

I just realized that I arrived at Pomona 47 years ago—when 47 had just recently been

I do have one small complaint to make to President Oxtoby. When he called me and told me about this wonderful honor, I'm quite sure he said that I would have three to five hours to speak. That seemed about right. Only recently did I learn that it was three to five minutes. That was annoying. So I decided that the only way to handle this disappointment was to give you each a copy of my book, co-authored with Edward Burger, called *The 5 Elements of Effective Thinking*. It basically describes how to become more insightful, more innovative, and more creative. I hope you enjoy it.

Thank you, and best wishes for a constructive and happy life—100%.

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