston, Texas 77002. Phone (713) 651-0654.

I am organizing a Caribbean vacation with other *est* graduates. If you are interested please send me your name and address. Fred Kantor, Kendall Farm Road, Bondville, Vermont 05340.

Bulletin Board

Breakthrough Foundation seeks interns and volunteers

Starting this summer, The Breakthrough Foundation will offer an intern program for students and others involved in rural and urban development, government, and foreign affairs.

The Foundation is also looking for full-time, professionally qualified, volunteer staff members.

The Breakthrough Foundation is currently researching opportunities for projects in Mexico. If you are Mexican or have ties to Mexico, please contact the Foundation.

The Breakthrough Foundation
1702 Union Street
San Francisco, CA 94123
(415) 441-0854

"Special Enrollment Project" for people in business and the professions

est graduates have formed a national network of people putting together programs for transforming their organizations and professions—centering around having people enrolled in the training.

The key element of the new network is various committees of graduates working in business and the professions keeping in touch with each other's activities. Committees have formed in Boston, Dallas, Denver, Detroit, Houston, New Jersey, New York, Philadelphia, and Washington, D.C., and are producing programs and events aimed primarily at making the training more available to people in their business and professional environments.

The committees are composed of graduate representatives from various businesses and professional areas, including medicine, education, law, government, and religion. The trainers are actively supporting this "Special Enrollment Project" by being available to lead seminars at the request of the local committees.

A newsletter keeps graduate committees in touch with what is happening in other cities by reporting such examples as:

A Denver company that has set up a "Wellness Department" for 30,000 employees and their family members, to support workers in being nurtured and "to experience more satisfaction at the end of each day than when they came in that day."

A company in Detroit with 1900 em-

Schedule of U.S. tuitions*

Standard Training	\$ 375
College Training	\$ 200
Young Persons Training (\$300 for any additional young people from the same family taking the same training)	\$ 350
Review of Standard Training	\$ 50
Standard Training Preview	\$ 50
Two-Day Graduate Review Training	\$ 50
Graduate Seminar (ten sessions)	\$ 50
Review of Graduate Seminar (effective June 1)	\$ 20
Communication Workshop	\$ 300
6-Day Course (effective June 1)	\$ 850
6-Day Course for Teens	\$ 750
7-Day Course for Professionals	\$1000
6-Day Assistants Training Program	\$ 150
Guest Seminar Leaders Program (includes Communication Workshop)	\$ 350
Seminar Leaders Program (per weekend)	\$ 125
The Mastery of Well-Being: The Nature of Reality	\$1800

*Outside U.S., contact your Center.

ployees that offers full scholarships to all who want to take the training—one of many companies and other organizations to have instituted scholarship programs.

If you're in a position to use the resources of the "Special Enrollment Project" in your business or profession, or if you'd like to find out how to participate in any way, write or call:

Linda Zraik, SEP Coordinator
c/o est
5660 S. Syracuse Circle, Suite L-10
Englewood, CO 80111
(303) 779-4774

If Spanish is your native tongue, read this

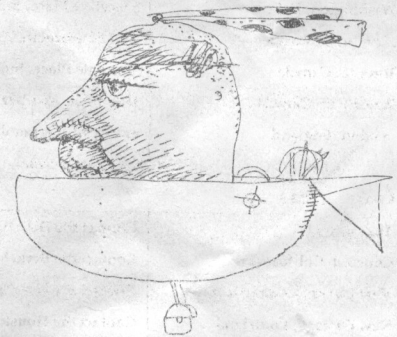
In the five countries where the training is regularly given, it is given in English. What is needed to take the training to Spanish-speaking countries is a trainer who speaks Spanish as his or her native tongue.

As a graduate, you know something about the qualities it takes to be a trainer. If Spanish is your native tongue, and you are interested in having your life be about doing the work Werner is doing in the

world, you should consider applying to be a trainer candidate.

If being a trainer is right for you, please write to:

Laurel Scheaf
Trainer Candidate Selection Program
est, an educational corporation
765 California Street
San Francisco, CA 94108
U.S.A.



DESPITE HIS BEING THE FIRST MAN TO INVENT THE BI-PARALLAX AIRPLANE, PIERRE DUFETTE WAS STILL KNOWN AS "GOPHER-FACE."

DEAR GRADUATE RECORDS,

I want to reduce multiple mailings from *est* to my household. Please stop sending mail under my name.

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Send the top portion of this page (including the label at right) to your local *est* Center. Center addresses are on page 23. Please allow six weeks processing time.



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San Francisco, CA 94112

(Please note: This address is for Postal Service use only. Address all communications to *est*, 765 California Street, San Francisco, CA 94108.)

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This could be the most powerful six days you'll ever spend.

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THESE SPECIAL COURSES ARE ALSO AVAILABLE:

7-Day Course for Managers and Executives—East Coast, beginning August 30; West Coast, beginning October 3.

7-Day Course for Health Professionals—East Coast, beginning August 22.

6-Day Course for Teens—East Coast, beginning July 18.

TO REGISTER, OR FOR FURTHER INFORMATION call your *est* Center. Tuition for the 6-Day Course is \$250; 7-Day Course, \$1,000; Teen Course, \$750.

THE 6-DAY ASSISTANTS TRAINING PROGRAM is an intensely powerful program, developing your ability to manifest results in the world. Service is the game in this program, which includes eight full days at the 6-Day Course site and meetings at your *est* Center. Tuition is \$150. To sign up, call your *est* Center.

6-DAY COURSES ARE FILLING QUICKLY. ENROLL NOW.