



## ANDREW J. YOUNG

Andrew Young has always viewed his career through the lens of his first career— that of an ordained minister. His work for civil and human rights, his many years in public office as a U.S. Congressman, United Nations Ambassador and Mayor of Atlanta, his leadership of the Atlanta Olympic Games, his advocacy of investment in Africa through Good Works International, and the establishment of the Andrew J. Young Foundation are all in response to his call to serve.

Ambassador Young brings a unique perspective, honed by his wealth of experience in national and global leadership, to his focus on this era's challenges. He was greatly influenced by Mahatma Gandhi, and confronted segregation with Dr. Martin Luther King, Jr. and galvanized a movement that transformed a nation through nonviolence. Within the SCLC,

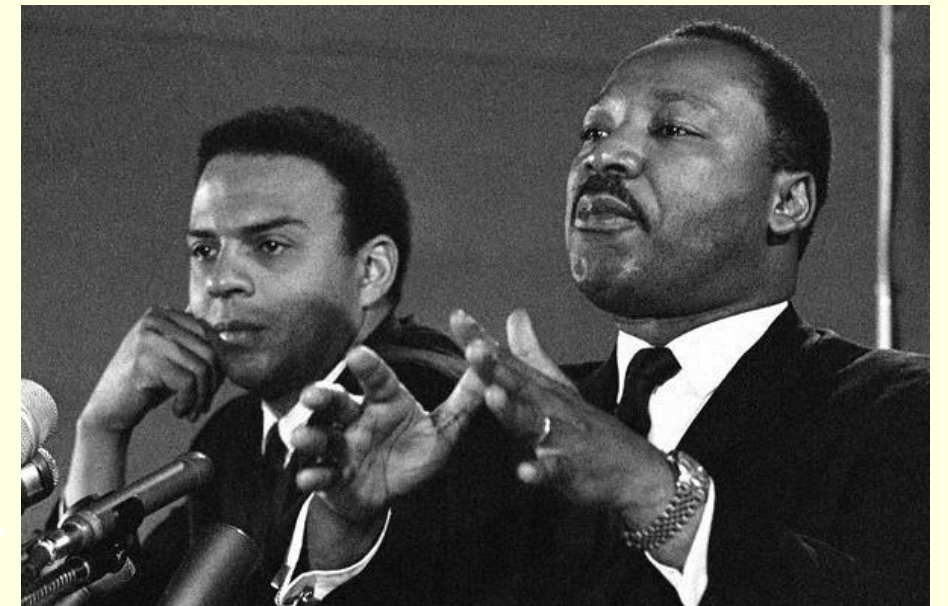
Young coordinated desegregation efforts throughout the South, including the May 3, 1963 march against segregation during which participants were attacked by police dogs. King valued Young's work, trusting Young to oversee the SCLC when

protests meant that King had to spend time behind bars. Young was a key strategist and negotiator during the Civil Rights Campaigns in Birmingham, Selma and Washington D.C., that resulted in the passage of *Civil Rights Act* of 1964 and the *Voting Rights Act* of 1965.

He was with King when the civil rights leader was assassinated in Memphis, Tennessee, on April 4, 1968.

He was elected to the U.S. Congress in 1972, the first African-American elected from the Deep South since Reconstruction. While in Congress, Young championed the causes of poor and working-class Americans and opposed efforts to increase military budgets. He served on the Banking and Urban Affairs and Rules Committees, sponsoring legislation that established a U.S. Institute for Peace, The African Development Bank and the Chattahoochee River

National Park, while negotiating federal funds for MARTA (Metro Atlanta Rapid Transit Authority), the Atlanta highway system and a new international airport for Atlanta.





His support helped Jimmy Carter win the Democratic Party nomination and aided Mr. Carter's subsequent election to the Presidency. In 1977, President Carter appointed Andy Young to serve as the nation's *first African-American Ambassador to the United Nations*, where he negotiated an end to white-minority rule in Namibia and Zimbabwe and brought President Carter's emphasis on human rights to international diplomacy. Young helped Carter transform the basis of American foreign policy, making human rights a central focus and arguing that economic development in the Third World, particularly in Africa, was in the best interest of the United States.

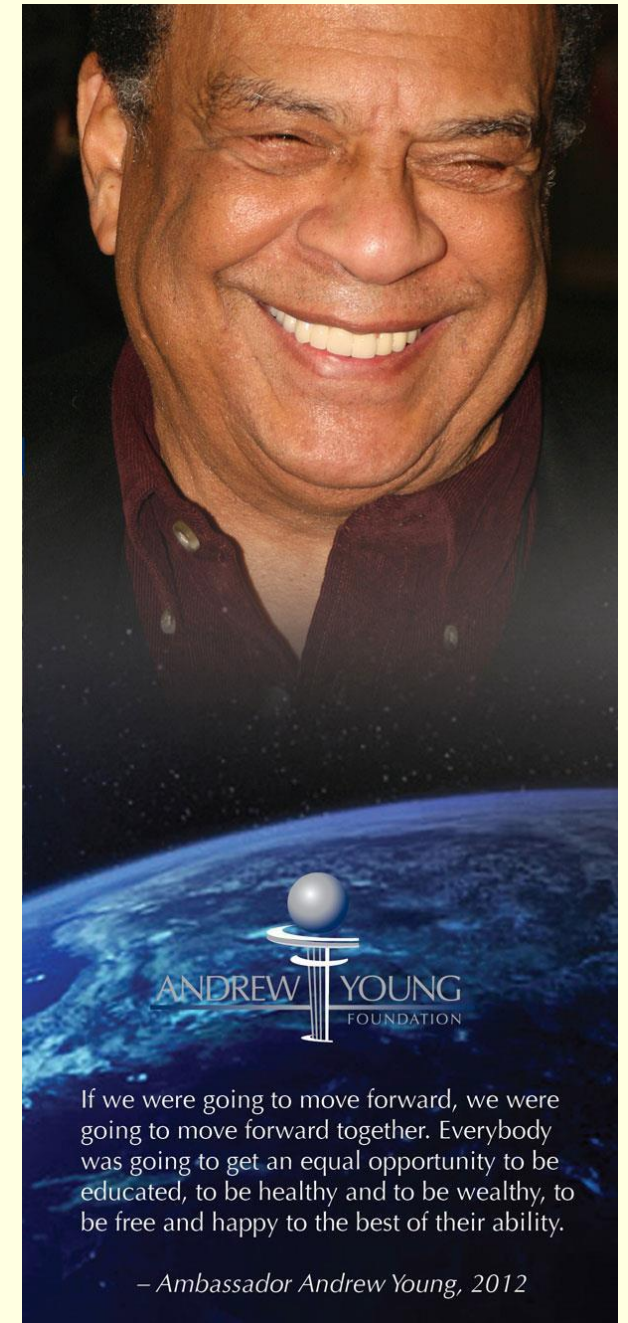
Ambassador Young's leadership as Mayor of Atlanta occurred during a recession and a reduction in federal funds for Cities. He turned to international markets for investments in Atlanta, attracting 1,100 new businesses, \$70 billion in investment, and adding 1 million jobs to the region. He developed public-private partnerships to leverage public dollars for the preservation of Zoo Atlanta.

Ambassador Young led the effort to bring the Centennial Olympic Games to Atlanta. As Co-Chair of the Atlanta Committee for the Olympic Games, he oversaw the largest Olympic Games in history in terms of numbers of participating countries, competing athletes and the number of spectators. He



was awarded the *Olympic Order*, the highest award of the Olympic Movement. Ambassador Young retired from Good Works International, LLC, in 2012 after well over a decade of facilitating sustainable economic development in the business sectors of the Caribbean and Africa.

Ambassador Young has received honorary degrees from more than 100 universities and colleges in the U.S. and abroad. President Jimmy Carter awarded him the *Presidential Medal of Freedom*, and France awarded him the



ANDREW YOUNG  
FOUNDATION

If we were going to move forward, we were going to move forward together. Everybody was going to get an equal opportunity to be educated, to be healthy and to be wealthy, to be free and happy to the best of their ability.

– Ambassador Andrew Young, 2012

*Legion d'Honneur*, each presenting the highest civilian honor for that particular nation. He recently received an *Emmy Lifetime Achievement award*, and in 2011, his portrait became part of the permanent collection of the Smithsonian National Portrait Gallery. President Bill Clinton appointed him founding chair of the Southern African Enterprise Development Fund. He is currently active in Africa through number of programs that his foundation oversees, and is also playing a key role in United Nation's "*Program for Infrastructure Development in Africa*" through World Economic Forum, NEPAD, and United Nations Economic Commission for Africa.

He serves on a number of boards, including: the Martin Luther King Center for Non-Violent Social Change, Barrick Gold, the United Nations Foundation, the Atlanta Falcons, the Andrew Young School for Policy Studies at Georgia State University, and Morehouse College. He has remained active in Georgia's civic affairs and has continued to foster economic development in the developing world as a business consultant and as chairman of the Southern Africa Enterprise Development Fund. He is also the global spokesman of Operation Hope. He is also the Chairman of the Board of "Why Tuesday?" – a non-profit dedicated to America's low voter turnout and the broken state of our voting system.



*Andrew Young Presents*, the Emmy-nominated, nationally syndicated series of specials produced by Ambassador Young through the Andrew J. Young Foundation, Inc. is seen in nearly 100 American markets and worldwide through the American Forces Network. In this series, Andrew Young produced a famous special named "*In The Footsteps of Gandhi – An Untold Story of Martin Luther King Jr. and Non-Violent Social Change*". The Andrew Young Foundation documents, preserves and interprets Ambassador Young's legacy of servant leadership in ending racism, war and poverty for current and future leaders. Ambassador Young wrote about his role in the fight for civil rights in two books: *A Way Out of No Way* (1994) and *An Easy Burden: The Civil Rights Movement and the Transformation of America* (1996). He has also written *Walk in My Shoes: Conversations Between a Civil Rights Legend and His Godson on the Journey Ahead* (2010). He is the father of

four and the grandfather of eight. Ambassador Young and his wife, educator and civic leader Carolyn McClain Young, reside in Atlanta.

# ANDREW YOUNG PRESENTS

AN UNTOLD STORY OF MARTIN LUTHER KING JR.  
AND NON-VIOLENT SOCIAL CHANGE

ANOTHER UPLIFTING STORY FROM THE EMMY AWARD WINNING  
NATIONALLY SYNDICATED TELEVISION SERIES



Fifty years after Dr. Martin Luther King Jr.'s historic pilgrimage to India to study the non-violent teachings of Gandhi, his son and namesake embarks on a journey of self discovery that he hopes will further the movement for which two great men gave their lives. But is the doctrine of nonviolence still relevant in the 21st Century? Andrew Young takes viewers on an unforgettable trip to modern India to show why this exotic but surprisingly contemporary nation still matters to the U.S. and the world.

WITH SPECIAL GUESTS  
DR. MAYA ANGELOU MARTIN LUTHER KING III



Aaron's

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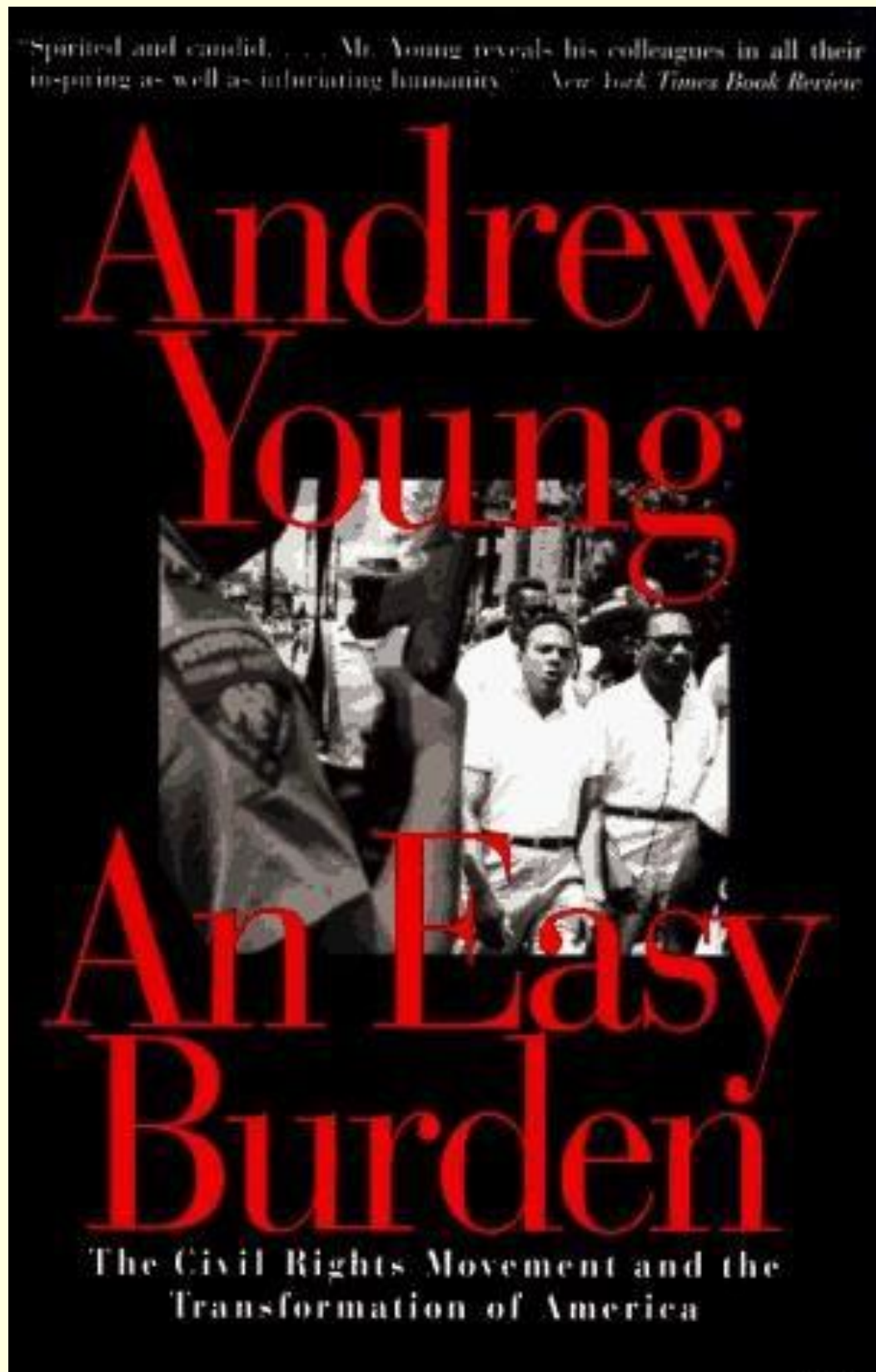
[www.andrewyoung.org](http://www.andrewyoung.org)

ANDREW YOUNG  
PRESENTS

IN THE FOOTSTEPS OF GANDHI

# IN THE FOOTSTEPS OF GANDHI

## PUBLICATIONS



*"With extraordinary insight and humanity, Andrew Young brings to life major campaigns of the movement and illuminates with rare honesty the key personalities on all sides and their motives." An Easy Burden" is required reading for everyone who wants to better understand Martin Luther King, Jr., the civil rights movement and the ongoing struggle for social justice that continues in his name."*

*-- Coretta Scott King*

### FOREWORD

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The Civil Rights Movement was a symphony of protest. Dr. Martin Luther King Jr. conducted a nonviolent choir with millions of Americans in courageous concert. And, it was probably an inevitable expression of divine intervention in human affairs that one of Dr. King's best friends, Rev. Andrew Young, and I would have joined forces last year in his film "Rwanda Rising." This documentary set forth a hopeful, global message of how the best in the heritage of the African continent provides a model of restorative justice to overcome the cycles of retributive violence. If people in Rwanda—a nation ravaged by the psychosis of terror and genocide just over a decade ago—can come together peacefully, then there are no gangs, insurgents, or nations who can rightfully claim that violent retribution is the only, or the best, means to reconcile disputes and historic grievances.

In the pages of *An Easy Burden: The Civil Rights Movement and the Transformation of America*, we come to know Dr. King, and we learn that reconciliation is the last stage of nonviolent conflict resolution that Dr. King and the movement translated from the early twentieth-century protests led by Mahatma Gandhi in South Africa, and later, India. The concept of *satyagraha* (soul force) had not been used on a broad scale in America before the genius of Dr. King—and other leaders—provided a synthesis for peaceful protest from an eastern culture to the Judeo-Christian context in the west.

## AFTERWORD

# We Still Have a Long Way to Go

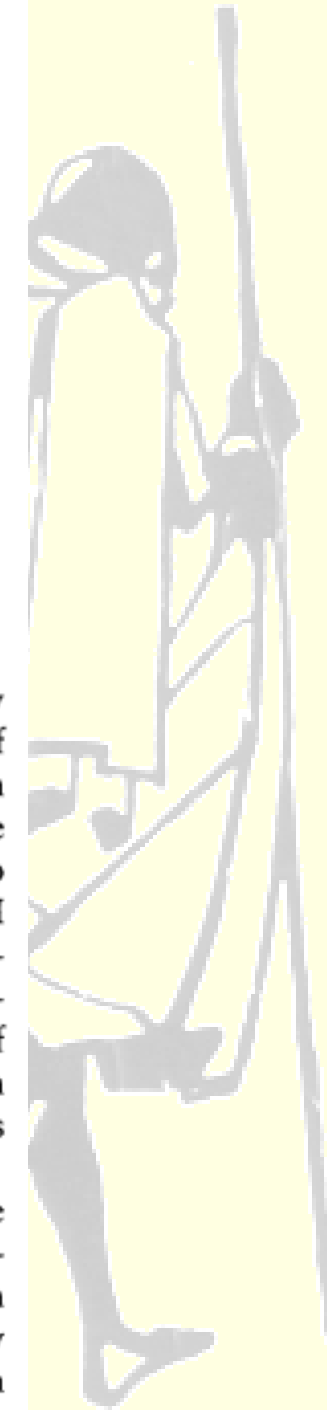
**M**y election to Congress took place nearly a quarter century before the publication of this book. Walking the halls of Gilbert Academy and later the lonely Highway 80 from Selma to Montgomery, I could never have imagined myself in the halls of the United States Congress. In my lifetime, we have come so far, but we still have a long way to go. As a pastor in Thomasville, I saw daily the effects of racial segregation on members of my congregation. It placed limits on their freedom to use their talents and abilities; it distorted family relationships and unbalanced the allocation of resources. And so, when I began my sojourn with Martin King in 1961, the elimination of racial segregation and racism was the focus of our stated goal to redeem the soul of America.

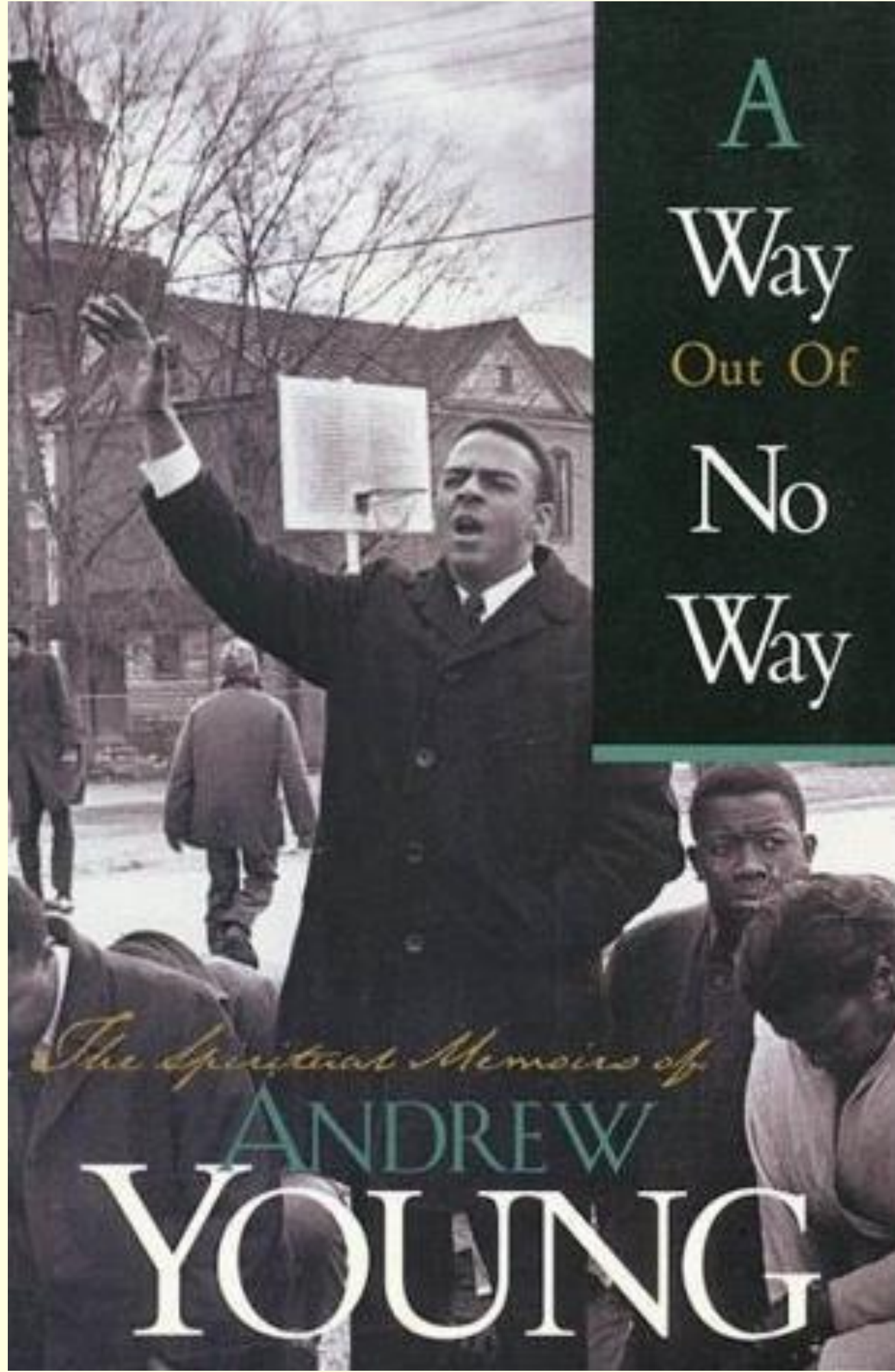
However, as the movement progressed our understanding of the problems facing America deepened, and the focus of our efforts likewise evolved. We came to see that racism walked hand in hand with war and poverty, and all were stealing away the soul of a potentially great nation. We accepted the responsibility to save our nation from these ills. We did not view ourselves as radicals or revolutionaries. Rather, we sought transformation, believing that the principles on which America was founded were fundamentally sound. Martin

called on the nation “to live out the true meaning of its creed, that all men [and women] were created equal.”

The efforts to eliminate the pervasive exclusion of black Americans from the ordinary pleasures and privileges of American life—the hot dog enjoyed at the ballpark, the water fountain, the public park, the library, the comfort of a seat on the city bus, the expectation of a room at the inn—were by and large successful. As SCLC’s direction campaigns addressed discrimination in public accommodations, employment, and voting rights, in each instance, policies on the national level changed to reflect the emerging consensus around fairness and equality in America’s public life. The expansion of employment opportunities created a new kind of black leader that had scarcely existed before the civil rights movement—one who supervised white employees and led historically white institutions from the U.S. Commerce Department to the state of Virginia to Smith College.

Our relative success in removing the visible barriers of racial discrimination in the United States revealed more complex factors perpetuating second-class status for persons of color the world over. We became acutely aware of this as our confrontation with the legal structures of racism within the United States soon brought us face-to-face with the international military apparatus established to maintain “white privilege” abroad as well. The battle against any totalitarian system, whether fascism or communism, we overwhelmingly supported, but all too often we saw the United States use its military power to defend not freedom but colonialism. In Vietnam, in the southern African countries of Rhodesia, Namibia, Mozambique, Angola, and South Africa, our government involved the U.S. military and intelligence networks in alliances that we knew to be against the right of self-determination, respect for human rights, and the precepts of our own Declaration of Independence. The stand against the war in Vietnam and against white minority rule in southern Africa was a stand against American alliances with forces that were antidemocratic but justified on the grounds of fighting communism. We challenged the notion that such alliances were the only plausible alternative to conceding to the spread of communism. The redemption of America from a strictly military toward a human rights emphasis on self-determination and free economic choice is one of the significant, yet incomplete, influences of the Southern civil rights movement. Our movement for civil rights educated American policy makers, enabling them to examine international events through a human rights lens rather than the geopolitical framework that had been the exclusive viewpoint. While often unable to resist the temptation to support





*From a mountaintop decision to go into the Christian ministry to the testing of his faith in the tumultuous events of the civil rights movement, Andrew Young shares the pivotal moments from his spiritual journey.*

“*Way Out of No Way*” is the story of one of the most well respected figures in America. Starting from childhood, Andrew Young describes his early life growing up in a middle class family during the great depression. Andrew Young describes how there was pressure on him to continue in the family business, yet he knew that there was something else in store for his life. From meeting his wife to working with Martin Luther King, this book takes you behind the scenes of the Civil Rights Movement, the marches and how the events were organized. Young describes his life after the movement from his meeting with President Carter, his position as US Ambassador, his time as Mayor of Atlanta, to the death of his wife. This is a touching book written about a man whose work has touched every American.

## FOREWORD

BY PRESIDENT BILL CLINTON

The people of America owe a great debt to Andrew Young. For nearly half a century, this remarkable man has been a fixture in our nation's political life. Whether as an activist or public servant, teacher or preacher, he has dedicated his life to strengthening our human community, through equality and economic opportunity, justice and social progress.

Beginning with his days as a leader in the civil rights movement in the 1960s, Young has always made an impact. As a congressman from Georgia, he was an advocate for the poor and underserved populations. In the 1980s, as our Ambassador to the United Nations, he helped to shape both U.S. foreign policy and U.N. consensus for greater emphasis on economic empowerment in developing nations around the globe. Later, through his leadership as Atlanta's mayor, Andy advanced interracial cooperation to improve education and increase prosperity, to encourage Atlanta's growing diversity and make it the headquarters for many international companies, and to pave the way for the next generation of African American leaders. For almost twenty years now, as a private citizen, he has continued to advance all the causes he championed as a public servant, bringing to a wide variety of endeavors the passion and energy of a man half his age.

One of Andrew Young's most meaningful contributions is the power of his example to young people, because of the nobility of his ideals, the strength of his convictions, and the determination and effectiveness with which he has acted on them. As a mentor and professor, he demonstrates the relationship of education and guidance to success, changing the lives of many young people.

I've known Andrew Young for more than thirty years, though he was a hero to me before we met because of his civil rights work. We have been friends for more than twenty-five years now; and knowing him has been a real blessing. Andy's life is a model for responsible and successful service, and future leaders can learn much from his example. Through *Walk in My Shoes*, Andrew Young and Kabir Sehgal offer a unique perspective on Andy's amazing life. This book is also the story of a very good mentorship, and all readers can benefit from the lessons Young has shared with his mentee and godson, Kabir.



## Walk in My Shoes

*Conversations Between a  
Civil Rights Legend and  
His Godson on  
the Journey Ahead*

FOREWORD BY  
PRESIDENT  
BILL CLINTON

*Andrew Young & Kabir Sehgal*

## AFTERWORD

This has been fun! Challenging, risky, dangerous but not harmful. Indeed, as I've said many times before, "there can be no democracy without truth. There can be no truth without controversy, there can be no change without freedom. Without freedom there can be no progress." That's life!

But we've barely scratched the surface. We've largely engaged in "boy talk." This is not the way I'd talk to Kabir's sister, Kashi, or my granddaughters Taylor, Lena, Abigail. My daughters always reminded me that I could not think for them. Both Jean, my wife of forty years, and Carolyn, whom I married fourteen years ago after Jean's passage to Glory, always reminded me that whatever my views of life are in any situation, there is a woman's view that must be heard and respected.

I once expressed to Oprah Winfrey that I wished that my granddaughters could talk with her in the same manner I've tried to share my life with Kabir. Wonderful though that may be, we never have enough time with important people. What we do find all around us is great moments with wonderful people.

Mentors, elders, wise counselors are everywhere. You've just got to open your eyes and your mind to receive their wisdom. They need not be famous or even successful. Many of my mentors have little formal education, power or money. What they possess is the wisdom of survivors.

Most young people are surrounded by folks who truly love them and want to help them develop. But there is a rebellious instinct that makes





# The Policy *of* Andrew Young

Story by  
Kathleen Poe Ross  
Photography by  
Meg Buscema

Atlanta icon lends his legacy to GSU

*F*rom the window of his 44<sup>th</sup> floor office on the northern end of downtown Atlanta, Andrew Young has a panoramic view of the city. With Freedom Parkway to the east and Centennial Olympic Park to the west, he can look down Peachtree Street, out over Georgia State University, the State Capitol's Gold Dome and the neo-Gothic tower of Atlanta City Hall, to the Atlanta airport and beyond. For most business people, this vista would create an impressive conference room backdrop; for Young, who turned 80 this spring, it's a career retrospective.

These and other landmarks recall moments in Young's storied career: his civil rights work with Martin Luther King Jr. and the Southern Christian Leadership Conference; his service as a U.S. congressman and then ambassador to the United Nations; his two terms as mayor of Atlanta; his championing of Atlanta as an Olympic host city; and his dedicated civic leadership. Monuments to Young's accomplishments are found throughout the city, but none carries his legacy into the future like GSU's Andrew Young School of Policy Studies.

GSU was in Young's orbit long before the policy school bore his name — or even existed. In the 1970s, his congressional campaign office sat across the street from campus, and he recruited students to pass out handbills and drum up support. The university was much smaller in those days; conventional wisdom among the administration held that GSU would never be a residential university. "It was essentially a night school for businesspeople," Young says. "Period. Full stop."

# Years in the Life of Andrew Young and GSU

1961

Young moves to Atlanta, becomes a key figure in the Civil Rights movement.

1972

Young begins his career in Congress, serving more than two terms.

1977

Young is appointed United States Ambassador to the United Nations by then President Jimmy Carter.

1981

Young is elected mayor of Atlanta, during which time he brings to the city \$70 billion in new private investment.

1990

Young Serves as co-chair of the Atlanta Committee for the Olympic Games, leading the effort in bringing the Centennial Olympic Games to Atlanta.

1996

The College of Public and Urban Affairs is dissolved and replaced with the School of Policy Studies under Dean Roy Bahl.

1999

The School of Policy Studies at GSU is named after Ambassador Andrew Young.

*More than a decade* later, Mayor Young was riding high on a wave of growth in Atlanta, hoping to cement its status as the next great international city. With GSU at the heart of downtown, it was natural that Young should be invested in the school's welfare; increased prestige for GSU meant increased prestige for Atlanta, and vice versa. Michael Mescon, then dean of the College of Business Administration at GSU (later named for J. Mack Robinson), recognizing the need to study and understand the dynamism of that time, enlisted Young's help in recruiting to GSU an economist and public finance expert from Syracuse University named Roy Bahl.

"I said, 'Why don't you come on down to the sunshine?'" Young says. He had found his pitch in the discovery that Bahl was originally from Florida. Georgia State needed a public policy department, he said, to track the extraordinary developments unfolding in Atlanta. "What we're doing is working for Atlanta, and there's nothing in any other city in the world that's working as well as Atlanta's working. We need to figure out how and why."

Bahl joined GSU in 1988, and former president Carl Patton — "one of the true downtown visionaries," Young calls him — followed soon after. In 1996, under their leadership, the College of Public and Urban Affairs was dissolved and replaced with a new School of Policy Studies, with Bahl at the helm as dean. His was the idea to name the school after Andrew Young, which was made official three years after the school was founded.

"To me it was quite obvious who the name [on the school] ought to be," says Bahl, whose tenure as dean lasted until 2007. "We were interested in international [policy], and we were interested in governance, and we were interested in analysis of social policy, and we were going to have a not-for-profit program — you know, all of the things that Andrew Young was fit what we wanted to do." In the traditional model, a school or building is named for or by a donor following a significant personal financial gift to an institution; in this case, Coca-Cola established a million-dollar scholarship fund for the school, and Young's gift was the conferral of his name and reputation.

The editorial board of *The Atlanta Constitution* endorsed the deal, writing that the Board of Regents should support the "naming [of] an institution for a person whose contributions have been social and political rather than financial." They continued, "... Although imperfectly at times, Young has always sought to blend his belief in economic and social equality with his staunch support for the sometimes harsh machinery of capitalism. ... Exploring that theme seems a fitting mission, as well, for a school of policy studies named for Young."

*Now in its 16<sup>th</sup> year*, the Andrew Young School of Policy Studies has carved out a niche of influence and excellence, as well as a few plum spots in the *U.S. News and World Report* national rankings. This year, the school broke into the top 25, the nonprofit management program was ranked no. 12, and the public finance program was rated no. 4 — a remarkable feat for a school that didn't exist two decades ago.

"We have taken his life and work as the touchstone for our mission as a school," says Harvey Newman, professor and chair of the department of public management and policy. "He's much more than just 'name over door' — he's been very active in helping to shape the school."

Leading convocations, presenting panel discussions and giving guest lectures are just a few of the ways in which Young guides his namesake school. He's been known to come up with an idea for a program and hand it off so someone else can take credit for it, and he is not shy about using his considerable influence to benefit AYSPS. Ten years ago, what might have otherwise been a low-key 70th birthday celebration became a star-studded, see-and-be-seen event to raise money for student scholarships. Former President Bill Clinton caught wind of it and called up to say that he wanted to come, although he couldn't stay for dinner; and would it be alright if he gave a lecture at the school while he was in town?

Impromptu economic summits tend to pop up when Young is around. On another occasion, Bahl recalls,

"He called me and said, 'Hey, get some of the guys together, I want to talk about economics this afternoon. Can you do that?'" Bahl says. "And so, here he comes in with this guy in flowing robes — it was the president of Nigeria. Go figure, right?"

Economics has been a topic of particular interest to Young, as it figures heavily into the so-called "public-purpose capitalism" he champions — the notion that private profits can be leveraged for public good in the fight

"We've always been able to package ideas to include everyone, and I think that's the key to the city's success."  
— Andrew Young

against poverty. He takes issue with the many economists who were born into privilege and never had to work for a living. Future economists, he says, should be people who understand job creation and have a vision of how



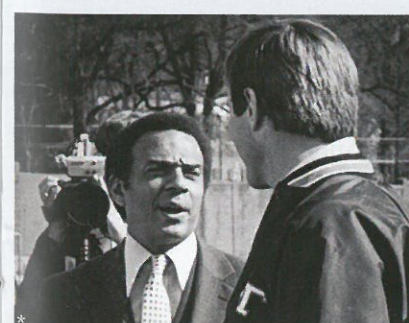
1961



1972



1977



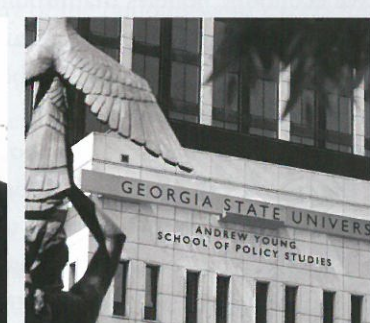
1981



1990



1996



1999

“We have taken his life and work as the touchstone for our mission as a school.”

—Harvey Newman, professor and chair of the department of Public Management and Policy

profits affect humanity. Young ascribes to a traditional Native American belief that was shared with him during his ambassadorship: that decisions must not be made for short-term or personal gain, but “for seven generations yet unborn.”

“If we’re going to deal with poverty, if we’re going to generate jobs, we have to have economic policies that produce jobs,” Young says. A preacher by training, he explains that his take on public policy is rooted in the Bible. “The reason I think of economics as important, the reason I think of Wall Street as important, is not because I want to be rich, but because I learned in Sunday school that Jesus said, to get into heaven you have to feed the hungry, clothe the naked, heal the sick and set

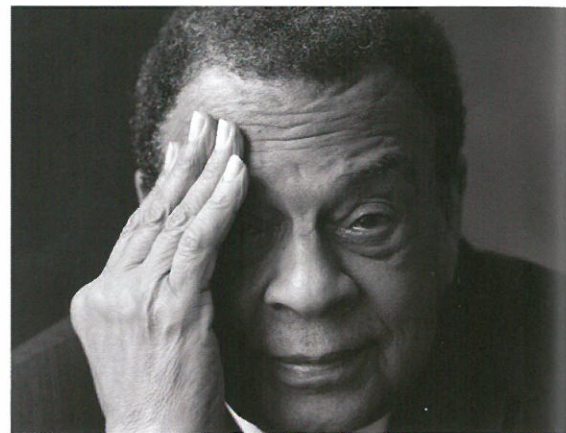
at liberty those who are oppressed.

“Dr. King used to say, ‘I admire the Good Samaritan, but I don’t want to be one. I don’t want to pick up people on the Jericho road after they’ve been beaten up and robbed. I want to change the Jericho road so that they don’t get beaten up and robbed.’” Young says. “That’s public policy.”

Young continues to spread his gospel of good policy both here and abroad through the Andrew Young Foundation, established in 2003, and GoodWorks International, his consulting group focused on connecting U.S. businesses to the emerging markets of Africa and the Caribbean. With these organizations and the Andrew Young School as his pulpit, Young hopes that the lesson that both individuals and

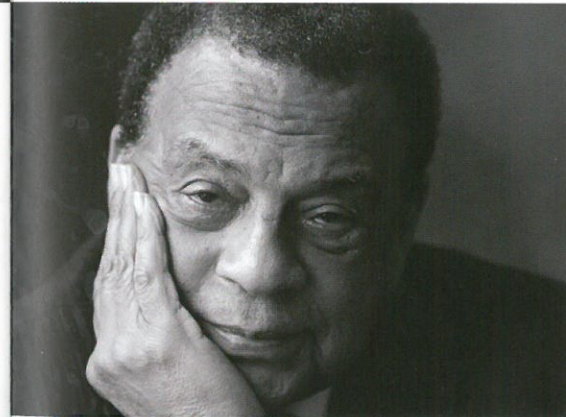
communities can do well by doing good will take root across the globe.

In educating the next generation of policymakers at the Andrew Young School, Young says, we are not just training people to work in the United States; we’re training the world. He and his wife, Carolyn McClain Young, set up a fellowship in her name to attract and support graduate students from countries in the Caribbean or on the African continent who are leaders in their respective homelands. The school’s International Center for Public Policy offers a dual master’s degree with an Indonesian university. More than 30 nationalities are represented among students and faculty, who are working on policy projects in more than 60 countries.



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—Andrew Young



No matter where they come from, Young believes students can learn from what he calls Atlanta’s fairness formula: “That we could go forward if we all went forward together,” Young says. “Other cities were trying to take this group forward or that group forward, and they weren’t getting anywhere. We’ve always been able to package ideas to include everyone, and I think that’s the key to the city’s success.” Many AYSPS graduates will leave Atlanta after their studies for other cities, perhaps even other countries or continents, but Young believes they will have learned something about the way cities run just by having lived here for a while. “Hopefully the world will see some of the things that we’ve made work here and they will go back to their countries and help make good things happen there,” Young says.

### Atlanta’s transformation

from southern capital city to international metropolis didn’t happen overnight, and it couldn’t have happened without Young’s visionary leadership. His memoir, “An Easy Burden,” is a firsthand account from the epicenter of the Civil Rights Movement that concludes with his election to congress in 1972. There is no written record of Young’s subsequent years as a politician, ambassador and civic leader. To fill that gap, the Andrew Young School has partnered with the Andrew Young Foundation on a project with a working title of “The Making of Modern Atlanta” that will document Young’s impact on the city. Andrea Young, the

ambassador’s eldest daughter and executive director of the Andrew Young Foundation, is spearheading the effort with Harvey Newman, leading the charge from the university side. They have conducted some 50 interviews with prominent Atlantans over the past year with help from several AYSPS graduate research assistants for the first phase of the project. This multimedia, multiyear undertaking — known as the Legacy Project — will culminate in a second memoir, a documentary DVD and exhibits around the school.

Current AYSPS Dean Mary Beth Walker says the faculty is in the process of developing a course that will focus on public policy as it pertains to the city of Atlanta to highlight for students what an effective leader their school’s namesake truly has been. “One of the thoughts behind the Legacy Project is finding ways to infuse what Ambassador Young does and what he has stood for into more of our curriculum,” she says.

AYSPS and the Andrew Young Foundation are deeply invested in documenting Young’s life through the Legacy Project and preserving his rich history, but at this rate, they may not ever catch up to him. He reads voraciously, takes meetings and gives interviews every day, always keeping an eye out for the next opportunity. Although many of the buildings and streets his office overlooks signify deals negotiated or partnerships forged during his career, Young sees beyond all that as he gazes out over the city and the university below.

It isn’t the past that he’s focused on, he says. “I like looking off into the future.”

WEB EXCLUSIVE

Visit [gsu.edu/magazine](http://gsu.edu/magazine) for a video on the work of Andrew Young.

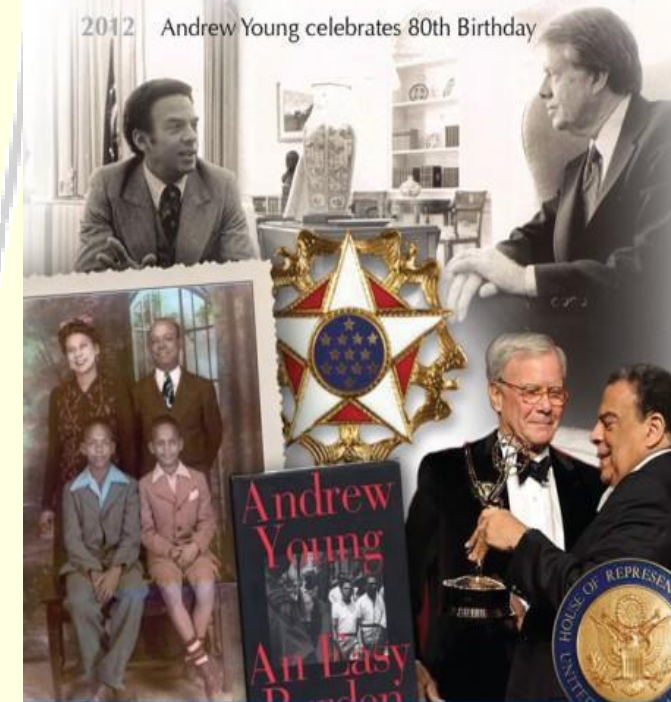
## ANDREW YOUNG Career Highlights

- 1955 Andrew Young became pastor of Bethany Congregational Church, Thomasville, GA
- 1957 Joined the executive staff of the National Council of Churches, New York, NY
- 1961 Named director of the Citizenship School Program housed at the Southern Christian Leadership Conference in Atlanta, Dr. Martin Luther King, Jr., President
- 1963 Key negotiator for SCLC in settlement of desegregation campaign in Birmingham, AL
- 1964 Beaten in St. Augustine, Florida. Civil Rights Act desegregating public accommodations and employment is signed into law
- 1965 Key strategist in Selma campaign for voting rights. President Johnson signs Voting Rights Act
- 1972 Elected to Congress from the 5th Congressional District of Georgia, the first African American from the Deep South since Reconstruction
- 1977 Appointed United States Ambassador to the United Nations by President Jimmy Carter, the first African American to serve in that position
- 1980 Awarded the Presidential Medal of Freedom by President Jimmy Carter
- 1981 Elected Mayor of Atlanta, re-elected in 1985
- 1994 Founding Chairman of Southern African Enterprise Development Fund, appointed by President Bill Clinton



## ANDREW YOUNG Career Highlights (cont.)

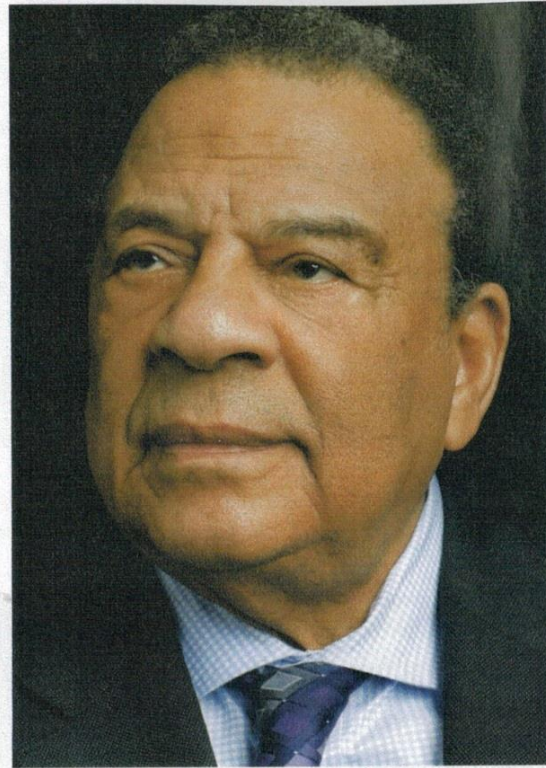
- 1996 Served as Co-Chair of the Centennial Olympic Games in Atlanta; *An Easy Burden, Civil Rights and the Transformation of America* published; Andrew Young founded GoodWorks International with Carlton Masters
- 1999 Policy School at Georgia State University named for Andrew Young
- 2003 Andrew Young Foundation established
- 2007 Andrew Young Foundation funded documentary *Rwanda Rising* Andrew Young Producer, Director CB Hackworth
- 2008 Andrew Young Presents syndicated television specials launched
- 2011 Received EMMY for Lifetime Achievement  
Portrait installed in the National Portrait Gallery, Washington, DC
- 2012 Andrew Young celebrates 80th Birthday



[www.andrewyoungfoundation.org](http://www.andrewyoungfoundation.org)

# An Ambassador for Change

FORMER MAYOR AND AMBASSADOR ANDREW YOUNG BELIEVES POLICIES NEED TO BE PRO-BUSINESS AND PRO-CITY.  
By Caroline Fairchild



Former mayor Andrew Young thinks both globally and locally.

Andrew Young is the embodiment of the motto "Think global, act local." The former U.S. ambassador to the United Nations speaks fluently about economic trends and geopolitics. But he was also the mayor of Atlanta for two terms, and he understands the importance of creating jobs and a tax base in a local community.

As America wobbles toward economic recovery and many of its cities continue to struggle, Young's diverse experiences offer political leaders an interesting road map for stoking growth. During his mayoral tenure from 1982 to 1990, Young persuaded roughly 1,100 foreign companies, from Germany's Lufthansa to Japan's Mitsubishi, to locate employees and operations in the Atlanta area. He recalls giving his home number to potential international investors to make the partnership more personal. "We made Southern hospitality into a marketing strategy," Young, 82, tells *Fortune*.

Mayors all over the country are still taking that page from Young's playbook. Some 83% of city leaders surveyed a few years ago by the National League of Cities say that attracting foreign investment and expanding trade opportunities were integral to future economic success. Nashville, for example, says that foreign direct investment sustains 83,000 jobs within its area and provides \$10.2 billion to the economy annually.

Young applauds cities' efforts, but he also worries that there is no comprehensive federal vision to make the socio-economic climate stable for investment. As a result, he says, corporations are parking trillions of dollars in tax havens around the world instead of investing that money in projects and programs that could be used to strengthen the global economy. The biggest downside, Young adds, is that political and economic uncertainty in America is hurting the country's ability to attract top talent and grow its own. "The environment is so insecure

and unstable right now that people are afraid to invest in the future," he says.

Young is the first to admit that he's unabashedly in favor of partnering with business, a philosophy that may rankle some city leaders. New York Mayor Bill de Blasio campaigned on a pro-consumer agenda that suggests he may not be as open to such alliances as his predecessor, Mike Bloomberg. And last summer the Washington, D.C., city council passed a "living-wage bill" aimed at getting Wal-Mart to increase its pay. (Mayor Vincent Gray vetoed the measure.)

Ultimately Young believes

that America's success depends on cities continually reinventing themselves, a skill they can learn from businesses. (Remember when Apple was just a computer maker?) Take Detroit, which struggles to get past its image as a hardscrabble, one-industry town. Young says he sees something altogether different: a city with an enviable waterfront ripe for development—"I wish we had a waterfront like that in Atlanta," he muses—and, crucially, a bridge connecting it to Canada, a major cross-border trading partner. Even when he's thinking about a locality other than his own, Young thinks global. ■

PHOTOGRAPH BY MACKENZIE STROH

## The 21st Century Definition of Freedom: Self-Determination for All

In the 21st century, the definition of freedom was tied to what was going on in the wider world. And what was going on in the wider free world involved a handful of defining movements towards emerging democracies around the world -- from leaders like Nelson Mandela in places like South Africa, to leaders like Mahatma Gandhi in places like India, to leaders like Michael Collins in places like Ireland.

*And then of course here we have been blessed with leaders such as Dr. Martin L. King, Jr. and his strategy lieutenant (Ambassador) Andrew Young, leading a homegrown civil rights movement right here in the United States. And far from a 'black solution,' the civil rights movement, which I have always referred to as the third major paradigm shift for a nation after our freedom from Britain and our civil war, was to quote Ambassador Andrew Young, "always about redeeming the soul of America."*

In each of these places throughout the 20th century, the "issue" was race, the color line and social strife, and the cure was most always democracy. And the instrument to secure that democracy for all was in large part the right to vote for all, once democracy was solidly in place.

The right to vote ultimately triggered real changes in public leadership, which triggered changes in important laws and the public policy that in turn governed fundamental issues of fairness, and fair play. I think it is fair to say today, looking back on the 20th century, that democracy indeed won this fight.

While democracy continues to fight the good fight for space and place in our lives in important parts of the world -- not yet free to vote, dream and to create on their own -- for most of the world the issues we face today *are different*.

Today the issue is not so much race, the color line and social strife, as it is class and poverty. Or put another way, *"whether you are black, white, red, brown or yellow (for those in the U.S.) you just want to see some more green (as in U.S.currency)." Just look at say China, a staunch communist country which has unabashedly taken up the mantle of capitalism and at least a version of what we call free enterprise.*

*The 20th century was marked by issues of race and the color line, and the 21st century is going to be marked, globally, by issues of class and poverty.*

**The new definition of freedom today is self-determination.**

*-- John Hope, President and CEO, Operation HOPE*

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## **Links to news articles on Ambassador Andrew Young**

<http://www.whut.org/whut/?p=4065> (A conversation with Ambassador Young, Howard University)

[http://www.washingtonpost.com/politics/democrats-embrace-adding-photos-to-social-security-cards/2014/04/10/cfffe55a-c0cc-11e3-b574-f8748871856a\\_story.html](http://www.washingtonpost.com/politics/democrats-embrace-adding-photos-to-social-security-cards/2014/04/10/cfffe55a-c0cc-11e3-b574-f8748871856a_story.html) (President Clinton and President Bush support Ambassador Andrew Young's idea of adding photos to Social Security cards)

<http://www.11alive.com/news/article/202578/40/1901-Georgia-elected-officials-failed-to-file-disclosures-on-time>

<http://themadisontimes.themadent.com/article/29th-annual-dr-martin-luther-king-jr-city-county-observance-andrew-young-delights-crowd>

<http://www.projectethics.org/news-articles/news-article.php?news-id=10485759584ff6f24b410214.71604097>

[http://www.washingtonpost.com/politics/2014/04/09/7bc3b490-c044-11e3-b574-f8748871856a\\_story.html](http://www.washingtonpost.com/politics/2014/04/09/7bc3b490-c044-11e3-b574-f8748871856a_story.html)

[http://www.huffingtonpost.com/john-hope-bryant/continuing-the-poverty-er\\_b\\_4313980.html](http://www.huffingtonpost.com/john-hope-bryant/continuing-the-poverty-er_b_4313980.html)

[http://www.harrywalker.com/speaker/Andrew-Young.cfm?Spea\\_ID=233](http://www.harrywalker.com/speaker/Andrew-Young.cfm?Spea_ID=233)

<http://www.examiner.com/article/civil-rights-champion-ambassador-andrew-young-celebrates-80>

<http://www.georgiaencyclopedia.org/articles/government-politics/andrew-young-b-1932>

<http://www.prnewswire.com/news-releases/as-we-approach-national-tax-day-operation-hope-and-ambassador-andrew-young-encourage-working-families-to-take-advantage-of-earned-income-tax-credit-254406011.html>

<http://www.nbcwashington.com/news/local/Andrew-Young-President-Barack-Obama-Photo-Option-Social-Security-Cards-254586291.html>

<http://www.whytuesday.org/about/>