

[1] To whom it may concern, My name is Peter Jackson and I am thinking of applying for the Advanced Licensed Counselor Program that the university provides.

[2] I found that the certification for 100 hours of counseling experience is required for the application.

[3] However, I do not think I could possibly complete the required counseling experience by the current deadline.

[4] So, if possible, I kindly request an extension of the deadline until the end of this summer vacation.

[5] I am actively working on obtaining the certification, and I am sure I will be able to submit it by then.

[6] I understand the importance of following the application process, and would greatly appreciate your consideration of this request.

[7] I look forward to your response.

[8] Sincerely, Peter Jackson

- [1] The passport control line was short and the inspectors looked relaxed; except the inspector at my window.
- [2] He seemed to want to model the seriousness of the task at hand for the other inspectors.
- [3] Maybe that's why I felt uneasy when he studied my passport more carefully than I expected.
- [4] "You were here in September," he said.
- [5] "Why are you back so soon?"
- [6] "I came in September to prepare to return this month," I replied with a trembling voice, considering if I missed any Italian regulations.
- [7] "For how long?" he asked.
- [8] "One month, this time," I answered truthfully.
- [9] I knew it was not against the rules to stay in Italy for three months.
- [10] "Enjoy your stay," he finally said, as he stamped my passport.
- [11] Whew! As I walked away, the burden I had carried, even though I did nothing wrong, vanished into the air.
- [12] My shoulders, once weighed down, now stretched out with comfort.

- [1] Merely convincing your children that worry is senseless and that they would be more content if they didn't worry isn't going to stop them from worrying.
- [2] For some reason, young people seem to believe that worry is a fact of life over which they have little or no control.
- [3] Consequently, they don't even try to stop.
- [4] Therefore, you need to convince them that worry, like guilt and fear, is nothing more than an emotion, and like all emotions, is subject to the power of the will.
- [5] Tell them that they can eliminate worry from their lives by simply refusing to attend to it.
- [6] Explain to them that if they refuse to act worried regardless of how they feel, they will eventually stop feeling worried and will begin to experience the contentment that accompanies a worry-free life.

[1] In today's information age, in many companies and on many teams, the objective is no longer error prevention and replicability.

[2] On the contrary, it's creativity, speed, and keenness.

[3] In the industrial era, the goal was to minimize variation.

[4] But in creative companies today, maximizing variation is more essential.

[5] In these situations, the biggest risk isn't making a mistake or losing consistency; it's failing to attract top talent, to invent new products, or to change direction quickly when the environment shifts.

[6] Consistency and repeatability are more likely to suppress fresh thinking than to bring your company profit.

[7] A lot of little mistakes, while sometimes painful, help the organization learn quickly and are a critical part of the innovation cycle.

[8] In these situations, rules and process are no longer the best answer.

[9] A symphony isn't what you're going for.

[10] Leave the conductor and the sheet music behind.

[11] Build a jazz band instead.

- [1] Any new or threatening situation may require us to make decisions and this requires information.
- [2] So important is communication during a disaster that normal social barriers are often lowered.
- [3] We will talk to strangers in a way we would never consider normally.
- [4] Even relatively low grade disruption of our life such as a fire drill or a very late train seems to give us the permission to break normal etiquette and talk to strangers.
- [5] The more important an event to a particular public, the more detailed and urgent the requirement for news becomes.
- [6] Without an authoritative source of facts, whether that is a newspaper or trusted broadcast station, rumours often run riot.
- [7] Rumours start because people believe their group to be in danger and so, although the rumour is unproven, feel they should pass it on.
- [8] For example, if a worker heard that their employer's business was doing badly and people were going to be made redundant, they would pass that information on to colleagues.

[1] People seem to recognize that the arts are cultural activities that draw on (or react against) certain cultural traditions, certain shared understanding, and certain values and ideas that are characteristic of the time and place in which the art is created.

[2] In the case of science, however, opinions differ.

[3] Some scientists, like the great biologist J. B.S. Haldane, see science in a similar light — as a historical activity that occurs in a particular time and place, and that needs to be understood within that context.

[4] Others, however, see science as a purely "objective" pursuit, uninfluenced by the cultural viewpoint and values of those who create it.

[5] In describing this view of science, philosopher Hugh Lacey speaks of the belief that there is an underlying order of the world which is simply there to be discovered — the world of pure "fact" stripped of any link with value.

[6] The aim of science according to this view is to represent this world of pure "fact", independently of any relationship it might bear contingently to human practices and experiences.

[1] Mental development consists of individuals increasingly mastering social codes and signals themselves, which they can master only in social situations with the support of more competent individuals, typically adults.

[2] In this sense, mental development consists of internalizing social patterns and gradually becoming a responsible actor among other responsible actors.

[3] In Denmark, the age of criminal responsibility is 15 years, which means that we then say that people have developed sufficient mental maturity to be accountable for their actions at this point.

[4] And at the age of 18 people are given the right to vote and are thereby formally included in the basic democratic process.

[5] I do not know whether these age boundaries are optimal, but it is clear that mental development takes place at different rates for different individuals, and depends especially on the social and family environment they have been given.

[6] Therefore, having formal limits for responsibility from a specific age that apply to everyone is a somewhat questionable practice.

[7] But the question, of course, is whether it can be done any differently.

[1] Born in the English city of Liverpool, Charles Elton studied zoology under Julian Huxley at Oxford University from 1918 to 1922.

[2] After graduating, he began teaching as a part-time instructor and had a long and distinguished teaching career at Oxford from 1922 to 1967.

[3] After a series of arctic expeditions with Huxley, he worked with a fur-collecting and trading company as a biological consultant, and examined the company's records to study animal populations.

[4] In 1927, he wrote his first and most important book, *Animal Ecology*, in which he demonstrated the nature of food chains and cycles.

[5] In 1932, he helped establish the Bureau of Animal Population at Oxford.

[6] In the same year he became the editor of the new *Journal of Animal Ecology*.

[7] Throughout his career, Elton wrote six books and played a major role in shaping the modern science of ecology.

[1] One well-known shift took place when the accepted view — that the Earth was the center of the universe — changed to one where we understood that we are only inhabitants on one planet orbiting the Sun.

[2] With each person who grasped the solar system view, it became easier for the next person to do so.

[3] So it is with the notion that the world revolves around the human economy.

[4] This is slowly being replaced by the view that the economy is a part of the larger system of material flows that connect all living things.

[5] When this perspective shifts into place, it will be obvious that our economic well-being requires that we account for, and respond to, factors of ecological health.

[6] Unfortunately we do not have a century or two to make the change.

[7] By clarifying the nature of the old and new perspectives, and by identifying actions on which we might cooperate to move the process along, we can help accelerate the shift.

- [1] The first human beings probably evolved in tropical regions where survival was possible without clothing.
- [2] It is likely that they had very dark skin because light skin would have given little protection against the burning rays of the sun.
- [3] There is a debate about whether these people spread into other parts of the world or, instead, whether people developed independently in various parts of the world.
- [4] Whichever the case, it is believed that in time they became capable of spreading out from Africa, eventually to most of the world.
- [5] This was probably because their physical characteristics changed.
- [6] For instance, early hominids probably did not walk upright, but when they developed that ability, they could travel more efficiently.
- [7] More important, perhaps, was their development of tool making.
- [8] With tools, they could hunt other animals, so they could consume more protein and fat than their low-energy vegetarian diet would have provided.
- [9] Not only their bodies but also their brains would have been changed with more energy.
- [10] The brain needs lots of energy to grow.
- [11] As their diet expanded, hominids could physically and intellectually expand their territory.

[1] When we get an unfavorable outcome, in some ways the last thing we want to hear is that the process was fair.

[2] As outraging as the combination of an unfavorable outcome and an unfair process is, this combination also brings with it a consolation prize: the possibility of attributing the bad outcome to something other than ourselves.

[3] We may reassure ourselves by believing that our bad outcome had little to do with us and everything to do with the unfair process.

[4] If the process is fair, however, we cannot nearly as easily externalize the outcome; we got what we got "fair and square."

[5] When the process is fair we believe that our outcome is deserved, which is another way of saying that there must have been something about ourselves (what we did or who we are) that caused the outcome.

[1] The well-known American ethnologist Alfred Louis Kroeber made a rich and in-depth study of women's evening dress in the West, stretching back about three centuries and using reproductions of engravings.

[2] Having adjusted the dimensions of these plates due to their diverse origins, he was able to analyse the constant elements in fashion features and to come up with a study that was neither intuitive nor approximate, but precise, mathematical and statistical.

[3] He reduced women's clothing to a certain number of features: length and size of the skirt, size and depth of the neckline, height of the waistline.

[4] He demonstrated unambiguously that fashion is a profoundly regular phenomenon which is not located at the level of annual variations but on the scale of history.

[5] For practically 300 years, women's dress was subject to a very precise periodic cycle: forms reach the furthest point in their variations every fifty years.

[6] If, at any one moment, skirts are at their longest, fifty years later they will be at their shortest; thus skirts become long again fifty years after being short and a hundred years after being long.

[1] Over the last few centuries, humanity's collective prosperity has skyrocketed, as technological progress has made us far wealthier than ever before.

[2] To share out those riches, almost all societies have settled upon the market mechanism, rewarding people in various ways for the work that they do and the things that they own.

[3] But rising inequality, itself often driven by technology, has started to put that mechanism under strain.

[4] Today, markets already provide immense rewards to some people but leave many others with very little.

[5] And now, technological unemployment threatens to become a more radical version of the same story, taking place in the particular market we rely upon the most: the labor market.

[6] As that market begins to break down, more and more people will be in danger of not receiving a share of society's prosperity at all.

- [1] It's often said that those who can't do, teach.
- [2] It would be more accurate to say that those who can do, can't teach the basics.
- [3] A great deal of expert knowledge is implicit, not explicit.
- [4] The further you progress toward mastery, the less conscious awareness you often have of the fundamentals.
- [5] Experiments show that skilled golfers and wine aficionados have a hard time describing their putting and tasting techniques – even asking them to explain their approaches is enough to interfere with their performance, so they often stay on autopilot.
- [6] When I first saw an elite diver do four and a half somersaults, I asked how he managed to spin so fast.
- [7] His answer: "Just go up in a ball."
- [8] Experts often have an intuitive understanding of a route, but they struggle to clearly express all the steps to take.
- [9] Their brain dump is partially filled with garbage.

[1] Minimal processing can be one of the best ways to keep original flavors and taste, without any need to add artificial flavoring or additives, or too much salt.

[2] This would also be the efficient way to keep most nutrients, especially the most sensitive ones such as many vitamins and anti-oxidants.

[3] Milling of cereals is one of the most harsh processes which dramatically affect nutrient content.

[4] While grains are naturally very rich in micronutrients, anti-oxidants and fiber (i.e. in wholemeal flour or flakes), milling usually removes the vast majority of minerals, vitamins and fibers to raise white flour.

[5] Such a spoilage of key nutrients and fiber is no longer acceptable in the context of a sustainable diet aiming at an optimal nutrient density and health protection.

[6] In contrast, fermentation of various foodstuffs or germination of grains are traditional, locally accessible, low-energy and highly nutritious processes of sounded interest.

- [1] It would seem obvious that the more competent someone is, the more we will like that person.
- [2] By "competence," I mean a cluster of qualities: smartness, the ability to get things done, wise decisions, etc.
- [3] We stand a better chance of doing well at our life tasks if we surround ourselves with people who know what they're doing and have a lot to teach us.
- [4] But the research evidence is paradoxical:
- [5] In problem-solving groups, the participants who are considered the most competent and have the best ideas tend not to be the ones who are best liked.
- [6] Why?
- [7] One possibility is that, although we like to be around competent people, those who are too competent make us uncomfortable.
- [8] They may seem unapproachable, distant, superhuman — and make us look bad (and feel worse) by comparison.
- [9] If this were true, we might like people more if they reveal some evidence of fallibility.
- [10] For example, if your friend is a brilliant mathematician, superb athlete, and gourmet cook, you might like him or her better if, every once in a while, they screwed up.

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- [1] A computational algorithm that takes input data and generates some output from it doesn't really embody any notion of meaning.
- [2] Certainly, such a computation does not generally have as its purpose its own survival and well-being.
- [3] It does not, in general, assign value to the inputs.
- [4] Compare, for example, a computer algorithm with the waggle dance of the honeybee, by which means a foraging bee conveys to others in the hive information about the source of food (such as nectar) it has located.
- [5] The "dance" — a series of stylized movements on the comb — shows the bees how far away the food is and in which direction.
- [6] But this input does not simply program other bees to go out and look for it.
- [7] Rather, they evaluate this information, comparing it with their own knowledge of the surroundings.
- [8] Some bees might not bother to make the journey, considering it not worthwhile.
- [9] The input, such as it is, is processed in the light of the organism's own internal states and history; there is nothing prescriptive about its effects.

- [1] There are deep similarities between viral contagion and behavioral contagion.
- [2] For example, people in close or extended proximity to others infected by a virus are themselves more likely to become infected, just as people are more likely to drink excessively when they spend more time in the company of heavy drinkers.
- [3] But there are also important differences between the two types of contagion.
- [4] One is that visibility promotes behavioral contagion but inhibits the spread of infectious diseases.
- [5] Solar panels that are visible from the street, for instance, are more likely to stimulate neighboring installations.
- [6] In contrast, we try to avoid others who are visibly ill.
- [7] Another important difference is that whereas viral contagion is almost always a bad thing, behavioral contagion is sometimes negative — as in the case of smoking — but sometimes positive, as in the case of solar installations.

- [1] Sleep is clearly about more than just resting.
- [2] One curious fact is that animals that are hibernating also have periods of sleep.
- [3] It comes as a surprise to most of us, but hibernation and sleep are not the same thing at all, at least not from a neurological and metabolic perspective.
- [4] Hibernating is more like being anesthetized: the subject is unconscious but not actually asleep.
- [5] So a hibernating animal needs to get a few hours of conventional sleep each day within the larger unconsciousness.
- [6] A further surprise to most of us is that bears, the most famous of wintry sleepers, don't actually hibernate.
- [7] Real hibernation involves profound unconsciousness and a dramatic fall in body temperature — often to around 32 degrees Fahrenheit.
- [8] By this definition, bears don't hibernate, because their body temperature stays near normal and they are easily awakened.
- [9] Their winter sleeps are more accurately called a state of torpor.

[1] The concern about how we appear to others can be seen in children, though work by the psychologist Ervin Staub suggests that the effect may vary with age.

[2] In a study where children heard another child in distress, young children (kindergarten through second grade) were more likely to help the child in distress when with another child than when alone.

[3] But for older children — in fourth and sixth grade — the effect reversed: they were less likely to help a child in distress when they were with a peer than when they were alone.

[4] Staub suggested that younger children might feel more comfortable acting when they have the company of a peer, whereas older children might feel more concern about being judged by their peers and fear feeling embarrassed by overreacting.

[5] Staub noted that "older children seemed to discuss the distress sounds less and to react to them less openly than younger children."

[6] In other words, the older children were deliberately putting on a poker face in front of their peers.

[7] The study suggests that, contrary to younger children, older children are less likely to help those in distress in the presence of others because they care more about how they are evaluated.

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[1] What makes questioning authority so hard?

[2] The difficulties start in childhood, when parents – the first and most powerful authority figures – show children "the way things are."

[3] This is a necessary element of learning language and socialization, and certainly most things learned in early childhood are noncontroversial: the English alphabet starts with A and ends with Z, the numbers 1 through 10 come before the numbers 11 through 20, and so on.

[4] Children, however, will spontaneously question things that are quite obvious to adults and even to older kids.

[5] The word "why?" becomes a challenge, as in, "Why is the sky blue?"

[6] Answers such as "because it just is" or "because I say so" tell children that they must unquestioningly accept what authorities say "just because," and children who persist in their questioning are likely to find themselves dismissed or yelled at for "bothering" adults with "meaningless" or "unimportant" questions.

[7] But these questions are in fact perfectly reasonable.

[8] Why is the sky blue?

[9] Many adults do not themselves know the answer.

[10] And who says the sky's color needs to be called "blue," anyway?

[11] How do we know that what one person calls "blue" is the same color that another calls "blue"?

[12] The scientific answers come from physics, but those are not the answers that children are seeking.

[13] They are trying to understand the world, and no matter how irritating the repeated questions may become to stressed and time-pressed parents, it is important to take them seriously to encourage kids to question authority to think for themselves.

[1] Dear Valued Members,

[2] We have exciting news here at Royal Ocean Cruises!

[3] To thank you for your loyalty, we are thrilled to offer you an exclusive promotion!

[4] Make a reservation for any cruise departing within the next six months and enjoy a 15% discount.

[5] Additionally, we are offering a free specialty dining package and a \$20 coupon to use at the onboard gift shop.

[6] To take advantage of this offer, simply go to our website and enter the promotion code 'ROC25'.

[7] We look forward to welcoming you back aboard for another unforgettable journey.

[8] Thank you for your continued loyalty and support.

[9] Sincerely, Cindy Robins Customer Relations Manager

- [1] The whole morning had been chaotic.
- [2] Sophie's day began with her alarm clock failing to ring, which had thrown her into an intense rush.
- [3] After terrible traffic, her taxi finally arrived at the airport, where she was met with endless security lines.
- [4] Sophie kept glancing at her watch with each second feeling like an hour.
- [5] Worried that she could not get to the boarding gate in time, she rushed through the crowds of people.
- [6] Just then, she heard an announcement saying that her flight had been "delayed."
- [7] Letting out a deep sigh, she finally felt at ease.
- [8] With an unexpected hour to spare, she would have time to relax and browse the airport shops before her journey.

[1] Truth is essential for progress and the development of knowledge, as it serves as the foundation upon which reliable and accurate understanding is built.

[2] However, one of the greatest threats to the accumulation of knowledge can now be found on social media platforms.

[3] As social media becomes a primary source of information for millions, its unregulated nature allows misinformation to spread rapidly.

[4] Social media users may unknowingly participate in creating and circulating misinformation, which can influence elections, cause violence, and create widespread panic, as seen in various global incidents.

[5] As creators and consumers, it is our responsibility to take on a greater role in the enhancement of fact-checking protocols in order to ensure accuracy.

[6] It is critical that participants safeguard the reliability of information, supporting a more informed and rational public community.

[1] Around the turn of the twentieth century, anthropologists trained in the natural sciences began to reimagine what a science of humanity should look like and how social scientists ought to go about studying cultural groups.

[2] Some of those anthropologists insisted that one should at least spend significant time actually observing and talking to the people studied.

[3] Early ethnographers such as Franz Boas and Alfred Cort Haddon typically traveled to the remote locations where the people in question lived and spent a few weeks to a few months there.

[4] They sought out a local Western host who was familiar with the people and the area (such as a colonial official, missionary, or businessman) and found accommodations through them.

[5] Although they did at times venture into the community without a guide, they generally did not spend significant time with the local people.

[6] Thus, their observations were primarily conducted from their verandas.

[1] Even though there is good reason to consider a dog a sentient being capable of making choices and plans — so that we might suppose 'it could have conceived of acting otherwise' — we're unlikely to think it is wicked and immoral for attacking a child.

[2] Moral responsibility is not some universal concept like entropy or temperature — something that applies equally, and can be measured similarly, everywhere in the cosmos.

[3] It is a notion developed specifically for human use, no more or less than languages are.

[4] While sentience and volition are aspects of mind and agency, morals are cultural tools developed to influence social behaviour: to cultivate the desirable and discourage the harmful.

[5] They are learnt, not given at birth.

[6] It's possible, indeed likely, that we are born with a predisposition to cooperate with others — but only within human society do we come to understand this as moral behaviour.

[1] It is much more natural to be surprised by unusual phenomena like eclipses than ordinary phenomena like falling bodies or the succession of night into day and day into night.

[2] Many cultures invented gods to explain these eclipses that shocked, frightened, or surprised them; but very few imagined a god of falling bodies — to which they were so accustomed that they did not even notice them.

[3] But the reason for eclipses is ultimately the same as that of the succession of night and day: the movement of celestial bodies, which itself is based on the Newtonian law of attraction and how it explains why things fall when we let them go.

[4] For the physicist, understanding the ordinary, the habitual, and the frequent thus allows us to account for the frightening and the singular.

[5] As such, it was thus necessary to ask "Why do things fall?" and to have Newton's response to understand a broad range of much more bizarre phenomena occurring at every level of the universe.

- [1] There are good reasons why open-office plans have gained currency, but open offices may not be the plan of choice for all times.
- [2] Instead, the right plan seems to be building a culture of change.
- [3] Overly rigid habits and conventions, no matter how well-considered or well-intentioned, threaten innovation.
- [4] The crucial take-away from analyzing office plans over time is that the answers keep changing.
- [5] It might seem that there is a straight line of progress, but it's a myth.
- [6] Surveying office spaces from the past eighty years, one can see a cycle that repeats.
- [7] Comparing the offices of the 1940s with contemporary office spaces shows that they have circled back around to essentially the same style, via a period in the 1980s when partitions and cubicles were more the norm.
- [8] The technologies and colors may differ, but the 1940s and 2000s plans are alike, right down to the pillars running down the middle.

- [1] Gyorgy Kepes was an artist and educator born in Selyp, Hungary in 1906.
- [2] He studied painting at the Royal Academy of Fine Arts in Budapest, Hungary.
- [3] Then, he studied design and film in Berlin, Germany.
- [4] He went to the United States in 1937, and about a decade later, he started teaching visual design at the Massachusetts Institute of Technology (MIT).
- [5] He founded the Center for Advanced Visual Studies at MIT to form a community composed of artists and scientists.
- [6] His exhibition in 1951 titled The New Landscape became the basis of his book The New Landscape in Art and Science, which was published several years later.
- [7] In the book, he presented images that were not previously available, captured by the latest scientific devices.
- [8] In 1995, a museum to house his works was established in Eger, Hungary.
- [9] He was a great pioneer in connecting art and technology.

- [1] Victorian England is characterised by the full development of the Industrial Revolution.
- [2] England became the first industrial nation in the world and, by 1850, the first nation to have more people employed in industry than in agriculture.
- [3] Expanding trade coincided with the growth of the Empire and brought great wealth to Britain, but this wealth was not evenly distributed.
- [4] Many enterprising individuals (the 'self-made men') rose from humble origins to positions of wealth and influence, but large sections of the working class were forced into the overcrowded slums of large cities where they worked long hours for low wages in unhealthy conditions.
- [5] The manufacturing towns of the north of England provided some of the worst examples and inspired such socially conscious novels as Kingsley's *Alton Locke*, Gaskell's *Mary Barton*, and Dickens's *Hard Times*.
- [6] In the south there was London, already the largest city in the world, showing all the crime, evil, and misery which result from overpopulation and unplanned growth.

[1] We all like to think of ourselves as rational actors, careful and considered in our thinking, capable of sound and reliable judgments.

[2] We might believe that we generally consider different points of view and make informed decisions.

[3] We are, in fact, "predictably irrational," as psychologist Dan Ariely titled his book on the topic.

[4] All of us engage in automatic, reflexive thinking, typically taking the easier path and conserving mental effort.

[5] Although we each may have the subjective impression that we are careful thinkers, we often make snap judgments or no real judgments at all.

[6] In addition, numerous biases inhibit or override reflective, deliberative thought; intuitive theories can also interfere with acceptance of accurate scientific explanations.

[7] Understanding more about how our minds work and how biases may operate can make us each less subject to fallacious reasoning, more rational, and more aware of the problems in others' thinking.

[8] Learning to understand the built-in limitations of our mental processes can also help us improve our ability to inform others more effectively.

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- [1] There has been a lot of discussion on why moths are attracted to light.
- [2] The consensus seems to hold that moths are not so much attracted to lights as they are trapped by them.
- [3] The light becomes a sensory overload that disorients the insects and sends them into a holding pattern.
- [4] A hypothesis called the Mach band theory suggests that moths see a dark area around a light source and head for it to escape the light.
- [5] Another theory suggests that moths perceive the light coming from a source as a diffuse halo with a dark spot in the center.
- [6] The moths, attempting to escape the light, fly toward that imagined "portal," bringing them closer to the source.
- [7] As they approach the light, their reference point changes and they circle the light hopelessly trying to reach the portal.
- [8] Everyone is familiar with moths circling their porch lights.
- [9] Their flight appears to have no purpose, but they are, it is believed, trying to escape the pull of the light.

[1] One of the factors determining the use of technologies of communication will be the kinds of investments made in equipment and personnel; who makes them, and what they expect in return.

[2] There is no guarantee that the investment will necessarily be in forms of communication that are most appropriate for the majority of people.

[3] Because the ownership of investment funds tends to be in the hands of commercial organisations, the modernisation of communications infrastructure only takes place on the basis of potential profitability.

[4] Take, for example, the installation of fibre-optic communications cable across the African continent.

[5] A number of African nations are involved in the development but its operational structures will be oriented to those who can pay for access.

[6] Many states that might wish to use it for education and information may not only find it too expensive but also simply unavailable to them.

[7] There can be no doubt that the development has been led by investment opportunity rather than community demand.

[1] City quality is so crucial for optional activities that the extent of staying activities can often be used as a measuring stick for the quality of the city as well as of its space.

[2] Many pedestrians in a city are not necessarily an indication of good city quality — many people walking around can often be a sign of insufficient transit options or long distances between the various functions in the city.

[3] Conversely, it can be claimed that a city in which many people are not walking often indicates good city quality.

[4] In a city like Rome, it is the large number of people standing or sitting in squares rather than walking that is conspicuous.

[5] And it's not due to necessity but rather that the city quality is so inviting.

[6] It is hard to keep moving in city space with so many temptations to stay.

[7] In contrast are many new quarters and complexes that many people walk through but rarely stop or stay in.

[1] That people need other people is hardly news, but for Rousseau this dependence extended far beyond companionship or even love, into the very process of becoming human.

[2] Rousseau believed that people are not born but made, every individual a bundle of potentials whose realization requires the active involvement of other people.

[3] Self-development is a social process.

[4] Self-sufficiency is an impossible fantasy.

[5] Much of the time Rousseau wished passionately that it were not: Robinson Crusoe was a favorite book, and he yearned to be free from the pains and uncertainties of social life.

[6] But his writings document with extraordinary clarity the shaping of the individual by his emotional attachments.

[7] "Our sweetest existence is relative and collective, and our true self is not entirely within us."

[8] And it is kindness — which Rousseau analyzed under the rubric of *pitie*, which translates as "pity" but is much closer to "sympathy" as Hume and Smith defined it — that is the key to this collective existence.

[1] The best dealers offer a much broader service than merely having their goods on display and 'selling from stock'.

[2] Once they know the needs of a particular collector they can actively seek specific items to fill gaps in the collection.

[3] Because it is their business, to which they devote themselves full-time, they will inevitably have a much wider network than any non-professional collector can ever develop.

[4] As a matter of course they can enquire about the availability of pieces from dealers in other cities and, most crucially in some categories, from overseas.

[5] They will be routinely informed of news of all auctions and important private sales, and should be well-enough connected to hear occasionally of items which are not yet quite on sale but might be available for a certain price.

[6] In turn, they can circulate their own contacts with 'want-lists' of desired items or subjects, multiplying their client collectors' chances of expanding their collections.

[1] If learning were simply a matter of accumulating lists of facts, then it shouldn't make any difference if we are presented with information that is just a little bit beyond what we already know or totally new information.

[2] Each fact would simply be stored separately.

[3] According to connectionist theory, however, our knowledge is organized into patterns of activity, and each time we learn something new we have to modify the old patterns so as to keep the old material while adding the new information.

[4] The adjustments are clearly smallest when the new information is only slightly new — when it is compatible with what we already know, so that the old patterns need only a little bit of adjustment to accommodate the new knowledge.

[5] If we are trying to understand something totally new, however, we need to make larger adjustments to the units of the patterns we already have, which requires changing the strengths of large numbers of connections in our brain, and this is a difficult, tiring process.

[1] The generally close connection between health and what animals want exists because wanting to obtain the right things and wanting to avoid the wrong ones are major ways in which animals keep themselves healthy.

[2] Animals have evolved many different ways of maintaining their health and then regaining it again once it has been damaged, such as an ability to heal wounds when they are injured and an amazingly complex immune system for warding off infection.

[3] Animals are equally good, however, at dealing with injury and disease before they even happen.

[4] They have evolved a complex set of mechanisms for anticipating and avoiding danger altogether.

[5] They can take pre-emptive action so that the worst never happens.

[6] They start to want things that will be necessary for their health and survival not for now but for some time in the future.

- [1] People involved in the conception and engineering of robots designed to perceive and act know how fundamental is the ability to discriminate oneself from other entities in the environment.
- [2] Without such an ability, no goal-oriented action would be possible.
- [3] Imagine that you have to build a robot able to search for blocks scattered in a room in order to pile them.
- [4] Even this simple task would require that your machine be able to discriminate between stimulation that originates from its own machinery and stimulation that originates from the blocks in the environment.
- [5] Suppose that you equip your robot with an artificial eye and an artificial arm to detect, grab, and pile the blocks.
- [6] To be successful, your machine will have to have some built-in system enabling it to discriminate between the detection of a block and the detection of its own arm.
- [7] If not, the robot might endlessly chase itself rather than the blocks.
- [8] Your robot would engage in circular, self-centered acts that would drive it away from the target or external goal.

[1] To decide whether and how to intervene in ecosystems, protected area managers normally need a reasonably clear idea of what future ecosystems would be like if they did not intervene.

[2] Management practices usually involve defining a more desirable future condition and implementing management actions designed to push or guide ecosystems toward that condition.

[3] Managers need confidence in the likely outcomes of their interventions.

[4] This traditional and inherently logical approach requires a high degree of predictive ability, and predictions must be developed at appropriate spatial and temporal scales, often localized and near-term.

[5] Unfortunately, at the scales, accuracy, and precision most useful to protected area management, the future not only promises to be unprecedented, but it also promises to be unpredictable.

[6] To illustrate this, consider the uncertainties involved in predicting climatic changes, how ecosystems are likely to respond to climatic changes, and the likely efficacy of actions that might be taken to counter adverse effects of climatic changes.

[7] Comparable uncertainties surround the nature and magnitude of future changes in other ecosystem stressors.

- [1] Human speech differs from the cries of other species in many ways.
- [2] One very important distinction is that all other animals use one call for one message as the general principle of communication.
- [3] This means that the number of possible messages is very restricted.
- [4] If a new message is to be included in the system, a new sound has to be introduced, too.
- [5] After the first few tens of sounds it becomes difficult to invent new distinctive sounds, and also to remember them for the next time they are needed.
- [6] Human speech builds on the principle of combining a restricted number of sounds into an unlimited number of messages.
- [7] In a typical human language there are something like thirty or forty distinctive speech sounds.
- [8] These sounds can be combined into chains to form a literally unlimited number of words.
- [9] Even a small child, who can communicate by only one word at a time, uses a system for communication that is infinitely superior to any system utilized by any other animal.
- [10] → In animal cries, each call represents a different message, which limits the number of possible messages, whereas human language creates an unlimited number of messages using a finite set of distinctive sounds.

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[1] People are correct when they feel that the written poetry of literate societies and the oral poetry of non-literate ones differ considerably from the everyday language spoken in the community.

[2] Listeners not only accept the strange use of words, rearrangement of word order, assonance, alliteration, rhythm, rhyme, compression of thought, and so on — they actually expect to find these things in poetry and they are disappointed when poetry does not sound "poetic."

[3] But those who regard poetry as a different category of language altogether are deaf to the true achievements of the poet.

[4] Rather, the poet artfully manipulates the same raw materials of his language as are used in everyday speech; his skill is to find new possibilities in the resources already in the language.

[5] In much the same way that people living at the seashore become so accustomed to the sound of waves that they no longer hear it, most of us have become insensitive to the flood tide of words, millions of them every day, that hit our eardrums.

[6] One function of poetry is to depict the world with a fresh perception — to make it strange — so that we will listen to language once again.

[7] But the successful poet never departs so far into the strange world of language that none of his listeners can follow him.

[8] He still remains the communicator, the man of speech.