



First, I learned very early on to completely discard advice that came from dealers dispensing from decks I'll call "It was not in my experience, so it won't be in yours." Such individuals who provide

go to MIT; they'll eat you alive!" Because I generally respected this person's advice, I asked him why he thought that MIT would be a bad fit for me. He gave some reasons, which mostly had to do with the expectations placed on junior faculty and the difficulties in balancing family and work, as I had a newborn baby. I carefully weighed the upside potential versus the risks, and decided to discard the advice and accept the MIT offer. Several years later, after my twins were born and I receilly

So let me start with embracing diversity. Studies show that high-performing organizations and high-achieving individuals have open minds, and welcome those who come from different backgrounds and look and think differently than they do. The proportion of papers published in *Science*

Next piece of advice:

Godspeed to you, Class of 2016. Take and give good advice. Live lives of significance.