

What a privilege it is for me to preside over the 50th Anniversary of The American University of Paris. All the constituencies of this great University are gathered here today—students, graduating students, parents, alumni, faculty, emeritus faculty, staff, former staff, distinguished guests and members of the Board of Trustees-- not only to celebrate the commencement of each and every member of the class of 2013, but to mark the stepping forth of AUP into its second half century. I am proud to have with us in the processional four of our former presidents, Daniel Socolow, our fourth, Catherine Ingold, our fifth, Lee Huebner, our eighth and still a loyal trustee today, and Michael Simpson, our tenth, whom I had the great pleasure of serving as a faculty leader and curricular dean. Warm wishes have been sent by Damon Smith, our third president, Bill Cipolla and Andrea Leskes, former deans who also served as acting presidents, and Gerardo della Paolera, our eleventh president. Each has played his or her role in the relay that is presidential succession. Here is one single example of that. Daniel Socolow did all the preparations to take us from college to university in 1988, but the actual date of the shift took place the following fall when, under Catherine Ingold's tenure, we became the American University in Paris; ten years later, on Michael Simpson's watch, we became what we are today, the American University of Paris. Each president hands over to the next; in different ways, each of you has prepared the fields for me to till.

Our founder Lloyd Delamater, whom we lost in recent years, is represented today by his daughter Clara, a sculptor and member of the AUP Faculty. Clara has made a gift to the University of a bronze bust of her father which normally hangs at my office door and has been on display this weekend as nearly 500 alumni returned for Global Alumni Weekend. Our thoughts are very much with Lloyd Delamater—and AUP's co-founder his wife Marie—today. When Delamater lifted a glass, at the College's first Orientation, "to the inaugural class and symbolically to all classes to come," he was gesturing toward us, fifty years later, with a sense of purpose and belief, and we will lift a glass gratefully to him, back through the years, at our own reception following today's ceremony. It is my great honor, with my leadership team and faculty colleagues, to take Dr. DeLamater's vision—that of transcending what he called "narrow nationalism"—forward into the University's second half century. In our words today, on the website that will go live next month, we call it, with a slightly different emphasis, being "at home in the world." I hope he would be proud that today we have 107 nationalities in the student body, that our entering class has brought 111 languages and dialects into the University over the past decade, that our alumni live and work in 141 countries around the globe, that we offer 20 majors, 37 minors, and 11 graduate programs, and an annually growing reputation for interdisciplinary faculty research and international academic convocation. As fervently as then, we aspire to offer the finest American-style education in Europe to students of all nationalities, cultures, languages,

beliefs, and faiths. The American University of Paris graduates students every year who return to transform the communities, civil societies, and countries from which they came or new ones to which they have emigrated. Dr. Delamater's dream still figures in the diverse demography that he envisioned and we have become.

While I am on the subject of the fiftieth, and the relay that a University history always is, I would like to point out something extraordinary about this particular graduation. Today, for the first time in our history, a woman is the seniormost ranking professor present; the mace is being held by Dr. Margery Safir, the first woman to be promoted to full professor at AUP, and thus our first woman marshal; the Board of Trustees is chaired by Judith Ogilvie, the first woman to chair our board and a member of AUP's second class, the University today itself is led by a woman, and I am the second woman to do so, while the first woman president of AUP, Catherine Ingold, looks on; in addition our two honorary degree recipients, Dr. Martha Nussbaum and the Honorable Louise Arbour are extraordinary women leaders in their respective fields; both graduation speakers voted by the student body, Alena Mealy and Dawn Booker, are also women. Finally, at the Board meetings this past week, the fraction tipped by one representative and in the boardroom—and you know what that means—the American University of Paris is now led by a majority of women. I hardly think that it's "the end of men" at AUP, as we work alongside and in partnership with all the men who study, work, participate in, and lead our community, but the student body of the University is currently 67% women and leadership is a reflection of that. The 50th is a vintage year for women's leadership at AUP.

I need to say in passing that we're not talking here about women breaking the glass ceiling or redressing historical imbalances via affirmative action. This is not business as usual. I believe that the 21st century is going to be all about women's leadership—or a form of leadership heretofore gendered female—not because I believe that women are the naturally superior gender and that we have a monopoly on kindness, nurturing behaviors, conflict resolution and multi-tasking. It actually does the world no good to construct femininity simply as the idealized other half of masculinity. In fact there are good historical reasons why certain styles of leadership are called for at this moment in history and why the 21st century needs them so badly. What if, as Hanna Rosin asks in a recent book, "equality isn't the end point here?". What if modern, postindustrial society, indifferent to men's strength and size, is simply better suited to women or to men, like Barack Obama, surrounded by impressive women himself, who for the most part don't conduct themselves like traditional men? The attributes that are most valuable today—social intelligence, open communication, the ability to listen, to incorporate opposing views, to build a coalition or a collective, to cooperate and negotiate, to wield language in the service of shared vision and inclusiveness, to use reason and intuition or heart, are not predominately masculine and, in fact, the opposite might be true. These "soft power" skills, often labeled feminine, are essential in the world we are inheriting, and, as the gender of our economy shifts, and increasingly collective agendas surface, women will be uniquely suited to rise to historical occasion.

But there will also be that moment, fast upon us, when the gender of a leader is not the first or the only thing we notice. Women leaders are still way too far in the minority, but that's changing daily. What we need so badly in a world ripped apart by a global financial crisis that will drag 50 million people below the poverty line before it's over, by wars on all too many fronts, by natural disasters occurring in terrifying concentration, and by an environment over which we have lost control is the finest and most inspired, ethically informed, values-based leadership that women and men can muster, working together. We will need leaders of both genders who manifest range and adaptability, who are gender bilingual, and who speak multiple languages besides. We will need leaders who can show fierceness and grace, authority and the capacity to lead from behind-- negotiators, communicators, and articulators of shared value and of common purpose. I call them people who can play on all 88 keys of the piano.

Men and Women of the Class of 2013, this is a remarkable historical moment in which to come of age—the potential of your generation to reshape the contours of the world we live in, politically, economically, environmentally, knows no bounds. National borders have fallen in Europe and are losing their edges elsewhere; cultural, ethnic, religious, and ideological identities crisscross political boundaries and create conflict, but also connect people, via satellite and cell phones and the Internet into imagined communities across the earth. In a globalized world, our belongings are multiple, our allegiances mixed, and our identities more fluid than fixed. Indeed, none of us, any longer, will be the citizen of just one country, even if one or more of our citizenships are of the adopted sort. In such a world, leadership will be increasingly transnational and global, it will be collective, and it will be lived across the internet and social networking in a world of 24 hour instantaneous news. And it will be conducted in a language that your generation already speaks fluently, the language of technology. The revolt that spread across the Middle East during the Arab spring, fueled in large part by the desperation and anger of young people, was conducted in large measure via Twitter, and it was re-tweeted in English to the west by one of our own graduates, a cultural translator himself. I was excited to see the role that women and girls have played in these revolutions, especially as writers and bloggers and witnesses and participants, and also to think about the roles they will play in these countries as change takes them over (after the fundamentalists have failed, and fail they will—no fundamentalism has answers for a world that has changed so profoundly, a world that has no more borders). I have hope when I see such young men and women as you, working together for a better world, standing up amongst others for change, calling your peers into a vision of a world held in common, by the people, for the people.

You graduating today know that this is all absolutely bedrock to the mission of AUP. For it is on campuses such as ours that we are going to be figuring out together what kind of leadership the 21st century is calling for. We are transcending traditionally male and female ways of articulating it, and developing the supple leadership of young people who see themselves first and foremost as citizens of the world. In the crucible of language, cultures,

nationalities, ideologies, and faiths that is AUP, we create the possibility for leadership of the best kind, both pragmatic and idealistic at once, founded on the creation of a “we” and directed toward global problem solving. And you, the graduates of The American University of Paris, are the best people I know to do this world work. You have become people who cross borders with ease, who uphold universal positions when necessary and right, and yet who honor local claims and traditions when that is appropriate. Most important, you have learned to reconcile the differences between them when you can and to live with and sort out the complexity that ensues when local traditions and universal values conflict, as they inevitably will.

Before you go forth as our emissaries into a world that has need of you, it is my honor to present to you our two honorary degree recipients, two extraordinary women who embody the very values I have been articulating here. Dr. Martha Nussbaum speaks from the perspective of the academy in the rich language of interdisciplinary research, while the Honorable Louise Arbour speaks from the perspective of the bench and the nongovernmental organization in the equally rich language of implementation and change. But both are passionately concerned with the rule of law, the role of democratic institutions, and the critical importance of democratic participation ; both are attuned to global privilege, taking the part of the global underprivileged, and both abhor discrimination, domination, or exclusion in any shape or form; both are principled, strong, forthright leaders whose rigor is tempered by compassion and loyalty to humanity itself ; both are feminists who champion the cause of women worldwide, particularly the right of women to education, to bodily integrity, to freedom from violence and to the freedom to choose, indeed to choreograph lives of dignity and satisfaction; for this work, and for the courage each of these women embody, each has received honorary doctorates from no fewer than forty institutions. We recognize in the problems that Dr. Nussbaum and the Honorable Louise Arbour have addressed in their work, the central social, economic and political issues of our times.

You, Dr. Nussbaum, practice a kind of scholarship that has impact on the world, perhaps the only kind that matters. As you put it yesterday in your address at AUP, « ideas matter because people matter. » America’s preeminent moral philosopher, renowned commentator on human development and higher education, economic inequality and women’s rights, you have wielded philosophical argument, literature, law, and economic development theory in the service of human development. You, along with your colleague and friend Amartya Sen, have been the passionate defender of the « capabilities approach » that takes into account all the elements composing a meaningful life, the full register of ways in which human beings become the agents of their own lives. At the same time, you have had the courage to defend universalist perspectives on economic disparity and development. At AUP, we have been deeply inspired by your writing on higher education, notably in *Cultivating Humanity* and *Not for Profit: Why Democracy Needs the Humanities*. You have asserted that a liberal education should develop three essential capacities which are central to the mission of this University: “critical examination of oneself and one’s

traditions”; “seeing oneself as a member of a heterogeneous nation and world”; and, most important, “being able to recognize what it is like to walk in the shoes of a person different from oneself.” Your most recent book, challenging colleges and universities to re-center their missions upon the production of critical, knowledgeable, and empathetic citizens, rather than on the making of those who are merely economically productive inspires our fifty-year mission to hold the liberal arts at the absolute center of our curricular vision. Your work refuses the false dichotomy between the ethical frames provided by the humanities and the pragmatism of politics and economics, holding out the hope that students such as ours, educated for global belonging and responsibility, can have powerful impact on the world.

You, Louise Arbour--judge, lawyer, chief prosecutor, high commissioner, nongovernmental advocate—are one of the key international figures in the global advancement of peace and justice. With humility and courage, you have accepted some of the most difficult responsibilities of our times, such as your appointment by the Security Council of the United Nations to your much-acclaimed role as Chief Prosecutor of the International Criminal Tribunals for former Yugoslavia and Rwanda. Passionate defender of civil liberties, fierce foe of discrimination and crimes against humanity, you, subsequently served as a Canadian Supreme Court Justice, United Nations High Commissioner for Human Rights, and, today, CEO of the International Crisis Group in Brussels, a worldwide organization devoted to conflict prevention, management, and resolution. You, Louise Arbour, have earned the hard way--taking on international assignments that admittedly stretched you far beyond your prior experience--your reputation for unimpeachable ethical judgment, for courage and tenacity, for strength and empathy, for respect for the law and defense of those institutions that secure civil society in peaceful democracies. You have been an unabashed critic of the US, particularly on issues such as that country’s rejection of the international criminal court and its use of torture and the death penalty. Your advocacy work, tireless, fearless, and now global, is inspiring to all of us at The American University of Paris. Honoring your life’s work and the shining example of global citizenship you embody, we salute you for showing how, in your own words, « judicial bodies provide a forum for truth telling. » We also salute you, a truth teller par excellence, for showing how due process for victims can liberate them from the need for revenge, how enforcement can bring with it reconciliation and a future after conflict.

