

STANFORD

PARENTS' NEWSLETTER

<http://parents.stanford.edu/newsletter>

Published by the Office of the President and Provost

Apple co-founder Steve Jobs addresses graduates at 114th Commencement

Drawing from some of the most pivotal points in his life, Steve Jobs, chief executive officer and co-founder of Apple Computer and of Pixar Animation Studios, urged graduates to pursue their dreams and see the opportunities in life's setbacks—including death itself—at the university's 114th Commencement on June 12 in Stanford Stadium.

Wearing jeans and sandals under his black robe, Jobs delivered a keynote address that spanned his adoption at birth to his insights into mortality after being diagnosed with pancreatic cancer about a year ago. In plainspoken terms, his address struck a balance between the obstacles he has encountered during his notably public life and the lessons he has gleaned—for example, from his high-profile ousting

in 1985 from the computer company he helped start.

"I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me," said Jobs. "It freed me to enter one of the most creative periods in my life."

The 2005 Commencement proceeded with its familiar mix of the goofy and the formal: Graduates attached plush animals to their caps and carried body-length flotation devices onto the field for the Wacky Walk. This traditional kickoff to the ceremony was once again a flurry of wild wigs, rock-star shades, feather boas and a few Speedo swim trunks.

But calm was restored once the graduates took their seats and the Rev. Scotty

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Leland reflects on Stanford Athletics' successes and challenges

Stanford's athletic success dependent on school's academic reputation

Stanford has won 46 national team championships since Ted Leland became athletic director in 1991. Stanford also has won the prestigious NACDA Director's Cup, emblematic of the top athletic program in the nation, the past nine years. He answers questions about how Stanford wins, while retaining its high academic standards.

Stanford's athletic success is unmatched, both in titles won and in student-athletes graduated. To what do you attribute this success?

Two things: The university's reputation sells itself. We get talented young people from all over the country. This would be hard to do at a place that wasn't one of the most academically attractive in the world. The second thing is that we've got a great coaching staff, play in the Pac-10, have great weather and terrific facilities and lots of support for athletes once they come. You take this coaching staff, these facilities and this weather, etc., and give them to a school with not quite the same academic reputation, and I don't think you'd be nearly as successful athletically.

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(L.A. Cicero)

Commencement speaker Steve Jobs (holding documents) departs Stanford Stadium with, from left, the Rev. Scotty McLennan, Provost John Etchemendy and Board of Trustees Chairman Burt McMurtry, among others.

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Provost outlines interdisciplinary initiatives at Parents' Weekend

Stanford focuses on biosciences, the environment and international affairs

The problems of the 21st century require that scholars seeking solutions increasingly cross long-established academic disciplinary boundaries, according to Provost John Etchemendy.

As a result, Etchemendy told parents at his annual welcome to Parents' Weekend that Stanford is aggressively pursuing interdisciplinary initiatives that represent a cultural change in the way higher education is structured. These initiatives allow Stanford to provide support for faculty in many different academic areas to come together to

about diabetes so that they can apply their skills to clinical problems. The project has since been awarded a five-year grant from the National Institutes of Health.

Interdisciplinary cooperation also is supported by the architecture of the two-year-old Clark Center, which was designed to encourage scientific teamwork. Lab benches, for instance, are on wheels and can be rolled to different areas of the building. Even the frosted-glass faculty offices can be moved. Similarly, laboratories are constructed to accommodate the network connectivity

dren earn," he explained. "There are 44 undergraduate and graduate IDPs, involving more than 1,000 of the university's 1,700 faculty members. What might be examples? Well, if your son or daughter is majoring in human biology, feminist studies, international relations or symbolic systems—then he or she is part of an IDP."

The university's strong interdisciplinary tradition may have begun when the university allocated land to house faculty on campus. Because of this, Etchemendy said, chemists are living next door to—and interacting with—engineers, philosophers or political scientists.

Etchemendy assured parents that undergraduates will benefit from the initiatives.

The university's vision for education in the 21st century recognizes the need for students to have a broad set of skills that cross disciplinary lines. In addition, undergraduates are increasingly being encouraged to participate in faculty research conducted at locations such as the Clark Center.

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"...change is happening, and it's an exciting time to be at Stanford University."

attack some of the world's most daunting problems. Among the areas Stanford will focus on are challenges in the biosciences, the environment and international affairs.

"We believe this approach is critical to Stanford's future as a leader in higher education," he said. "But more important, we believe the overwhelming challenges facing the world today simply can't be solved without the focused attention of the world's great universities. We intend to start that process and hope our sister institutions accept the challenge as well."

As an example of how Stanford's interdisciplinary initiatives will work, Etchemendy cited the biosciences, where the provocatively titled Bio-X program is drawing scientists from such areas as biophysics, chemical biology, biocomputation, regenerative medicine, genomics and proteomics, brain and behavior, imaging and biodesign. The program focuses on translating discoveries in the biosciences into clinical advances in health care.

Bio-X, which is housed in the new and innovative Clark Center, provides seed funding to interdisciplinary projects that, in turn, compete for additional external funding. He cited as an example a seed grant that funds a course to educate students in the biological sciences, bioinformatics and bioengineering

needed by computer scientists and the fume hoods and safety stations needed, for instance, by chemists, allowing both to work in the same area to stimulate collaboration.

Etchemendy said the university is creating similar funding models to support the environmental initiative, which is centered in the new Stanford Institute for the Environment, and the international affairs initiative, which will be administered through the Stanford Institute for International Studies. The environmental initiative focuses on sustainability, while the initiative in international affairs will concentrate on national and international security; governance at all levels; and human well being through health, education, economic development and legal reform. An arts initiative is also on the drawing board.

Etchemendy said Stanford is well positioned to continue its leadership in interdisciplinary research and teaching as the trend begins to take hold throughout higher education. Stanford's founders, he said, created a legacy of "promoting the public welfare" that supports a focus on finding practical solutions to global problems. In addition, Etchemendy said the university has a long history of promoting interdisciplinary teaching programs, which are called "IDPs."

"IDPs account for about 31 percent of the undergraduate degrees that your chil-

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Design: Brian Dittmar Graphic Design

Undergraduate housing changes being considered

A series of changes are being contemplated for the undergraduate housing system that administrators hope will help alleviate overcrowding, provide a more equitable housing draw, meet the demand for all-freshman housing, enhance residential education programs and add another improvement to the undergraduate education experience.

John Bravman, the Freeman-Thornton Vice Provost for Undergraduate Education, outlined the proposed changes to the Board of Trustees in February and has been meeting with students, resident fellows and staff to discuss the ideas.

Although the new proposals were only recently explored, the changes have been long-needed and highly desired by administrators and students, Bravman said. There have been no major reconfigurations of the housing system in more than three decades, and the last review of housing in 1997 led to a list of recommendations that were mostly

unattainable under the existing constraints of the current housing stock and university construction limits.

Bravman credited the planned development of the 600-bed Munger Graduate Residences with helping to enable the new undergraduate housing proposals. The Munger residences will help free up more than 360 beds currently used by graduate students, which represents more than half of the university's goal of creating more than 600 new beds for undergraduate students, Bravman said. A new dormitory of 125 beds and three additional Row houses also would be required as part of the plan, which is expected to cost more than \$35 million.

President John Hennessy praised the proposals as a creative response to the university's undergraduate housing needs that will help meet the demand for all-freshman houses. "The concentration of freshman houses will allow Stanford to create more

vital living-learning communities for a student's all-important first year and greatly enhance the freshman experience," Hennessy said. "At the same time, it will preserve the vital role ethnic theme dorms and Freshman-Sophomore College play in university life. And finally, the plan allows us to deal with some of the inequities in the current draw system and create a true 'premier' year for upper-class students. I am confident these changes will create a residential education program that is as good as any in the nation."

Bravman said he welcomes and expects extensive community input on any proposed housing changes over the next year or more. Any changes—original or revised—would not go into effect for at least two to six years or longer, he said.

This piece is excerpted from a longer story in Stanford Report. To read the full text, visit <http://news-service.stanford.edu/news/2005/february9/hous-020905.html>.

News briefs

Naimark to direct Overseas Studies

Norman Naimark, an expert in modern East European and Russian history, will become director of the Overseas Studies Program on Sept. 1. He will succeed geophysics professor Amos Nur, who has directed the program since 2000.

Naimark is the Robert and Florence McDonnell Professor of Eastern European Studies and a senior fellow at both the Hoover Institution and the Stanford Institute for International Studies, where he heads the European Forum. In the spring of 1991, he directed Stanford's program in Krakow, Poland, and he taught in Moscow in 2000. "I've had a lot of experience with Overseas Studies, and I'm very committed," he said. "It's a wonderful program."

Greg Boardman named interim dean of student affairs

Dean of Students Greg Boardman has been appointed to the new position of dean of student affairs on an interim basis, Provost John Etchemendy announced in February. Boardman will oversee student affairs while the university considers the appropriate long-term structure for the organization. He will report to the provost.

"Over the last 30 years, the student affairs

organization has adapted on a somewhat regular basis to the changing realities of undergraduate and graduate education at Stanford," Etchemendy said. "I am pleased and grateful that Greg has agreed to handle these important responsibilities while we assess the structure of the organization and reflect on changes that might improve the way we provide services to students."

Admission offered to 2,412 for '09 class

The Office of Undergraduate Admission announced on March 31 that 2,412 students for the Class of 2009 have been admitted. Letters were mailed to 1,545 students admitted through the regular review process; follow-up letters were sent to another 867 students previously offered admission through the single-choice early action program. The total number of applications increased significantly this year, rising above 20,000 for the first time in university history. The admit rate was the lowest ever, with just under 12 percent of the 20,194 applicants admitted.

Even with the increased number of applications, the academic quality of the pool remained exceptionally strong. More than 90 percent of the admitted applicants for whom class rankings were reported ranked within the top 10 percent of their high school class, and 80 percent have a grade point average of 4.0 or higher.

Junior wins Truman Scholarship for U.S. foreign policy research

Stanford junior Albert Chang, a political science and East Asian studies double major, is one of 75 national recipients of the 2005 Truman Scholarship. A native of Danville, Chang was honored for his research in U.S. foreign policy.

The Truman Scholarship Foundation, established by Congress in 1975 as a memorial for president Harry S. Truman, provides prestigious awards of \$30,000 to college students in the United States planning on pursuing graduate education. Along with the financial aid, the scholarship also provides students with leadership training, career and graduate school counseling and internship opportunities.

Chang said his interest in international relations dates back to his early childhood. "I read just about every military, history and philosophy book I could get my hands on," Chang said. "I would hop between chapters and between books, jumping from battles of ancient Greece to the mistakes and successes of World War II."

Leland reflects cont. from page 1

How has Stanford avoided many of the controversies surrounding big-time athletic programs?

We have 850 athletes, and they have challenges just like all adolescents. We're not always successful in accommodating their goals and in preventing them from making mistakes. We've been lucky to avoid scandals because our admission office does such a thorough job. Our athletes go through a more thorough admission process than do athletes at other schools. The result is that there are a lot of great athletes who may have had problems in their life who would love to come to Stanford, but don't get in.

Can we compete for national titles in the marquee sports of football and basketball with our high academic standards?

Absolutely. In the past 15 years or so, we've been in the top 10 three or four different years in football. We've been ranked number one in basketball more times than any other school except Duke. Our women's basketball team has won a couple of national championships. We can be successful. It won't be in spite of our academic standards, though, it will be because of them.



Ted Leland

Are our academic standards also attractive to prospective coaches?

Coaches love coaching here because they will have great athletes who are great people.

What opportunities does Stanford offer students who may have been very good high school athletes, but are unable to compete on the Division I level?

Several varsity sports are populated by athletes who don't come with skills in that particular sport, including fencing and crew—especially women's light-weight rowing,

where we're ranked fourth in the nation. Some are recruited athletes, but most are not. We also have very successful walk-ons, particularly in baseball. There is also a large club sports program, and that's the perfect place for athletes who are serious, but don't want to spend 50 hours a week on their sport.

How do our athletes balance academics and athletics? What do we do to mitigate the problems surrounding, for instance, studying overseas?

First of all, balancing academics and athletics is a challenge for all of our athletes. Most enjoy the challenge and say they can handle it. Our coaches say they admire our student-athletes most for their ability to manage their time. They are all type "A"s. But all of our athletes struggle with balance. We ask coaches to identify a quarter a year in each varsity team where there are fewer requirements so that students can enroll in seminars or can go overseas. But even then, our athletes self-impose a lot of pressure. They don't want to miss even off-season practices. Winning and competing at the highest levels means making sacrifices, and a lot of our athletes would acknowledge they sacrifice some academic flexibility.

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Trustees approve tuition rate for 2005-06 academic year

In February, the Board of Trustees set rates for tuition, room and board for the 2005-06 academic year that represent a combined 4.5 percent increase over the current year's rates for undergraduates.

The undergraduate tuition rate was set at \$31,200, a 4.5 increase from \$29,847 this year. The standard undergraduate room rate rose 5.3 percent, from \$5,012 to \$5,276. Standard board increased 3.7 percent, from \$4,488 to \$4,656.

Stanford is one of the few private universities with a need-blind admission policy that accepts students regardless of their ability to pay. The money the university

collects from tuition covers only 60 percent of the costs of educating an undergraduate. Additionally, 46 percent of undergraduate students receive some form of need-based financial aid from the university.

Board of Trustees Chair Burt McMurtry also noted that the university's financial aid plan remains one of the strongest in the country.

"When we set tuition and financial aid funding, we pay careful attention to maintaining the affordability of Stanford for students from all financial backgrounds," McMurtry said. "Our data shows that Stanford's financial aid program is achiev-

ing this core goal."

Tuition for terminal graduate students—doctoral candidates who have completed all coursework and degree requirements except the dissertation—increased 4.4 percent to \$10,440. Part-time graduate tuition rose 4.5 percent to \$20,370.

Tuition rates for graduate engineering students and law students rose 4.5 percent, while School of Medicine tuition rates rose 5.45 percent. Tuition rose 8.8 percent for entering students and 5.8 percent for second-year students in the Graduate School of Business.

Parents' Program news

Dear Parents:

The mission of the Parents' Program is to reach, involve and support parents in partnership with other departments in the university. We are fortunate to have 54 parent couples who serve on the Parents' Advisory Board and meet three times a year to provide valuable input to the university.

Additionally, they assist in fundraising and outreach events worldwide. John Bravman, the Freeman-Thornton Vice Provost for Undergraduate Education, Carol Porter, senior associate vice provost for undergraduate education, and Julie Lythcott-Haims, assistant vice provost and dean of freshmen, attend each board meeting to receive feedback and listen to parent concerns. Board members take part in most parent-related events, such

as admit parties, send-off parties, "Stanford Day In" events around the country and major parent events on campus. This academic year, parents hosted roundtable events featuring a presentation by John Bravman in four cities: Chicago, Washington, D.C., Portland and Los Angeles. These events provide an opportunity for parents to meet one another, hear from the vice provost and ask questions in a small setting. We are indebted to parent hosts Vicki and Bruce Heyman, Gayle and Grady Means, Stephanie and Steve Jewell, and Bernadette and Tim Leiweke, who made these roundtables possible this year.

Parents supporting Stanford

Many Stanford parents work with the Office of Development to raise funds to support undergraduate education. You may have received a letter or phone call from a fellow parent or a Stanford student asking for your support. Your annual gifts are critical in enabling Stanford to provide the programs and support that make this a world-renowned institution. We are very grateful for the generous gifts from parents, and we hope the Parents' Annual Report that is mailed to all parents reflects our gratitude. With the Campaign for Undergraduate Education (CUE) ending in December 2005, we have been promoting opportunities for parents to take advantage of matching funds to endow scholar-

ships and undergraduate programs. Thanks to thousands of parents, friends and alumni, CUE has reached its overall goal of \$1 billion. However, several components within the campaign have yet to reach their targets. If you are interested in discussing an endowment-level gift to obtain matching funds, please contact me at (650) 723-0044. An endowment gift provides an



Washington, D.C., area parents gather at the home of Gayle and Grady Means P'08,'09.



Steve and Stephanie Jewell P'06, '09, John Bravman, and Tina and Brian Shaffer A.B. '82 welcomed parents to the Evergreen Aviation Museum in McMinnville, OR.

opportunity to leave a legacy in perpetuity to Stanford, and many parents find it an appealing way to acknowledge their appreciation for the education their son or daughter received.

"Stanford Day In" events in Portland, Los Angeles and Houston

Please mark your calendars for the "Stanford Day In" events listed below. You will receive more information about these terrific programs as the dates near.

Stanford Day In Portland, Nov. 5, 2005
Stanford Day In Los Angeles, Jan. 21, 2006
Stanford Day In Houston, Feb. 11, 2006

We encourage you to take advantage of all the programs Stanford offers in your region. You should be receiving e-mails from our regional alumni relations officers with announcements about events. Additionally, we hope you refer to the parents' website, which contains links to this newsletter, information on volunteer opportunities and regional events, and much more. Visit <http://parents.stanford.edu>.

Class of 2005

Congratulations to parents of the Class of 2005! Each year at the Class Day lunch on Saturday of Commencement weekend, the senior class presents a check for The Stanford Fund for Undergraduate Education to President Hennessy.

The check represents the generous support of hundreds of students in the class and the hard work of the Senior Gift Committee. I also would like to acknowledge and thank all the members of the Parents' Advisory Board for providing a challenge grant to match senior gifts each year.

As the academic year draws to a close and we look to the end of our fiscal year on Aug. 31,

2005, I want to express my gratitude to the Parents' Advisory Board and all the parents who participate in our programs and support Stanford through their gifts. Our parent goal for gifts to The Stanford Fund for Undergraduate Education is \$2 million for this fiscal year. As of March 31, we were at 69 percent of the goal. These funds go directly to supporting financial aid and undergraduate programs such as Stanford Introductory Seminars. Stanford simply could not be the leader it is in undergraduate education without attracting the best and brightest students, so thank you for doing your part to further our mission.

Sincerely,

Maude Brezinski

Director, Stanford Parents' Program
(650) 723-0044

News from the Stanford Parents' Club

Dear Parents,

The last few months have been busy for the Parents' Club. We were active at many events, including this year's Parents' Weekend. We also were invited by the senior class presidents to participate in "The Real World" seminars, which are designed to equip seniors with a few skills they'll need after graduation. Local parents volunteered to help with a cooking class, to talk about business abroad and to teach about taxes and investing. We even had a Stanford mother from Pennsylvania volunteer to fly in to talk about financial planning!

We are very proud to announce the publishing of our new cookbook, "What's Cooking at Stanford," which will be available at the start of the new school year. Stanford friends and family sent in more than 250 recipes. All proceeds from the sale of this fabulous book will support Parents' Club undergraduate scholarships.

The club announced this year's annual Parents' Club scholarship recipient on Feb. 8. Johnny Falla received a full-tuition scholarship awarded in honor and memory of Brian McBrady, son of club members Chris and Dan McBrady. The club also honored Brian with a donation to the Music Department, which was accepted by Giancarlo Aquilanti. Johnny Falla is a junior studying international relations and social innovation. He studied abroad in Moscow, traveled to Uzbekistan to study Islamic culture and did an independent study on the ethnic conflict in Chechnya. Upon his return to Stanford, he became president of FUSION, the Future Social Innovators Network, whose mission is to inform, inspire and involve the next generation of social entrepreneurs at Stanford. Johnny is a very talented young man, and we are happy to honor him as our newest scholarship recipient.

Thank you to everyone who helped to make the club a great success this year. I wish the newly elected board all the best next year!

Sincerely,

Marijke Vallaeys

President

Parents' Weekend thanks

The Parents' Club wishes to thank 50 of our club's parent volunteers who spent more than 400 hours hosting Back-to-School classes, registering families, helping with sales to support Stanford scholarships, and planning and presenting the Entertainment Extravaganza! and Parents' Club Reception.

More than 1,200 parents, students and friends filled Memorial Auditorium for the 2005 Entertainment Extravaganza! featuring the Cardinal Whirlwinds, Fleet Street Singers, Stanford Taiko and Stanford Improvisers. It was a great show!

The Parents' Club Reception, held at the Frances C. Arrillaga Alumni Center, was a wonderful celebration that culminated a spectacular weekend. Thank you to the Stanford Alumni Association, which co-hosted the reception, and to Provost John Etchemendy, Dean of Students Greg Boardman, Director of Residential Education Jane Camarillo, Director of Admission Anna Marie Porras, Director of

Financial Aid Karen Cooper, Director of Accessible Education Joan Bisagno and Dean of Religious Life Scotty McLennan, who were among the Stanford administrators who joined us to greet parents. We hope to see you next February 24-25 for Parents' Weekend 2006.

The Parents' Club of Stanford University is grateful to the following wineries for their generous donations to the Parents' Club Reception. We appreciate their kind support.

Chateau St. Jean Winery
Grgich Hills Cellar
Iron Horse Vineyards
Rodney Strong Vineyards
Trefethen Vineyards
Wente Vineyards

Stanford Gift Catalog

All the latest, coolest gift items in the Parents' Club catalog can be found online at <http://www.stanford.edu/group/parentsclub/catalog.html>.

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*Chris McBrady, scholarship award recipient
Johnny Falla, scholarship chair Jean Holzman
and Dan McBrady*



*(above) Club members Nancy Franich,
Pat Targgart, Nancy Nielson and Tina
Morris make deliveries on a rainy
Valentine's Day.*



*(left) Club members at "The Real
World" cooking seminar*

Provost cont. from page 2

“Because they are at Stanford, your children will share in, contribute to and benefit from this revolution,” he said. “They will have increasing opportunities to take courses that better integrate disciplines. Through our Undergraduate Research Program, they too can participate in multidisciplinary research involving the biosciences, the environment, international affairs or any of a thousand other interdisciplinary possibilities. They will have the opportunity to learn from and work with researchers actively connecting with other researchers to forge integrated solutions to daunting challenges. In other words, change is happening, and it’s an exciting time to be at Stanford University.”

Etchemendy’s talk was one of the highlights of the two-day Parents’ Weekend, which attracted more than 3,000 family members to campus—the most in the event’s history. Other highlights included President John Hennessy’s annual question and answer session with parents, the more than 20 classes offered by Stanford faculty members and the annual Parents’ Club Entertainment Extravaganza!

Parents’ Weekend is an annual event sponsored by University Communications on behalf of the Office of the President and Provost. Coordinator Ryan Foley says that parent surveys from the weekend are currently being analyzed to begin planning for next year’s event, which will be held Feb. 24 and 25, 2006.

Leland reflects cont. from page 4

You’ve been a critic of the “big business/big entertainment” model of college athletics. Is the NCAA doing enough to reinforce the educational values of higher education?

They are trying, but they have a tiger by the tail. The economic incentives are getting bigger all the time. I am concerned about the exponential growth in salaries and spending. But I don’t know if the NCAA is powerful enough to provide the self-regulating mechanisms necessary. There is kind of an economic Darwinism on the land of college athletics, and I don’t see competing forces that can win the day.

What advice do you have for parents of athletes at Stanford in terms of helping their children make the most of their experience here?

Be proud of your kids and enjoy the ride. Stanford students are independent and able to take care of themselves. The parents who have the most fun are supportive win, lose or draw. When you are older, you probably take the losing worse than the kids do. At least I find that’s true for me. I can be paralyzed for two days by a loss, but I see the kids the next day and they are back on with their lives.

SAVE THE
DATE!

Join us for Parents’ Weekend,
Feb. 24-25, 2006.

Parents’ Club News cont. from page 6**Parents’ Club delivery services**

Make plans now to order cakes, balloons and flowers to surprise your son or daughter on special occasions next year. Order forms can be found online at <http://www.stanford.edu/group/parentsclub/cake.html>. Every order supports undergraduate scholarships.

Plants

The Parents’ Club of Stanford University is making a special offer on our popular plant delivery service. If you place an order and pay for all four delivery dates for next year—the first day of each new quarter plus Valentine’s Day—the price will be \$80, a savings of \$20! This offer is good through July 2005. Please send your order to Nancy G. Nielson, 12111 Hilltop Drive, Los Altos Hills, CA 94024. Clearly mark that this

order is for next year. Or, you can e-mail Nancy at NEGN@aol.com. Your son or daughter will love these beautiful, fresh plants, and you will be making a nice contribution to the Parents’ Club Scholarship Endowment Fund. You can find the order form at www.stanford.edu/group/parentsclub/plant.html.

Commencement address cont. from page 1

McLennan, dean for religious life, delivered the opening invocation. President John Hennessy then welcomed the estimated 23,000 people in the stadium and, after a presentation of faculty, staff and student awards by Provost John Etchemendy, returned to the podium to introduce the keynote speaker.

Hennessy said Jobs embodied the university's spirit, its "willingness to be bold and strike out in new directions." Hennessy also touched on Jobs' reputation as an innovator, a visionary and an advocate for education who developed partnerships during Apple's earliest days to get computers into schools and communities.

"Your time is limited, so don't waste it living someone else's life," Jobs said. "Don't let the noise of others' opinions drown out your own inner voice."

For more on this year's Commencement, including the text of Jobs' address, visit <http://news-service.stanford.edu/news/2005/june15/grad-061505.html>.

STANFORD

Academic calendar 2005–2006**AUTUMN QUARTER, 2005**

| | |
|-------------|--|
| Sept. 26: | First day of quarter; instruction begins |
| Sept. 27: | Last day to pay university fees |
| Nov. 21-25: | Thanksgiving recess (no classes) |
| Dec. 5-11: | End-quarter period |
| Dec. 12-16: | Examinations |

WINTER QUARTER, 2006

| | |
|--------------|--|
| Jan. 9: | Last day to pay university fees |
| Jan. 10: | First day of quarter; instruction begins |
| Jan. 16: | Martin Luther King Jr. Day (no classes) |
| Feb. 20: | Presidents' Day (no classes) |
| March 13-19: | End-quarter period |
| March 20-24: | Examinations |

FUTURE COMMENCEMENT DATES:

June 18, 2006
 June 17, 2007
 June 15, 2008
 June 14, 2009
 June 13, 2010

Stanford's complete academic calendar may be found online at <http://www.stanford.edu/dept/registrar/calendar>.

STANFORD PARENTS' NEWSLETTER

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