IF WE APPEAR TO SEEK THE UNATTAINABLE, WE DO SO TO AVOID THE UNIMAGINABLE.
INTRODUCTION: AGENDA FOR A GENERATION

We are people of this generation, bled in at least modest comfort, housed now in universities, looking uncomfortably to the world we inherit.

When we were kids the United States was the wealthiest and strongest country in the world; the only one with the atom bomb, the least scarred by modern war, an initiator of the United Nations that we thought would distribute Western influence throughout the world. Freedom and equality for each individual, government of, by, and for the people—these American values we found god, principles by which we could live as men. Many of us began maturing in complacency.

As we grew, however, our comfort was penetrated by events too troubling to dismiss. First, the permeating and victimizing fact of human degradation, symbolized by the Southern struggle against racial bigotry, compelled most of us from silence to activism. Second, the encasing fact of the Cold War, symbolized by the presence of the Bomb, brought awareness that we ourselves, and our friends, and millions of abstract "others" we knew more directly because of our common peril, might die at any time. We might deliberately ignore, or avoid, or fail to feel all other human problems, but not these two, for these were too immediate and crushing in their impact, too challenging in the demand that we as individuals take the responsibility for encounter and resolution.

While these and other problems either directly oppressed us or rankled our consciences and became our own subjective concerns, we began to see complicated and disturbing paradoxes in our surrounding America. The declaration "all men are created equal..." rang hollow before the facts of Negro life in the South and the big cities of the North. The proclaimed peaceful intentions of the United States contradicted its economic and military investments in the Cold War status quo.

We witnessed, and continue to witness, other paradoxes. With nuclear energy whole cities can easily be powered, yet the dominant nation-states seem more likely to unleash destruction greater than that incurred in all wars of human history. Although our own technology is destroying old and creating new forms of social organization, men still tolerate meaningless work and idleness. While two-thirds of mankind suffers under nourishment, our own upper classes revel amidst superfluous abundance. Although world population is expected to double in forty years, the nations still tolerate anarchy as a major principle of international conduct and uncontrolled exploitation; governs the sapping of the earth's physical resources. Although mankind desperately needs revolutionary leadership, America rests in national stalemate, its goals ambiguous and tradition-bound instead of informed and clear, its democratic system apathetic and manipulated rather than "of, by, and for the people."

Not only did tarnish appear on our image of American virtue, not only did disillusion occur when the hypocrisy of American ideals was discovered, but we began to sense that what we had originally seen as the American Golden Age was actually the decline of an era. The worldwide outbreak of revolution against colonialism and imperialism, the entrenchment of totalitarian states, the menace of war, overpopulation, international disorder, supertechnology—these trends were testing the tenacity of our own commit-
These, at least, are facts, no matter how dull the teaching, how paternalistic the rules, how irrelevant the research that goes on. Social relevance, the accessibility to knowledge, and internal openness—these together make the university a potential base and agency in a movement of social change.

1. Any new left in America must be, in large measure, a left with real intellectual skills, committed to deliberativeness, honesty, reflection as working tools. The university permits the political life to be an adjunct to the academic one, and action to be informed by reason.

2. A new left must be distributed in significant social roles throughout the country. The universities are distributed in such a manner.

3. A new left must consist of younger people who matured in the postwar world, and partially be directed to the recruitment of younger people. The university is an obvious beginning point.

4. A new left must include liberals and socialists, the former for their relevance, the latter for their sense of thoroughgoing reforms in the system. The university is a more sensible place than a political party for these two traditions to begin to discuss their differences and look for political synthesis.

5. A new left must start controversy across the land, if national policies and national apathy are to be reversed. The ideal university is a community of controversy within itself and in its effects on communities beyond.

6. A new left must transform modern complexity into issues that can be understood and felt close up by every human being. It must give form to the feelings of helplessness and indifference, so that people may see the political, social, and economic sources of their private troubles, and organize to change society. In a time of supposed prosperity, moral complacency, and political manipulation, a new left cannot rely on only aching stomachs to be the engine force of social reform. The case for change, for alternatives that will involve uncomfortable personal efforts, must be argued as never before. The university is a relevant place for all of these activities.

But we need not indulge in illusions: the university system cannot complete a movement of ordinary people making demands for a better life. From its schools and colleges across the nation, a militant left might awaken its allies, and by beginning the process towards peace, civil rights, and labor struggles, reinsert theory and idealism where too often reign confusion and political barren. The power of students and faculty united is not only potential; it has shown its actuality in the South, and in the reform movements of the North.

The bridge to political power, though, will be built through genuine cooperation, locally, nationally, and internationally, between a new left of young people and an awakening community of allies. In each community we must look within the university and act with confidence that we can be powerful, but we must look outwards to the less exotic but more lasting struggles for justice.

To turn these mythic possibilities into realities will involve national efforts at university reform by an alliance of students and faculty. They must wrest control of the educational process from the administrative bureaucracy. They must make fraternal and functional

ment to democracy and freedom and our abilities to visualize their application to a world in upheaval.

Our work is guided by the sense that we may be the last generation in the experiment with living. But we are a minority—the vast majority of our people regard the temporary equilibriums of our society and world as eternally functional parts. In this is perhaps the outstanding paradox; we ourselves are imbued with urgency, yet the message of our society is that there is no viable alternative to the present. Beneath the reassuring tones of the politicians, beneath the common opinion that America will "muddle through," beneath the stagnation of those who have closed their minds to the future, is the pervading feeling that there simply are no alternatives, that our times have witnessed the exhaustion not only of Utopias, but of any new departures as well. Feeling the press of complexity upon the emptiness of life, people are fearful of the thought that at any moment things might be thrust out of control. They fear change itself, since change might smash whatever invisible framework seems to hold back chaos for them now. For most Americans, all crusades are suspect, threatening. The fact that each individual sees apathy in his fellows perpetuates the common reluctance to organize for change. The dominant institutions are complex enough to blunt the minds of their potential critics, and entrenched enough to swiftly dissipate or entirely repel the energies of protest and reform, thus limiting human expectations. Then, too, we are a materially improved society, and by our own improvements we seem to have weakened the case for further change.

Some would have us believe that Americans feel contentment amidst prosperity—but might it not better be called a glass above deeply felt anxieties about their role in the new world? And if these anxieties produce a developed indifference to human affairs, do they not as well produce a yearning to believe that there is an alternative to the present, that something can be done to change circumstances in the school, the workplaces, the bureaucracies, the government? It is to this latter yearning, at once the spark and engine of change, that we direct our present appeal. The search for truly democratic alternatives to the present, and a commitment to social experimentation with them, is a worthy and fulfilling human enterprise, one which moves us and, we hope, others today. On such a basis do we offer this document of our convictions and analysis: as an effort in understanding and changing the conditions of humanity in the late twentieth century, an effort rooted in the ancient, still unfulfilled conception of man attaining determining influence over his circumstances of life.

VALUES

Making values explicit—an initial task in establishing alternatives—is an activity that has been devalued and corrupted. The conventional moral terms of the age, the politician morality—"free world," "people's democracies"—reflect realities poorly, if at all, and seem to function more as musing myths than as descriptive principles. But neither has our experience in the universities brought us moral enlightenment. Our professors and administrators sacrifice controversy to public relations; their curricula change more slowly than the latest events of the world; their skills and silence are purchased by investors in the arms race; passion is called unscholastic. The questions we might want raised—what is really important? can we live in a different and better way? if we wanted to change society, how would we do it?—are not thought to be questions of a "fruitful, empirical nature," and thus are brushed aside.
Unlike youth in other countries we are used to moral leadership being exercised and moral dimensions being clarified by our elders. But today, for us, not even the liberal and socialist preaches of the past seem adequate to the forms of the present. Consider the old slogans: Capitalism Cannot Reform Itself, United Front Against Fascism, General Strike, All Out on May Day. Or, more recently, No Cooperation with Commies and Fellow Travelers, Ideologies Are Exhausted, Bipartisanship, No Utopias. These are incomplete, and there are few new prophets. It has been said that our liberal and socialist predecessors were blinded by vision without program, while our own generation is blinded by program without vision. All around us there is a sheer grasp of method, technique—the committee, the ad hoc group, the lobbyist, the hard and soft sell, the make, the projected image—but, if pressed critically, such expertise in incompetent to explain its implicit ideals. It is highly fashionable to identify oneself by old categories, or by naming a respected political figure, or by explaining “how we would vote” on various issues.

Theoretic chaos has replaced the idealistic thinking of old—and, unable to reconstitute theoretic order, men have condemned idealism itself. Doubt has replaced hopefulness—and men act out a defeatism that is labeled realistic. The decline of utopia and hope is in fact one of the defining features of social life today. The reasons are various: the dreams of the older left were perverted by Stalinism and never re-created; the congressional stalemate makes men narrow their view of the possible; the specialization of human activity leaves little room for sweeping thought; the horrors of the twentieth century symbolized in the gas ovens and concentration camps and atom bombs, has blazed hopefulness. To be idealistic is to be considered apocalyptic, deluded. To have no value aspirations, on the contrary, is to be “tough-minded.”

In suggesting social goals and values, therefore, we are aware of entering a sphere of some dispute. Perhaps matured by the past, we have no formulas, no closed theories—but that does not mean values are beyond discussion and tentative determination. A first task of any social movement is to convince people that the search for orienting theories and the creation of human values is complex but worthwhile. We are aware that to avoid platitudes we must analyze the concrete conditions of social order. But to direct such an analysis we must use the guidelines of basic principles. Our own social values involve conceptions of human beings, human relationships, and social systems.

We regard men as infinitely precious and possessed of unfulfilled capacities for reason, freedom, and love. In affirming these principles we are aware of countering perhaps the dominant conceptions of man in the twentieth century: that he is a thing to be manipulated, and that he is inherently incapable of directing his own affairs. We oppose the depersonalization that reduces human being to the status of things—if anything, the brutalities of the twentieth century teach that means and ends are intimately related, that vague appeals to “posterity” cannot justify the mutilations of the present. We oppose, too, the doctrine of human incompetence because it rests essentially on the modern fact that men have been “competently” manipulated into incompetence—we see little reason why men cannot meet with increasing the skill the complexities and responsibilities of their situation, if society is organized not for minority, but for majority, participation in decision-making.

Men have unrealized potential for self-cultivation, self-direction, self-understanding, and creativity. It is this potential that we regard as crucial and to which we appeal, not to the

There are now convincing apologies for the contemporary malaise. While the world tumbles toward the final war, while men in other nations are trying desperately to alter events, while the very future qua future is uncertain—America is without community impulse, without the inner momentum necessary for an age when societies cannot successfully perpetuate themselves by their military weapons, when democracy must be viable because of its quality of life, not its quantity of rockets.

The apathy here is, first, subjective—the felt powerlessness of ordinary people, the resignation before the enormity of events. But subjective apathy is encouraged by the objective American situation—the actual structural separation of people from power, from relevant knowledge, from the decision-making. Just as the university influences the student way of life, so do major social institutions create the circumstances in which the isolated citizen will try hopefully to understand his world and himself.

The very isolation of the individual—from power and community and ability to aspire—means the rise of a democracy without publics. With the great mass of people structurally remote and psychologically hesitant with respect to democratic institutions, those institutions themselves attenuate and become, in the fashion of the vicious cycle, progressively less accessible to those few who aspire to serious participation in social affairs. The vital democratic connection between community and leadership, between the mass and the several elites, has been so weakened and perverted that disordered policies go unchallenged time and again...

THE UNIVERSITY AND SOCIAL CHANGE

There is perhaps little reason to be optimistic about the above analysis. True, the Dixiecrat-GOP coalition is the weakest point in the dominating complex of corporate, military, and political power. But the civil rights, peace, and student movements are too poor and socially slighted, and the labor movement too quiescent, to be counted with enthusiasm. From where else can power and vision be summoned? We believe that the universities are an overlooked seat of influence.

First, the university is located in a permanent position of social influence. It’s educational function makes it indispensable and automatically makes it a crucial institution in the formation of social attitudes. Second, in an unbelievably complicated world, it is the central institution for organizing, evaluating and transmitting knowledge. Third, the extent to which academic resources presently are used to buttress immoral social practice is revealed, first, by the extent to which defense contracts make the universities engineers of the arms race. Too, the use of modern social science as a manipulative tool reveals itself in the “human relations” consultants to the modern corporations, who introduce trivia l sophs to give laborers feelings of "participation" or "belonging," while actually deluding them in order to further exploit their labor. And, of course, the use of motivational research is already infamous as a manipulative aspect of American politics. But these social uses of the universities’ resources also demonstrate the unchangeable reliance by men of power on the men and storehouses of knowledge: this makes the university functionally tied to society in new ways, revealing new potentialities, new levers for change. Fourth, the university is the only mainstream institution that is open to participation by individuals of nearly any viewpoint.
plexity and inner powerlessness that transforms the honest searching of many students to a ratification of convention and, worse, to a numbness to present and future catastrophes. The size and financing systems of the university enhance the permanent trusteeship of the administrative bureaucracy, their power leading to a shift within the university toward the value standards of business and the administrative mentality. Huge foundations and other private financial interests shape the underfinanced colleges and universities, making them not only more commercial, but less disposed to diagnose society critically, less open to dissent. Many social and physical scientists, neglecting the liberating heritage of higher learning, develop "human relations" or "morale-producing" techniques for the corporate economy, while others exercise their intellectual skills to accelerate the arms race.

Tragically, the university could serve as a significant source of social criticism and an initiator of new modes and molders of attitudes. But the actual intellectual effect of the college experience is hardly distinguishable from that of any other communications channel—say, a television set—passing on the stock truths of the day. Students leave college somewhat more "tolerant" than when they arrived, but basically unchallenged in their values and political orientations. With administrators ordering the institution, and the curriculum, the student learns by his isolation to accept elite rule within the university, which prepares him to accept later forms of minority control. The real function of the educational system—as opposed to its more rhetorical function of "searching for truth"—is to impart the key information and styles that will help the student get by, modestly but comfortably, in the big society beyond.

THE SOCIETY BEYOND

Look beyond the campus, to America itself. That student life is more intellectual, and perhaps more comfortable, does not obscure the fact that the fundamental qualities of life on the campus reflect the habits of society at large. The fraternity president is seen at the junior manager levels, the sorority queen has gone to Grosse Pointe; the serious poet burns for a place, any place, to work; the once-serious and never-serious poets work at the advertising agencies. The desperation of people threatened by forces about which they know little and of which they can say less; the cheerful emptiness of people "giving up" all hope of changing things; the faceless ones polled by Gallup who listed "international affairs" fourteenth on their list of "problems" but who also expected thermonuclear war in the next few years; these and other forms, Americans are in withdrawal from public life, from any collective effort at directing their own affairs.

Some regard these national doldrums as a sign of healthy approval of the established order—but is it approval by consent or manipulated acquiescence? Others declare that the people are withdrawn because compelling issues are fast disappearing—perhaps there are fewer bread lines in America, but is Jim Crow gone, is there enough work and work more fulfilling, is world war a diminishing threat, and what of the revolutionary new peoples? Still others think the national quietude is a necessary consequence of the need for elites to resolve complex and specialized problems of modern industrial society—but then, why should presidential elections help decide foreign policy, and who controls the elites anyway, and are they solving mankind's problems? Others, finally, shrug knowingly and announce that full democracy never worked anywhere in the past—but why lump qualitatively different civilizations together, and how can a social order work well if its best thinkers are skeptics, and is man really doomed forever to the domination of today?
facilitate the attainment of goals; channels should be commonly available to relate men to knowledge and to power so that private problems—from bad recreation facilities to personal alienation—are formulated as general issues.

The economic sphere would have as its basis the principles:

» That work should involve incentives wealthier than money or survival. It should be educational, not stultifying; creative, not mechanical; self-directed, not manipulated; encouraging independence, a respect for others, a sense of dignity, and a willingness to accept social responsibility, since it is this experience that has crucial influence on habits, perceptions and individual ethics;

» That the economic experience is so personally decisive that the individual must share in its full determination;

» That the economy itself is of such social importance that its major resources and means of production should be open to democratic participation and subject to democratic social regulation.

Like the political and economic ones, major social institutions—cultural, educational, rehabilitative, and others—should be generally organized with the well-being and dignity of man as the essential measure of success.

In social change or interchange, we find violence to be nonexistent because it requires generally the transformation of the target, be it a human being or a community of people, into a depersonalized object of hate. It is imperative that the means of violence be abolished and the institutions—local, national, international—that encourage non-violence as a condition of conflict be developed.

These are our central values, in skeletal form. It remains vital to understand their denial or attainment in the context of the modern world.

THE STUDENTS

In the last few years, thousands of American students demonstrated that they at least felt the urgency of the times. They moved actively and directly against racial injustices, the threat of war, violations of individual rights of conscience, and, less frequently, against economic manipulation. They succeeded in restoring a small measure of controversy to the campuses after the stiffness of the McCarthy period. They succeeded, too, in gaining some concessions from the people and institutions they opposed, especially in the fight against racial bigotry.

The significance of these scattered movements lies not in their success or failure in gaining objectives—at least, not yet. Nor does the significance lie in the intellectual "competence" or "maturity" of the students involved—as some pedantic elders allege. The significance is in the fact that students are breaking the crust of apathy and overcoming the inner alienation that remain the defining characteristics of American college life.

If student movements for change are still ruminations on the campus scene, what is commonplace there? The real campus, the familiar campus, is a place of private people, engaged in their notorious "inner emigration." It is a place of commitment to business-as-usual, getting ahead, playing it cool. It is a place of mass affirmation of the Twist, but mass resistance toward the controversial public stance. Rules are accepted as "inevitable," bureaucracy as "just circumstances," irrelevance as "scholarship," selflessness as "martyrdom," politics as "another way to make people, and an unprofitable one, too."

Almost no students value activity as citizens. Passive in public, they are hardly more idealistic in arranging their private lives: Gilpin concludes they will settle for "how success, and won't ask high failure." There is not much willingness to take risks (not even in business), no setting of dangerous goals, no real conception of personal identity except one manufactured in the image of others, no real urge for personal fulfillment except to be almost as successful as the very successful people. Attention is being paid to social status (the quality or shirt collars, meeting people, getting wives or husbands, making solid contacts for later); much, too, is paid to academic status (grades, honors, the med school rat race). But neglected generally is real intellectual status, the personal cultivation of the mind.

"Students don't even give a damn about the apathy," one has said. Apathy toward apathy begets a privately constructed universe, a place of systematic study schedules, two nights each week for beer, a girl or two, and early marriages; a framework infused with personality, warmth, and in contrast, no matter how unattractive otherwise.

Under these conditions university life loses all relevance to some. Four hundred thousand of our classmates leave college every year.

The accompanying "let's pretend" theory of student extracurricular affairs validates student government as a training center for those who want to live their lives in political pretense, and discourages initiative from the more articulate, honest, and sensitive students. The bounds and style of controversy are delimited before controversy begins. The university "prepares" the student for "citizenship" through perpetual rehearsals and, usually, through emasculation of what creative spirit there is in the individual.

The academic life contains reinforcing counterparts to the way in which extracurricular life is organized. The academic world is founded on a teacher-student relation analogous to the parent-child relation which characterizes in less parent. Further, academia includes a radical separation of the student from the material of study. That which is studied, the social reality, is "objectified" to sterility, dividing the student from life—just as he is restrained in active involvement by the deans controlling student government. The specialization of function and knowledge, admittedly necessary to our complex technological and social structure, has produced an exaggerated compartmentalization of study and understanding. This has contributed to an overly parochial view, by faculty, of the role of its research and scholarships; to a discontinuous and truncated understanding, by students, of the surrounding social order, and to a loss of personal attachment, by nearly all, to the worth of study as a humanistic enterprise.

There is, finally, the cumbersome academic bureaucracy extending throughout the academic as well as the extracurricular structures, contributing to the sense of outer com-