CLARK UNIVERSITY

COMMENCEMENT SCRIPT

Sunday, May 19, 2019 – 12 p.m.

11:15 a.m.   Robing for Honorary Degree        Front Rooms, Candidates Harrington House

11:15 a.m.   Robing for Platform Party        Harrington House

11:45 a.m.   Assemble on Gym Floor            Kneller Athletic Center

11:55 a.m.   Academic Procession Lines Up—Pipe and drummer begin playing

11:55 a.m.   Chief Goulet makes safety announcements from tent on the Green (see page 2).

12:00 p.m.   Platform Party and faculty, led by Marshals Elliott and Zhang, begin exiting from Kneller behind piper and drummer.

12:10 p.m.   Pause in Procession for President Angel to acknowledge 50th year class (see page 3).

12:30 p.m.   Marshal Elliott signals to Trustee Swain when all participants are in place.
CHIEF GOULET: “Good afternoon and welcome to Clark University. I’m Steve Goulet from University Police. Before our commencement procession begins, we ask for your cooperation with the following requests. For the safety of all of our graduates and guests, please keep the aisles clear. This means that you must remain in your seats during the ceremony and not stand in the aisles to watch the ceremony or take pictures. We have screens all around campus for you to view the activities, and a professional photographer is taking pictures of all of the graduates. We also ask that you please turn off your cell phones. Thank you all for helping to make this day safe and memorable. The procession will start at 12 noon. You’ve all earned this day, so please enjoy the ceremony!”

If there are weather concerns, Chief Goulet will mention those as well.
PRESIDENT
ANGEL: “Ladies and Gentleman, these wonderful folks leading our procession today are all distinguished Clark graduates. Please join me in congratulating them on graduating from Clark 50 or more years ago! Once our procession is complete, the program will begin.”

(PROCESSION CONTINUES)

CHAIR
SWAIN: “Good afternoon. I am Steve Swain, Chair of the Clark University Board of Trustees, and a member of the class of 1989. It is my privilege to welcome you to Clark University’s one-hundred and fifteenth Commencement.

It is an honor to share this platform with President Angel, our honorary degree recipients—Jeffrey Lurie,
CHAIR

SWAIN: Martha Nussbaum, and Robert Stevenish; members of our faculty, administration, and fellow Trustees. It is also an honor to be the first person today to officially congratulate the Class of 2019.

Graduates, we have something in common. They are kicking me out of here, too. After ten years, my term as a Trustee is ending. As I reflect on my time on the Board, and also on my graduation from this University 30 years ago, I am struck by how supportive and influential my own family and my Clark family—a remarkable group of trustees, administrators, faculty, and staff—have been over these years.

I would like for each of you to take a moment to think about the importance of your own family. If you are anything like me, I bet that you received tremendous
CHAIR

SWAIN: support from them leading up to today’s graduation.

And I think we should show them how appreciative we are. Graduates, would you please stand, turn toward your family, and join me in giving them a well-deserved round of applause.

Look around you at the many friends who have helped you succeed. These people are now members of your Clark family. I know from my interactions over the years with Clark alumni how important these relationships can be as you go forth on your journey. And like your own family, Clark will always be here to support you and to welcome you back to campus—your home. I encourage you to stay committed and to stay connected with your school.
CHAIR

SWAIN: Class of 2019, on behalf of all of us at Clark, you have my appreciation for choosing this great university and my congratulations on a job well done. Thank you.

Now, it is my pleasure to introduce the leader of our university, our president and my friend, David Angel.”

PRESIDENT

ANGEL: “Thank you, Steven. On behalf of all of us gathered here today, please accept our gratitude for your exemplary service and leadership of the Board of Clark. I will miss working with you as chair. I would like to ask all the members of Clark’s Board of Trustees who are here with us today to stand and be recognized. Thank you for your stewardship and for your support of our great University."
Distinguished guests, trustees, graduates and families, faculty and staff, alumni and friends:

I am pleased to welcome all of you to our 2019 commencement ceremonies. Most especially, welcome and congratulations to our graduates. This is a wonderful moment of celebration for everyone who is here today, but above all, for you our graduates. Your talent, hard work, and accomplishment have earned you this special day of recognition. This is your day! So, sit back, be present in the moment, and enjoy every minute of this wonderful occasion.

Today we recognize those who have completed doctoral, Master’s, and Bachelor’s degrees. Our graduates in the green Clark robes at the front are receiving Ph.D. degrees in subjects ranging from
PRESIDENT

ANGEL: geography to economics and psychology.

Congratulations to all of you. For those pursuing careers as future faculty, we hope you take from Clark the joy that comes from combining world-class scholarship with a deep commitment to student learning. This is a hallmark of Clark and will serve you well as you help shape the future of the academy here in the United States and around the world.

Congratulations also to all those students receiving Master’s degrees in the School of Management, in the Graduate School, and through the School of Professional Studies. One in three of our students at Clark are enrolled in graduate programs. We thank you for your contributions to our community.
Our largest group of graduates are those receiving Bachelor’s degrees. I could not be more proud of all of you. I am impressed by your passion, your commitment to excellence, and your caring spirit. You have questioned and learned from each other, from our faculty, and from alumni and community members both on and off campus. Through all of your activities, you have left your mark on Clark and on others near and far.

Over the past semester, I have had the chance to speak with many of you about your Clark experience. In those conversations, I often ask you to share an experience you have had at Clark that has shaped who you are as a person—your sense of self, your values, and the life of purpose you now seek to lead. Put another way, what do you stand for and who will you become?
The answers to these questions are the real Clark stories. Many of you cite your experience in clubs and organizations, whether it is musical theatre, Student Council, Millennium Leadership, or a sports team. Others of you speak about learning from difference, and the profound privilege of studying and living with students whose background is different from your own. When I ask these questions, I hear about acts of compassion and acts of courage. I hear about the mentorship offered by a faculty or staff member. I hear about internships with alumni. I hear about the joy of scholarship and creative work, or the research project that took you beyond the campus and tested your sense of possibility. As you sit with us today, I invite you to reflect on the Clark experiences that have mattered most to you. What is your Clark story?
The difficult challenges facing our world today require courage, creativity, determination, resilience, partnership, and vision. Those of us who have spent time with Clark graduates feel optimistic about the future. The differences you have made on our campus—your Clark stories—inspire us with confidence that you, as Clark graduates, will change our world for the better.

Commencement at Clark University was celebrated for the first time on June 21, 1905. I invite you to join with me for a moment in reflecting on this legacy of which you are now a part. What were the hopes, dreams, and obligations of these Clark graduates over the years, at that first Commencement in 1905, through the decades of the twentieth century, and now into the present? Are there common threads that link us together as a
The answers to these questions must always be aspirational. Even on a day of celebration such as this, you and we remain critical of soppy meta-narratives, we recognize that Clark is always a work in progress, and we honor and respect the particular lived experience of each and every individual graduate over shaky, imposed generalizations. To respond in any other way would be at odds with our commitment to liberal education. But as aspiration, as a statement of what we stand for and the world we seek to build, there is, I believe, a place for common cause. Indeed one of the gifts that you our students have given to me as president is the courage to be louder about what we
PRESIDENT

ANGEL: stand for, not to be silent in the face of injustice, and not to be limited by fear of offense or criticism.

It is with that gift in my heart that I proudly and passionately affirm our common cause as Clarkies to be a community of courageous thinkers and resilient doers, a community that seeks unabashedly to change the world for the better, and to be a place of purpose guided by values of equity, justice, compassion, rigor, and excellence. Clark graduates throughout the decades have made a difference, and we are proud and excited to welcome you to this distinguished alumni community.

It is in this spirit that I would now like to introduce our commencement speaker Jeffrey Lurie. As a member of the class of ’73, Jeffrey is a successful businessman,
PRESIDENT

ANGEL: award-winning filmmaker, owner of the National Football League’s championship Philadelphia Eagles, and above all, a proud Clarkie. Jeffrey is a compassionate and dedicated philanthropist who promotes human rights and social justice issues. He created the Eagles Charitable Foundation in 1995 to focus on providing health and education programs to improve the lives of children, especially at-risk youth throughout the Philadelphia area. On a personal note, inspired by his younger brother, Jeffrey has been passionate about raising money and awareness to fund autism research and programs through Philadelphia-area institutions. His commitment to these many causes exemplifies our Clark motto: ‘Challenge Convention. Change Our World.’
PRESIDENT

ANGEL: Jeffrey, we are honored to have you here. Clark’s 2019 graduates are looking forward to your remarks.”

JEFFREY

LURIE: “Thank you President Angel and your great leadership team, members of the faculty, board of trustees, alumni, friends, fellow honorees, and, most importantly today, members of the Clark Class of 2019 and your families: Thank you for not only the honor you’ve given me, but the joy of being welcomed back to share in this special moment in your lives at a place that has meant so much to me, as I hope it has and will to all of you for many years to come.

As a parent who’s watched my own children graduate from college in recent years, I can assure you new graduates that no one is enjoying, or feeling greater
JEFFREY LURIE: pride at this moment more than your families sitting there behind you. Because you’re not the only ones who’ve lost sleep getting to this day. They, and we, are here to applaud your accomplishment. But let me suggest we take a moment for you to applaud and thank them for everything they’ve done to make this day possible.

Having sat where you are on this and other campuses, I also know the value of a graduation speaker who manages to keep it short, and maybe even says something you remember a few decades—or how about even a few days—from now. I have to admit I’ve forgotten many of these I’ve heard myself. So I’m going to do my best to share just a few memorable thoughts about Clark, about the world that awaits you beyond it, and about some of the lessons I’ve learned
JEFFREY LURIE: that might be useful to you on whatever life’s path you choose to follow.

It’s shocking for me to realize that I arrived on this campus nearly a half-century ago, in the late summer of 1969. No, I didn’t stop at Woodstock along the way. But I did love music. Fact is, during my college years, I was a Dead Head—I went to A LOT of truly epic Dead concerts back then. Can you just picture me in tie-dye jamming with the crowd to a long Jerry Garcia guitar solo? [Lucky for us, there was no Instagram, so you’ll have to use your imagination.]

Yes, what a long, strange trip it’s been….

I grew up a few miles down the Mass Pike in West Newton, a devoted fan of not only music, but movies and sports—and especially the Bruins of Bobby Orr and
JEFFREY LURIE: the Celtics of John Havlicek and Bill Russell. And before I got to Clark, I didn’t find it easy to adapt to a traditional academic mold. But when I got here, I found there was no mold. I felt I’d landed in a place that welcomed students as individuals and encouraged us to pursue our own interests in our own way.

I’ll give you just one example. My roommate Steve Bahn and I decided to come up with something we called the Free University, where students designed and taught their own courses, which we opened not only to Clark students, but also our neighbors in Worcester.

The school supported us and nourished students’ curiosity and independence, allowing us to pursue both our intellectual passions and our desire to make a difference in the world, starting with our own campus.
JEFFREY LURIE: and community. And I know that many of you have pursued your own entrepreneurial ideas in your own years here, on a campus that supports and nourishes a community of independent thinkers and doers.

Looking around the world and our own country right now, it’s hard to imagine a moment when the habits of mind and heart that you’ve been developing at Clark have been more needed or essential. We see the dysfunction of democratic systems and the rise of autocrats around the globe; the dangerous appeal of a nationalism and nativism that builds walls against those who are different, devalues free speech and press, with political leaders who view opponents as enemies—and appeal to fear and anger to divide us, instead of using facts and reason to find common ground.
JEFFREY LURIE: It’s also been during your years at Clark when we’ve realized the promise of technology to create a global forum that could bring us together in virtual communities, has also helped drive us apart in our own political filter bubbles and echo chambers. You’ve grown up with access to information unlike any in our history, delivered by an equal opportunity promoter of falsehood and hate speech—with unintended consequences around the world that range from a loss of personal privacy and attention span, to compromised elections, incitement to violence, and even live-streamed terror attacks.

It’s all the very opposite of what you’ve learned at college, where the liberal arts and sciences—whatever your major—are meant to develop in each of us the capacity for open-mindedness, tolerance of opposing
points of view and critical thinking skills that are central to rational discussion and active citizenship in a free society.

One thing I can remind you is that this isn’t the first time some of us have experienced angry political polarization. A half century ago when I came to Clark was another moment of division in our country, with mass student protests on campuses, riots in our segregated inner cities, bitter debates over the Vietnam war and the draft, the environment, a new women’s movement, and a generation gap that didn’t need Twitter trolls or Russian bots to help drive many Americans apart. We never had to contend with the shameful insanity of gun violence in our own classrooms as your generation has growing up. But
especially if you were draft age, a war 8,000 miles away provided its own constant threat.

In the year before I got to campus, we saw two of our most inspiring leaders, Dr. Martin Luther King Jr. and Sen. Robert Kennedy get assassinated; the Democratic National Convention in Chicago devolved into nights of violence between police and protesters; Richard Nixon was elected President. The spring of my freshman year, four students at Kent State in Ohio were shot and killed by our own national guard during a nationwide protest against the war. And by the time I was sitting right where you are at graduation in the spring of 1973, the country was riveted by the Senate Watergate hearings and the growing realization that we had a President who not only put journalists at the top of his enemies list, but
JEFFREY LURIE: defied congressional subpoenas and obstructed justice. I realize that may sound quite familiar.…

But in the midst of that very real political and cultural division, to me Clark remained a place that understood tolerance for political dissent and peaceful protest were an essential part of learning and of citizenship. It was here that I was inspired to get my PhD and teach social policy, even though life ultimately followed a different script outside academia.

You also may not know for sure where your path will lead and how it might change at some points in your life. But after your own years on this campus, you go out into a world that too often seems to deny the scientific evidence and human experience of what it
JEFFREY

LURIE: takes for us to thrive as individuals, build healthy communities and progress as a society.

I certainly don’t have all the answers, but what I’ve learned along the way is that technology may change, music styles may change (though the Dead, to be clear, is timeless), and our culture can and does change—much of it for the better since your parents and I were your age. But there are certain values that are most essential to defining who you are and your place in the world—not only as an engaged citizen and successful professional, but as a loyal friend, a loving spouse and parent, a supportive brother or sister, as a human being capable of experiencing the fullness of life.

To me, it starts with unconditional love—it’s what I learned from my mother, who is as sharp as ever [at
nearly 92 would have loved to be here today for my second Clark graduation, as she was for the first].
Because of the example she set, I know that a key question in life is whether you give and feel from others the kind of unconditional love that makes it possible for us to be our best selves.
That love isn’t just about family, or romance (though I hope you all experience plenty of that). It’s really about every aspect of our lives and how we engage with everyone around us. You want to have a surprising lesson in effective workplace leadership? I’ll share just one on-the-field football anecdote. When our great back-up QB Nick Foles went into the huddle for that 4th quarter drive we needed to win the Super Bowl last year, you want to know what he said? Not ‘let’s go do this’; but it was simply, ‘I love you guys.’
JEFFREY LURIE: ‘I love you.’ Maybe it sounds hokey, but what could be more freeing of the best you have inside you than knowing you’re loved regardless of what happens?

It was from my mother that I also learned the importance of resilience. Just being here together today, we’ve all been blessed in life. But we also all inevitably face challenges—in our families, in our work, in ourselves. I don’t think I needed to be a psychology major to appreciate what so much recent research has told us about the critical value of resilience in how we move through life and respond to difficult circumstances. For me, it included losing my father when I was 9 years-old—sometimes I felt the weight of that as a child, of course. But what I saw in my mother was this extraordinary resilience of someone widowed at age 32, raising three kids on her own, including my
JEFFREY LURIE: younger brother whose profound autism was not nearly as well understood back then as it is today.

We were lucky to have financial security. But my mother’s emotional strength and determination remained the greatest lesson for me. I see incredible resilience in so many of the players on the Eagles who had to overcome very challenging obstacles growing up, some not only fatherless but even homeless at times. Yet they pursued their education while achieving a level of athletic success that was only possible with a deep well of grit and determination. So I knew when we all held that Lombardi trophy up after the Super Bowl, the accomplishment was about much more than winning a football championship.
In the big-data AI world you’re graduating into, I can’t emphasize enough how what makes us uniquely human is more essential than ever. That means emotional intelligence, empathy, and appreciation for the people not only in your own family, but those you choose to be with in every facet of your life and work.

We use data analytics as much as any professional sports team—and I’d be the first to tell you that crunching the numbers can tell us a lot about performance. But in the end, you have to make a judgment about human character that no algorithm can really capture. When we decided to hire Doug Pedersen as our new coach, we got plenty of criticism for what seemed like a completely unconventional choice based on his career experience at that point. But what I saw in Doug was someone not just with expertise about
JEFFREY LURIE: football strategy and tactics, but a deep level of empathy for players as individuals—and real insight about how people work together as a team.

That kind of leadership and the success it generates isn’t about sports. It’s about trust. Study after study shows that the most effective organizations aren’t built on people constantly competing with one another, but on diverse groups who trust and respect one another.

Let me go back to my social psychology roots for a second to tell you about a talk I recently heard citing a research project at MIT that put hundreds of volunteers into groups that were each given very hard problems to solve. And what really jumped out for me was that the high-achieving teams weren’t those where they had one or two stars with off-the-charts I.Q. And not even those
JEFFREY LURIE: with the highest aggregate I.Q. The most effective problem-solving groups were the ones that showed the highest degrees of empathy for one another—a willingness to truly listen to one another because of a feeling of mutual trust and respect.

What’s it take to be one of those trusting problem-solvers? There’s no algorithm or app for that.

I’ve found that to embrace what makes us most fully alive to ourselves and those around us calls on you to keep the child in you as you grow, with an enduring sense of wonder and curiosity. Buddhism calls it ‘beginner’s mind.’ Great faculty researchers experience it as a scholarly temperament: the capacity to approach every question as new and unsettled—and every answer as only raising new questions to explore. But for all of
JEFFREY LURIE: us, it’s also about a radical kind of open-mindedness that allows us to continue to grow both intellectually and emotionally throughout our lives. There’s nothing childish about keeping that child-like perspective regardless of how old you are.

And as we value a truly open mind, I believe it’s just as essential to have an open heart. Of course, life’s inevitable responsibilities can make it difficult to follow our hearts, our passions. Yet all of us have essential human needs that are not only cognitive, but emotional and physical. I don’t think it’s possible to be our best selves without being open to people, experiences, and even work that touches our hearts. We all need joy in our lives—and I hope you have both the open mind and open heart to find your own joy.
JEFFREY LURIE:

If there’s one insight I had from going to concerts and working in movies that ultimately led me to my other great childhood love of professional sports—it’s that we human beings still want to sit together in actual spaces and share the collective experience of a great drama; where we can root for the hero and invest ourselves in their fate, whatever the last scene or final score. In a world where everything is available on demand delivered to your home screen, the fact is there’s nothing quite like being there, together with other people as not just an audience, but a community. After all, it’s why you came to live and learn together on a campus community these past four years.

For me, it was important to ensure that sense of community became a core value of a professional sports franchise, not just a PR pitch. No question, our goal is
JEFFREY LURIE: to win championships, but we have committed ourselves to supporting our players and staff in being truly engaged citizens working for health, education and social justice solutions in our community. Many have been rightly honored for that engagement. For me personally, my brother’s life on the autism spectrum has driven a focus on using our platform to raise both awareness and funding for cutting-edge research, treatment and support for those with autism. Yes, that’s rooted in my own family experience. But what’s important is that it affects millions across the globe.

One last piece of wisdom as I look back and you look forward: it’s useful to remind ourselves of the fragility of life and the importance of feeling gratitude for every bit of it we get to experience. We all get so caught up in the sheer busyness of things, it’s hard to make every
day count. But I can’t say enough how important it is to have a deep sense of gratitude, even for the mundane experience.

Today what we cherish together as a community is the pride and gratitude that Clark has given us the tools to make our own choices as independent, critical thinkers and doers. For today, that part of work is done. If I can add anything even remotely useful on your graduation day, it’s simply about the extraordinary power of unconditional love, of resilience, empathy and gratitude—and of maintaining a childlike sense of wonder and curiosity about the world, with an open mind and an open heart. Even in a digital, data-driven age, those are enduring values that make us truly alive and human. They’re fragile things, yet they empower us
JEFFREY LURIE: to make a difference—each in our own way—in our families and communities, our country and the world.

Congratulations Class of 2019.”

(Speaker returns to seat.)

PRESIDENT ANGEL: (Returns to podium.) “Thank you, Jeffrey, for your thoughtful remarks.”

(To Audience)

“I am pleased to introduce Steven Swain, Chair of the Board of Trustees, who will present today’s speaker, Jeffrey Lurie, as the first recipient of an honorary degree.”
Chair Swain steps to the left microphone, while Professor Elliott leads Jeffrey Lurie to the President at the podium.)

CHAIR

SWAIN: (First addresses the President and then the Recipient.)

“President Angel, I have the distinct honor of presenting Jeffrey Lurie, Academy Award-winning film producer, chairman and CEO of the Philadelphia Eagles, and member of the Clark University Class of 1973.

Mr. Lurie, it is fair to say that since you graduated from Clark, you have led an interesting life. You obtained a masters in psychology from Boston University and then a doctorate in social policy from Brandeis. You have
CHAIR

SWAIN: also taken on a wide range of roles from adjunct professor to Hollywood film executive and producer.

And in 1994, you made the business decision of your life. You purchased the Philadelphia Eagles for 185 million dollars, more than anyone had paid, up to that point, for a professional sports team. Critics questioned your investment, not understanding why someone would pay so much for a struggling team, competing in a decaying stadium.

But your education, your experiences, your willingness to challenge convention and change our world, told you otherwise. Where others saw just a football team, you saw the future of sports entertainment. You seized the opportunity and rebuilt your franchise into one of the most well-run organizations in all of football. Under
CHAIR

SWAIN: your leadership, your team, to date, has captured eight NFC East titles, advanced to six NFC Championship games, and in 2018, you accomplished your ultimate goal of delivering the first Super Bowl victory to Philadelphia. Today, the Philadelphia Eagles are considered one of the NFL’s most valuable franchises.

Off the field, your altruism and your commitment to the Greater Philadelphia community are equally impressive. The Eagles Charitable Foundation has enhanced the lives of more than one million children through its health and education programs, and you have donated and raised millions for autism research. As a business leader and as a philanthropist, you have made the Eagles a model franchise not only for success but for service. Mr. Lurie, you are a champion in every sense of the word.
CHAIR
SWAIN: Mr. President, on behalf of the trustees, faculty, students, and staff of Clark University, I request that the degree of Doctor of Humane Letters, *honoris causa*, be conferred on Jeffrey Lurie.”

PRESIDENT
ANGEL: (Addresses Jeffrey Lurie.) “By the authority vested in me by the Commonwealth of Massachusetts through the Board of Trustees of Clark University, I do hereby confer upon you (*hooding takes place*) the degree of **Doctor of Humane Letters, honoris causa**, with all the rights, privileges, and responsibilities pertaining thereto.”

(President presents degree and pictures are taken;

Jeffrey Lurie is escorted back to his seat by Professor Elliott.)
PRESIDENT

ANGEL: “Our second honorary degree recipient is Martha Nussbaum. Presenting her will be Dr. Davis Baird, Provost, Vice President for Academic Affairs, and Professor of Philosophy.”

(Provost Baird steps to the left microphone, while Professor Elliott leads Martha Nussbaum to the President at the podium.)

PROVOST

BAIRD: (First addresses the President and then Recipient.)

“President Angel, I have the honor of presenting Dr. Martha Nussbaum, author, teacher, moral philosopher, and the Ernst Freund Distinguished Service Professor of Law and Ethics in the Law School and the Department of Philosophy at the University of Chicago.
Dr. Nussbaum, you have written and spoken extensively on facets of the human condition through a variety of prisms—wrestling with the place of emotions in political life, the nuances of feminist philosophy, the nature of human vulnerability, and the importance of liberal education in human thought and discourse.

You are renowned for your work in the philosophies of ancient Greece and Rome, and the ways in which the classical resonates with the contemporary. Your recent book, *The Monarchy of Fear: A Philosopher Looks at our Political Crisis*, examines the sources of anxiety suffusing our modern society, and offers correctives—one of which involves amplifying our relationship with the arts as a tool to build empathy. As you told *TIME*
PROVOST

BAIRD: ‘We need to understand one another and we need to be able to look one another in the eye with a mobile imagination and with love. If we don’t have that, we can’t move forward at all.’

Dr. Nussbaum, your peers have taken note of your prolific and respected body of work, last year awarding you the 1-million-dollar Berggruen Prize, given annually to a thinker whose ideas ‘have profoundly shaped human self-understanding and advancement in a rapidly changing world.’ Your work, the prize announcement said, ‘shows how philosophy, far from being merely an armchair discipline, offers a greater understanding of who we are, our place in the world, and a way to live a well-lived life.’
Mr. President, on behalf of the trustees, faculty, students, and staff of Clark University, I request that the degree of Doctor of Humane Letters, *honoris causa*, be conferred on Dr. Martha Nussbaum.”

(Addresses Martha Nussbaum.) “By the authority vested in me by the Commonwealth of Massachusetts through the Board of Trustees of Clark University, I do hereby confer upon you (*hooding takes place*) the degree of **Doctor of Humane Letters, honoris causa**, with all the rights, privileges, and responsibilities pertaining thereto.”

(President presents degree and pictures are taken; Martha Nussbaum is escorted back to her seat by Professor Elliott.)
PRESIDENT ANGEL: “Our third honorary degree recipient is Robert Stevenish. Presenting him will be Dr. Priscilla Elsass, Dean of the Graduate School of Management and Associate Professor of Management.”

(Dean Elsass steps to the left microphone, while Professor Elliott leads Robert Stevenish to the President at the podium.)

DEAN ELSASS: (First addresses the President and then Recipient.)

“President Angel, I have the honor of presenting Robert Stevenish, an executive at the highest levels of the retail industry and longtime member of the Clark Board of Trustees.”
Mr. Stevenish, for many years you led, nurtured, and grew a host of companies whose names are familiar to shoppers across America: J.C. Penney, Montgomery Ward, and Modell’s Sporting Goods, where you served as president and chief operating officer. Your leadership extended to the suites and boardrooms of other companies that needed thoughtful decision-making and a steady hand at the helm, including in CEO positions at Trilegiant Corporation, NetMarket, and Fedco. Today, you offer sound guidance as chairman of the board for Adler Germany and Myron Corporation USA.

Though you are not an alumnus of Clark—that particular honor lies with your son, Robert Stevenish II —your commitment to this University could not be deeper and more genuine than if you’d laid the bricks
for Jonas Clark Hall yourself. In your years on the Board of Trustees, you’ve proven to be a perceptive and tactical leader. The skills and instincts you’ve honed in corporate boardrooms help ensure that Clark sets the strategies and marshals the resources necessary to provide a world-class education for generations of students eager to make their mark on the global stage.

Mr. Stevenish, you answer the call of organizations that need someone of talent and integrity to help them navigate the road to better outcomes. We are grateful that you continue to give Clark University the benefit of your talents—as a businessman, as a father, and as a true Clarkie.

Mr. President, on behalf of the trustees, faculty, students, and staff of Clark University, I request that the
DEAN


PRESIDENT

ANGEL: (Addresses Robert Stevenish.) “By the authority vested in me by the Commonwealth of Massachusetts through the Board of Trustees of Clark University, I do hereby confer upon you (*hooding takes place*) the degree of Doctor of Humane Letters, *honoris causa*, with all the rights, privileges, and responsibilities pertaining thereto.”

(President presents degree and pictures are taken; Robert Stevenish is escorted back to his seat by Professor Elliott.)
PRESIDENT
ANGEL: “It is now my privilege to introduce the Chair of the Clark Faculty, Professor Gino DiIorio.”

PROFESSOR
DIIORIO: “Let’s face it, I’m the only thing standing between you and a gin and tonic.

Come to think of it, you’re the only thing standing between me and a gin and tonic.

So believe me when I say, I’ll be brief.

At commencement there’s often a lot of talk about passion.

All you gotta do is find your passion
If you find your passion, you’ll never work a day in your life.

Here’s the bad news, most of us will never find our passion.

We’ll never find that one thing that keeps us up at night and gets us up early in the morning.

I know what it’s like. You’ve been sitting there for hours and it seems like everybody has their passion and they’re ready to take on the world.

The person to the right of you is passionate about a school they want to open on the North Pole for underprivileged children.
PROFESSOR

DIIORIO: And the person to the left of you has some new dating app they’re passionate about. And it’s for people who never want to meet each other. And next week, they’re going on Shark Tank.

And you’re sitting there with a TO DO list that says three things: Clean my room, get a job, find my passion.

So the bad news is, most of us will never find our passion.

The good news is. It’s okay.

In fact, I would venture to say that the world spins forward on a lot of good deeds done by people who never found one passion, except the passion to be alive.
PROFESSOR

DIIORIO: The passion it takes to do small, good things that nobody ever hears about. Difficult, heroic things. Like standing up for a friend when everybody has abandoned them, loving somebody even when they don’t love you back, fighting with all your might for a hopeless cause, doing the right thing without expectation of ever being rewarded or even recognized.

Doing the right thing because it’s the right thing to do.

So I hope you find your passion. And I hope you do great things. I hope you get that Nobel Prize, Pulitzer Prize, and Guggenheim. I hope one day, your picture is on the front page of the New York Times, or Clark News, and anything in between.
But I also hope you do a lot of those small good things. That only you know about.

That is true heroism.

And that kind of heroism is something to be passionate about.

On behalf of the Clark faculty, I want to congratulate you for all your accomplishments.

It has been a privilege to work with you over these past four years.

Please don’t forget us.

We promise, we’ll never forget you.
DIIORIO: Good bye and good luck!

PRESIDENT

ANGEL: “Thank you, Gino. We now turn to the process of conferring degrees.”

PROFESSOR

ELLIOTT: “Will all the candidates for the Doctor of Philosophy, Master’s, and Bachelor’s degrees please rise.”

PROVOST

BAIRD: (Provost Baird comes to the microphone and says:) “President Angel, on behalf of Clark University, I have the honor to present the candidates for and recent recipients of the degrees of Doctor of Philosophy, Master of Arts, Master of Arts in Teaching, Master of Science, Master of Health Science, Master of Business
PROVOST

BAIRD: Administration, Master of Public Administration, Bachelor of Arts, and Bachelor of Science. I declare that each candidate has fulfilled all the requirements of the University for the degree, including, as appropriate, an acceptable dissertation, and request that the degree be conferred upon each of them.”

PRESIDENT

ANGEL: “By virtue of the authority vested in me by the Board of Trustees of Clark University, I do hereby confer upon you the Doctoral, Master’s, and Bachelor’s degrees as indicated, with all the rights, privileges, and responsibilities pertaining thereto.”

PROFESSOR

ELLIOTT: (PROFESSOR ELLIOTT GIVES DIRECTIVE TO FLIP TASSEL FROM RIGHT TO LEFT.) “Graduates, you may now be seated.”
PRESIDENT

ANGEL: “I would now like to ask that all Graduate School students and their guests, and those dignitaries and administration officials who are participating in the awarding of degrees from the Graduate School, please proceed to the Kneller Athletic Center. All Undergraduate students and their families will please remain seated while the Platform Party, Faculty, and Graduates leave the Campus Green. Graduate School students are to exit stage right following the Faculty.

We will begin the awarding of Bachelor’s Degrees here on the Campus Green in a few moments.”

PROCESSIONAL FOR GRADUATE CEREMONY

(With the pipe and drum leading the way from the stage along the sidewalk beside Atwood Hall and staying within the fencing,
**Professor Zhang** leads designated members of the Platform Party, followed by faculty, Ph.D. students, then master’s students. VIP guests will follow at the end of this procession. Graduate student guests will also proceed to the Kneller Athletic Center [or Johnson Auditorium in the Sackler Science Center for overflow seating], through the Academic Commons or staying to the left of the academic procession along the sidewalk.

(After the platform party leaves, we will reseat the remaining dignitaries on the stage. Guests will move forward and be escorted under the tent to fill in the seats vacated by the Graduate Students.)