The following excerpt is taken from a commencement address to the 2006 graduates of the Masagung Graduate School of Management and the Graduate College of Arts and Sciences at the University of San Francisco, on May 19, 2006.

The global challenges we face today are enormous. After 9/11, the threats of terrorism and the spread of weapons of mass destruction loom over us. Global warming has far-reaching consequences we are just starting to understand. Pandemics of SARS, avian flu and AIDS threaten millions of lives around the world. Meeting these challenges requires sustained vision and action over a period of many years.

There is a desperate need for visionary leadership today, to provide coherent strategies for solving these problems. With your graduate training, you are among the 10 percent most highly educated people in the world, and that makes you capable of the long-term vision and action we need.

“Short-term thinking of the past has created or worsened many of the problems we face.”

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