

Penn Baccalaureate Address given Sunday, May 17, 2009 by the Rev. Dr. Kirk Byron Jones, professor of ethics and preaching at Andover Newton Theological School, Newton Centre, MA.

Dare to Rest

On a Tuesday evening in late August, 2001, Pulitzer Prize winning trumpeter and composer, Wynton Marsalis was playing at the Village Vanguard—one of the world's most famous jazz clubs. David Hajdu was there to see, hear, and relay this extraordinary moment:

He played a ballad, "I don't Stand a Ghost of a Chance with You," unaccompanied. Written by Victor Young, a film-score composer, for a 1930s romance, the piece can bring out the sadness in any scene, and Marsalis appeared deeply attuned to its melancholy. He performed the song in murmurs and sighs, at points nearly talking the words in notes. It was a wrenching art of creative expression. When he reached the climax, Marsalis played the final phrase, the title statement, in declarative tones, allowing each successive note to linger in the air a bit longer. "I don't stand...a ghost...of...a...chance..." The room was silent until, at the most dramatic point, someone's cell phone went off, blaring a rapid singsong melody in electronic bleeps.

People started giggling and picking up their drinks. The moment—the whole performance—unraveled. Marsalis paused for a beat, motionless, and his eyebrows arched. I scrawled on a sheet of notepaper, MAGIC, RUINED. The cell-phone offender scooted into the hall as the chatter in the room grew louder. Still frozen at the microphone, Marsalis replayed the silly cell-phone melody note for note. Then he repeated it, and began improvising variations on the tune. The audience slowly came back to him. In a few minutes he resolved the improvisation—which had changed keys once or twice and throttled down to a ballad tempo—and ended up exactly where he had left off: "with... you..." The ovation was tremendous.

With all due respect to Marsalis' magnificent gift and skill, I think the key to his memorable recovery that evening is captured in two words situated in the middle of Hajdu's recollection:

"Marsalis paused."

Each of us has a song to play in this life. Our song is distinct and unique to us. Our songs may be similar, but no two songs are exactly alike as no two persons are exactly alike. In life we are called to play together and we are called to solo. One thing is certain, whether it be in concert with others or a solo by yourself, all music, planned and improvised, requires pauses.

Where there are no rests, there is no music.

It's not easy to rest in a world that sometimes seems to despise it. The roots of such disdain can be found among influential religious reflection. A well-known historic saint of the Christian Church once prayed for strength "to fight and not to heed the wounds, to toil and not to seek for rest." A highly respected leadership guru lists "rest" in a group of obstructions to genuine growth and development. He warns, "If the idea of having to change ourselves makes us uncomfortable, we can remain as we are. We can choose rest over labor, entertainment over education, delusion over truth, and doubt over confidence." A recent newspaper article celebrated the accomplishments of a local citizen by running a story with the headline: "Who needs sleep? Not this busy mom."

In his book, *Crazy Busy: Overstretched, Overbooked, and About to Snap*, Dr. Edward Hallowell draws the following conclusion: *Being too busy is a persistent and pestering problem, one that is leading tens of millions of Americans to feel as if they were living in swarm of gnats constantly taking bites out of their lives. All the screaming and swatting in the world does not make them go away.*

The great pastor and author, Howard Thurman, once said: "[Chronic] busyness is a substitute for the hard won core of direction and commitment." In the words of that great Motown spiritual, *What Becomes of The Broken Hearted*, it is possible to be "always moving and going nowhere."

When we go and go and perceive rest to be more of a threat than a treat, real menaces arise, none greater than the one identified in the following testimony:

One morning, hurtling from my desk toward the photocopier, I passed a roomful of colleagues just about to start a meeting. There was someone I needed to talk to. I saw immediately that he wasn't among them, but I put my head in the door before they could begin, and in a very loud, urgent voice, I said, "Has anyone seen David?"

There was a moment of stunned incomprehension, which to my amazement, quickly dissolved into table-thumping laughter. My comic timing must

have been impeccable, because the whole room was soon helpless, repeating what I had said and generally behaving like the pig-ignorant fools other people seem to be when the joke is at our expense. I looked back at them blankly, the truth dawning as I looked. "Has anyone seen David" might seem an innocuous question in most organizations, but I happened to be the only David who worked under that particular roof. I realized the forlorn and public stupidity of my request and forced myself, after a wide eyed moment, to laugh with them. Inside, I was dying.

I was looking for David, all right, and I couldn't find him. In fact, I hadn't seen him for a long time. I was looking for a David who had disappeared under a swampy morass of stress and speed.

So confesses David Whyte in his book, *Crossing the Unknown Sea: Work as a Pilgrimage to Identity*.

Graduates, I join the many who dare you to dream big and do even bigger. But, even more, in the moment that is this moment, I dare you to rest.

I dare you to manufacture your own shut-down systems.

I dare you to create your own ways of pausing.

I dare you to in the wise words of the poet, Mary Oliver, find ways "to enter the place of not-thinking, not-remembering, and not-wanting."

I dare you to give your body and brain the rests it deserves and needs.

Here are "four Ps" for you to remember should you so dare:

1. *Permission*. If you don't value your rest, no one else will. You have to become convinced of the meaning and value for rest in your own life. You have to become persuaded that you are a better person with rest than you are without rest. Convince yourself that rest leads to peace, peace leads to clarity, and clarity leads to creativity. Should you begin to feel guilty and selfish about making more time for nothing, dare to believe that the deeper selfishness is not giving yourself such time. As long as you remain "crazy busy" you insure that the world, including those nearest and dearest to you, will never behold you at your finest. That would be selfish. You have to rest to be your best.

2. *Planning*. Schedule daily and weekly times of rest and leisure, and be open to the unscheduled graces of free time to simply be. Planning them with the same intent that you plan your work signals to your consciousness, and just as importantly your unconscious mind, that rest is as important to you as anything else in your life. You have to rest to be your best.

3. *Practice*. Don't just plan your rest and leisure, but live it. Real change involves more than knowing you need to change, wanting to, and planning to. As valuable as they are, authentic change transcends awareness and desire. Real change is actually choosing to be different, to live different. And, sustaining true change involves trusting your transformation beyond all fear and suffering.

4. *Personhood*. Know that having regular periods of rest and relaxation helps you to remember that you are infinitely more than what you do. I hope you don't mind me saying to you from the window of my Christian faith tradition that you are God's "fabulous you" apart from any accomplishment or achievement. God cannot love you any more than God loves you right now, not because of anything you have done or will do. Such divine affirmation can relax you in amazing ways. Among other things, it will help you to avoid the mad rush of living for acceptance and embrace the sweet peace of living from acceptance.

In conclusion, there is a story told of the musk deer of North India. In the springtime, the doe is haunted by the odor of musk. He runs wildly over hill and ravine with his nostrils dilating and his little body throbbing with desire, sure that around the next clump of trees or bush he will find musk, the object of his quest. Then at last he falls, exhausted, with his little head resting on his tiny hoofs, only to discover that the odor of musk is in his own hide.



Photograph by Stuart Watson

Kirk Byron Jones

PENN BACCALAUREATE 2009

Penn Baccalaureate Address given Sunday, May 17, 2009 by President Amy Gutmann.

All Things Must Change

Graduates, family, friends, members of the faculty, Reverend Dr. Jones, and honored guests: Welcome, and congratulations to the great Class of 2009!

American poet Henry Wadsworth Longfellow reminds us that “all things must change/to something new, to something strange.” Things have changed. The number of defining moments during your senior year easily tops every other graduating class of my Penn presidency.

In late October, those of us who are Phillies fans celebrated a long awaited World Series Championship. Soon after, on Election Day, we turned out in record numbers for one of the most path-breaking presidential races in history. And, later that night, the many Penn supporters of Barack Obama marched from campus to City Hall to celebrate a momentous victory. Just last month, you not only enjoyed yourselves at Spring Fling, but also launched a brand new Final Toast tradition during Hey Day, which should live on in Penn history.

Of course, this year wasn’t all ticker-tape parades and late-night celebrations. We also anxiously watched the financial system unravel and jobs disappear in a downturn of historical proportions almost as great as the election of the first African-American president.

Like Alice in Wonderland, we felt ourselves tumbling down the rabbit hole, upended and uprooted. Now, we find ourselves in a new—and daunting—world of possibility. A world in dire need of you, our great Penn graduates.

But, how will you know which adventures to pursue? In Wonderland, the caterpillar offers Alice advice by posing three seemingly simple questions. Today, I ask the same three questions of you.

The first—and most fundamental—question: Who are you?

At Penn, you answered this question by seeking out life changing experiences. You became lacrosse and soccer stars, Sphinxes and Friars, members of Red and Blue Racing, Alternate Spring Break, Penn Leads the Vote, Big Brothers and Big Sisters.

You searched for yourself, Penn-style, by connecting with others. Your answer to “who am I” changed many times, sometimes in the course of a day, because this question does not lend itself to a single or simple answer. Some of the very best answers emerged as you developed your talents in service to others. You honed your performing arts skills, for example, by

entertaining and uplifting your fellow students—and me. You satisfied your yen for civic engagement by turning out the vote in record proportions in West Philadelphia. You grew larger as individuals by developing your many talents and serving others simultaneously.

Which leads to the second question: What size do you want to be?

The economic downturn makes some well-worn paths more difficult to travel down. But, just as surely, it creates opportunities for you to be maximally creative, and explore the unusual and the unknown.

It is just the right time to take your Penn education out for a spin, and to strive for greatness. By teaching for America or continuing your education in a field that truly captures your interest and imagination. By starting a green business and helping to save our imperiled planet. By writing a book, directing a documentary, creating a piece of art, or founding a comedy troupe that moves people. By saving and enhancing lives and engineering more effective ways of addressing some of the world’s toughest problems. The more difficult the challenges that you face head on, early on, in your post-Penn careers, the larger you will grow. And the happier and more successful you will be in your lifetime.

Which brings us to the caterpillar’s third and final question: Are you content now?

My guess is that you are in some sense content, but in no way complacent. Your class, the great Class of 2009, has given much to Penn, Philadelphia, and the world. You made a lasting impression on Penn and on me. You deserve to be extremely pleased with your achievements.

Yet, I am sure that you also are—in true Penn fashion—restless and eager. Things have changed, far too fast for anyone fully to comprehend. The world is new and strange. It is also exciting and challenging. This is the world that is awaiting you.

Meet it, as you have met one another and me, with open arms. Accept the challenge of knowing yourself, growing large, and as a consequence, even in tough times, gaining the greatest happiness. Penn expects nothing less of you. I am very proud of all you have accomplished and excitedly await your next adventures. Congratulations!

PENN COMMENCEMENT 2009

Penn Commencement Address by President Amy Gutmann, Monday, May 18, 2009.

The Pursuit of What Matters Most

Chairman Riepe, Trustees, honored guests, families, alumni and friends: It is my great privilege to welcome you to the 253rd commencement of the University of Pennsylvania!

Please join me in congratulating the graduates of the *great* Class of 2009!

Jay Furman, Penn Class of 1934, is also here celebrating his 75th reunion! Let’s hear it for Jay and all returning Penn alumni!

Graduates: You have passed your exams ... and you have survived Walnut Walk!

But just when you were putting your final exams and dissertations behind you, a global economic crisis confronts you with an ever tougher exam—maybe the toughest test of your lifetimes.

So: what’s the test question? “Will I find a job?”

Finding a job will be a far bigger challenge than you probably bargained for—but it won’t be the toughest test you’ll take.

Pretty soon, every one of you will have landed a job, if not a spot in post-graduate school.

No, the toughest test you, I, and all of us will face boils down to one overarching question (to which there is no one correct answer): “What matters most to me?” When economic bubbles burst, individuals and institutions need to focus all the more keenly on what matters most to them.

A pessimist, Winston Churchill remarked, sees difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

But you don’t need to be an optimist to make the most out of a tough situation. You do need to be broadly educated to figure out what truly matters most in your life, and then pursue it.

So if you want to find out who you truly are and where you are going in life, ask yourself: “What really matters most to me?”

In my own life, family and friends have always come first. When I became Penn’s president in 2004, I made the most of the opportunity, gaining thousands of new friends—my Penn family.

Graduates, be sure to demonstrate how much your friends and family mean to you in some small way *each and every day*. Let’s seize this moment to thank all the parents, grandparents, siblings, spouses, partners, and friends here today with a Penn round of applause.

When I ask what else matters most in my life, my thoughts quickly turn to Penn and higher education. I find it not only satisfying, but also thrilling to be educating the most creative minds to make the maximum possible difference in our world.

“Genius,” Wittgenstein said, “is talent exercised with courage.” By combining intellectual talent with a bold spirit, you will be courageous enough to pursue what matters most to you.

It takes talent and courage to teach for America and devote yourselves full-time to transforming young lives.

It takes talent and courage to expand micro-finance in impoverished communities and to empower women so that they can support their families and give their children a far brighter future.

It takes talent and courage to pursue breakthroughs in health care and to serve the world’s poorest populations, some of them right here in our own communities.

It takes talent and courage to branch out beyond traditional roles and career paths and to follow the road less traveled.

I don’t see any of you forever following a single straight and narrow path

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Amy Gutmann

to maximum security, which has a ring of prison about it. Rather, I see all of you taking the road less traveled to a more satisfying life.

You won't find the road less traveled on any roadmap—because it is waiting for *you* to determine its direction and then blaze its path.

Where will your road take you? Perhaps it will lead you to create a groundbreaking work of art that expands the frontiers of human understanding.

Perhaps it will lead you to discover an elusive cure for a disease, a way to alleviate world hunger, to reduce political strife, to put our economy on firmer ground, and to sustain our planet.

Penn's dedicated faculty has educated you to be successful in the world of work—but we have educated you not only, or primarily, to be so successful. We also have empowered you to ask yourselves *and answer* the most fundamental question in anyone's life: "What Matters Most?" How *you* answer this question has never mattered more than it does today.

"The mind," Milton wrote in *Paradise Lost*, "is its own place. ... (It) can make a heaven of hell, or a hell of heaven."

Over the past four-plus years, I have been as proud as a parent can be that you have made the most out of your time at Penn, which you and I know is the nearest approximation of heaven here on earth.

And I have marveled at your courage.

You have never been afraid to take risks.

From the moment you arrived on campus ... right up to the end, you seized every opportunity to make the mistakes you always dreamed of making in college.

Tell me, graduates: How did that last chance to cuddle at Smokes work out for you?

In all seriousness, you definitely are ready to make the most of this moment in your lives and in human history.

Seize this moment as the consummate opportunity to pursue what matters most in your life.

I urge you to start now, because now will never come again. If you do, you will enjoy the longest and happiest lives in both Penn and human history. You also will return to Penn in droves for a glorious 75th class reunion ... in 2084.

And when you process behind your Class of 2009 flag with a smile on your face and a spring in your step, just remember: On a glorious day on Franklin Field way back in 2009, you promised yourselves what we wish for all of you: a lifetime of true happiness—and many happy returns to Penn. Bravo!

Remarks by Dr. Harvey Rubin, professor of medicine, School of Medicine, and Incoming Chair of the Faculty Senate, Monday, May 18, 2009.

The Moral Obligation to be Intelligent

Greetings and congratulations from the more than 4000 members of the faculty of the University of Pennsylvania; scholars from nearly every academic discipline, from American diplomatic history to Zebrafish genetics, from Z-algebras to Acute demyelinating encephalomyelitis, and many equally engaging stops in between.

At some point during this celebratory day, you will no doubt be asked to reflect on the host of formidable challenges that we face as individuals and as a society. In partial reply, let us consider our collective assets as a University and how well Penn has helped prepare you to meet these challenges. The word "assets" has been on the lips of citizens in the US and throughout the world in

of course, that some of *you* may rather remember some of *us* as perhaps more toxic than as a source of strength—but none of that now.

Our fourth distinguishing asset is Penn's core philosophy of integrating knowledge. This essential ingredient is recalled on this, the 50th anniversary of C.P. Snow's Rede Lecture at the University of Cambridge on *The Two Cultures*. Snow bemoaned the absence of commonality between scholars in the arts and humanities and scholars in the sciences and mathematics. His lecture and book ignited a tempest in an academic teapot. Read Lionel Trilling's analysis of that commotion which you can find in his collection of essays with the charmingly snarky title: *The Moral Obligation to Be Intelligent*. The injunction to be morally obligated toward intelligence reminds us of Penn's motto which graces the arms and shield of this great institution. The dictum reads "*leges sine moribus vanae*"—laws without morals are useless—forming a classical triangle of knowledge, wisdom and morality—virtues of the arts and humanities as well as of the sciences and mathematics, and a cornerstone of the Penn Compact and your preparation—Sir Charles notwithstanding.

You will presently clutch the academic degrees to be bestowed upon you by this University—a place where you have found teachers and you have acquired friends. The degree is your learner's permit, but not yet your license, to become leaders of the free world, to dominate your disciplines, to dream dreams and to see visions or more modestly and at the very least to become knowledgeable and responsible global and local citizens.

President Kennedy—he of "let the word go forth," "ask not," "the rights of every man are diminished when the rights of one man are threatened"—liked to quote the ancient Greek definition of happiness as "the full use of your powers along lines of excellence."

On behalf of your faculty—go forth, be happy, use your full powers and pursue excellence, but all the while with the moral obligation to be intelligent. Thank you and congratulations.

the past few years, and with increasing intensity over the past few months. Google the word "*assets*" and you will obtain an amazing 102,000,000 hits in 90 milliseconds. "Assets" oftentimes has appended to it colorful—if not unsettling—modifiers such as troubled and toxic assets, or exotic, forbidding and stealthy, such as foreign, nuclear or human assets.

On this day, let us reflect on the more positive characterization of assets—"a thing or a person that serves as an advantage or a source of strength." You, as graduates, are clearly one of the four great assets of our University. Our physical space—our campus is our second great asset and, if you allow me the hubris, I submit that our third great asset is our faculty. I recognize,

Penn Commencement Address by Dr. Eric E. Schmidt, chairman of the Board, CEO, Google, Inc., Monday, May 18, 2009.

The Courage to be Unreasonable

Thank you for that. Let me begin by congratulating all the graduates. It's exciting to be graduating and I especially want to congratulate the parents. And remember that they still need you and maybe they'll now listen to you. And if you aren't sure who I'm talking to, I'm actually talking to both the parents and the students, so congratulations to everybody.

We owe a debt in my industry—to Penn—that is profound. It was in 1946 that the ENIAC was invented, right here in a basement down the street. And literally everything that you see, every computer, every mobile phone, every device, descends from the principles that were invented right here. This really is the center of my world.

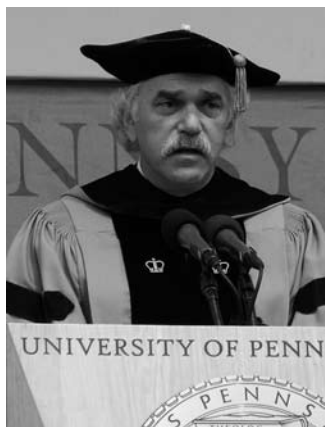
And now 63 years later, 250 of your alumni work at Google. This is the most desirable place for us to hire interns anywhere in the world and I can tell you that we know the quality of the graduates that I see before me are the best in the world. It is exciting to be part of this.

Now, when I think about Penn, I think about the metaphor of resilience, of a culture that works, of a hunger to change. If you think about 20 years ago, when Penn was struggling and the changes that the people around me made to turn it into the most desirable undergraduate major from a standpoint of high school applications in the country, from the kind of culture that has been built here, you see that the culture works, and that the combination that you see represented on the stage, that the parents are so proud to have sent their students to really has delivered, the very best that we can do here in America.

And of course, we also have the best cheesesteaks in the world, which is not so bad.

When I look at this group, I see the Google and Facebook generation. And when I was first in this stadium, my track buddies and I got in a sta-

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Harvey Rubin

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tion wagon—you remember them—and I drove up here to go to a track and field event with the great Marty Liquori. And I think this is almost 40 years ago. We had Tang, you have Red Bull.

Now, we programmed computers in a language called BASIC. You, of course, use Java.

We had VCRs that had an hour of video and cost \$700. You use YouTube and you upload 15 hours of YouTube video every minute.

And we got our news from newspapers. Remember them? You get news from blogs and tweets. And for those of you who don't know what a tweet is, it's not what you hear in a zoo.

We stood in line to buy Pong, you stood in line to buy the Wii.

We didn't tell people about our most embarrassing moments in college, you record them and post them on YouTube and Facebook every day. And I am looking forward to watching these for the next 30 or 40 years.

We used mainframe computers with 300 megabytes of storage to go to the moon 6 times. You use an iPod with 120 gigabytes, that's about 500 times more, to get to your next class. Which is not that close, because it's an urban campus.

We thought that "friending" was a noun. You think of it as a verb.

We had phone booths, remember them? You have cell phones.

We wore watches; we took pictures with cameras. We navigated with maps; we listened to transistor radios. Again, you have a cell phone.

We thought that the marvels of computers and technology would help us improve the world. You agree, and we're both right. So despite all these marvels, this a great time to be graduating.

Now, you went to college to develop the kind of analytical thinking skills to deal with enormous amounts of complex information that you'll face for the rest of your life. But I would argue you have in many ways the best opportunity before you because you're graduating into a tough time.

I used my favorite search engine of course to find out "What did the Great Depression spur?" Well, it spurred Rice Krispies, Twinkies and the beer can. You would have never gotten through college without these things, right?

So it seems to me that with all the technology and connected-ness that we see, you have an opportunity that's even better, even stronger than anything that I ever faced when I was sitting in the same seats. You are seeing a situation where due to the enormous goodwill of people—here on the stage and others—we have an opportunity to have everyone in the world have access to all the world's information.

This has never been possible. And why is this so important? Why is ubiquitous information so profound? It's a tremendous equalizer. Information is power, people have fought over it, people care a lot about it, it serves as a check and balance on politicians. If you were a dictator, which of course you're not going to be, because you're a fine graduate from Penn, first thing you would do is shut off all the communication so that people couldn't actually talk each other and figure out how to make the world a better place.

Information is very, very important. And, in fact, the way you should invade these oppressive regimes is through information. Then the citizens will take that information and turn their societies into better societies. This is going to continue and to continue and to continue.

And what are we going to do with this vastly more popular web? Well we're building a contemporaneous and historical record that is unparalleled in human history. There are all sorts of interesting possibilities.

You'll have megabits of bandwidth to essentially every human pair of hands in the world. For knowledge, for entertainment, for all of the things that people care about. You could have a face-to-face meeting across the world. And with automatic translation, you can talk to them even though they don't speak your language.

When you're traveling in Mongolia, those of you who are graduating and want to take a week off, go to Mongolia and you fall off your motorcycle, you can get medical care from a doctor that doesn't speak your language because your medical records can be right there. This is life changing, life saving, life fundamental.

Imagine a situation, happening very soon, where all of the world's information will be translated into all the other languages, so we can find out what everybody really thinks. And we can develop a new insight into what they care about and they can with us. In the next ten years, it will be possible to have the equivalent of iPods in your purse or on your belt with 85 years of video. Which means that if it's given to you at birth, you're going to be frustrated the whole time, you'll never be done watching all the videos. That's how profound this technological revolution is.

You could ask Google the most important questions, like, where are my car keys after all? Because all of a sudden we'll know where everything is and we can make that available.

Computers are good at some things, and they are particularly good at

these sorts of things.

We can detect flu outbreaks, because we can watch what people are doing quicker. We can do things; here's another example. What I really want is while I'm typing a paper I want the computer to tell me what I should have been writing instead. Wouldn't that have been useful?

Another product that we've suggested but its not been built yet is the paper lengthening project. It adds ten percent to every paper and its recursive. It would have been very useful. The point is that computers really can help you, even though you don't need this anymore now that you are out of college.

So if you think of mobile phones as a metaphor, as an extension of you, with image recognition, avatars and all the technologies that are coming. You can see that the ability for us to make our lives even more powerful is all right before us.

So what should you do, right now then? Well you should start by listening to George Bernard Shaw who said that, "all progress depends on the unreasonable man."

Graduation gives you the courage to be unreasonable. Don't bother to have a plan. Instead let's have some luck. Success is really about being ready for the good opportunities that come before you. It's not to have a detailed plan about everything you're going to do, you can't plan innovation or inspiration, but you can be ready for it. And when you see it, you can jump on it and you can make a difference, as many of the people here today have already done.

The important point here is, if you forego your plan you also then have to forego fear. In many ways in the last four years and maybe in high school as well, you've been penalized for making mistakes. From now on, the rewards will gravitate to those who make mistakes and learn from them, as the president said.

So stop right now. Take a minute and think of something completely new and go work on that. Take that as your challenge; take that as your opportunity. Whatever you care the most about.

So how should you do it, how should you behave? Well, do it in a group, its much more fun anyway. None of us is as smart as all of us. Universities now are good at teaching you how to work with other people, its no longer the lone light sitting in the lab, it's a team.

And you can see Twitter as an example of a form of social intelligence; use it. Find a network of people that care about you and so forth and so on. You can imagine watching Watson and Crick, who discovered the structure of DNA, did it at a university.

You can imagine today, there are two people who probably met on Facebook at a university. And then are going to say to each other, "what are you up to right now?" "Oh, I'm finding the secret of life, then I'm off to a pub. LOL." It's okay. Do it together.

But amidst all of this, some truths emerge. Leadership and personality matter a lot. Intelligence, education, and analytical reasoning matter. Trust matters. In the network world, trust is the most important currency.

Which brings me to my final question. What is, in fact, the meaning of life? And in a world where everything is remembered and everything is kept forever—the world you are in—you need to live for the future and the things that you really, really care about.

And what are those things? Well in order to know that, I hate to say it, but you're going to have to turn off your computer. You're actually going to have to turn off your phone and discover all that is human around us.

You'll find that people really are the same all around the world. They really do care about the same things.

You'll find that curiosity and enthusiasm and passion are contagious. I see it with the students, I see it with the faculty, I see it with the trustees and the president here—it's contagious. Make it happen, take it with you.

You'll find that nothing beats holding the hand of your grandchild as he walks his first steps. You'll find that a mind set in its ways is a life wasted—don't do it.

You'll find that the resilience of a human being and the human spirit is amazing. You'll find today that the best chance you will ever have is right now, to start being unreasonable. But when you do, listen to me, be nice to your parents and true to your school.

Good luck, and thank you very much. Thank you.



Eric Schmidt

Photograph by Marguerite F. Miller