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美国名校 励志演说

朱东阳◎主编

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最有 影响力的声音 美国名校励志演说

主 编：朱东阳

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“语言是思维的物质外壳”，伟大的思想造就了震撼人心的声音。了解成功人士的思想，最好的方式之一就是倾听他们的演讲。本书选取了各国政要、商业领袖以及科技文化名人在美国名校的演讲，内容纵横古今，观点新颖独特。其中既有立足于个人发展的谆谆教诲，面对金融危机的正确心态，又有对全人类的关爱和对自由平等的不懈追求。可以肯定地说，在与这些伟大思想对话的过程中，你会心潮澎湃，被他们改变现状的决心所感动，为他们坚强的意志所折服，对他们独特的眼光拍案称奇！

J. K. 罗琳曾是一名失业的单身母亲，生活在社会的最底层。但她坚持自己的梦想，一边照顾年幼的孩子，一边在咖啡馆里坚持写作，终于创作出了《哈利·波特》系列作品。她告诉我们“直至通过了逆境的考验，你才会真正了解自己和周围人所赋予你的力量。”比尔·盖茨不仅因其财富与独到的眼光为人所知，他改变世界不平等的决心与慈善举动更为世人称道。他曾说“任何超过百万美元的财富都有回报社会的责任”。他建立了“比尔与梅琳达·盖茨基金会”并投身于贫困地区的医疗援建工作，为身处不幸之中的人们带去了福音。他号召毕业生们“将解决人类的不平等视为己任，这将成为你生命中最伟大的经历之一。”面对全球金融危机、失业率持续上升的社会现实，耶鲁校长理查德·莱温告诫大家，应该将自己置身于全新的思维方式之中。只要选准方向、作好充分的准备，就可以用行动证明危机时刻正是机会来临之时。

在与伟大思想对话的同时，你更有机会品味最真最美的英语表达。本书精心收录了多位名人近期在哈佛、耶鲁、斯坦福、宾夕法尼亚等名校的演讲，力争保留文稿的原汁原味，将最地道的语言呈献给大家。演讲式英语不但具备口语的生动幽默，更兼顾了书面语的深刻缜密，使阅读真正成为愉悦心灵之旅；此外，根据大家的实际需求，本书总结提炼出演讲中具有指引性、励志性的观点，方便模仿与背诵；随书赠送的MP3演讲录音，更带来了随时随地、全方位的阅读体验。本书的另一特点是“体悟文化”，针对文章中出现的习语和文化知识，作出了相应的注释；在每篇演讲的最后，都设置了“读演说看中外”栏目，深入剖析中西方文化的异同点，为大家提供了在阅读中体悟文化，在阅读后思考文化的机会。

现在就让我们开始这段不平凡的旅程，与成功人士齐聚长盛不衰的古老名校，倾听那些发人深思的声音吧！

第一章 哈佛：光荣与梦想 ● ● ●

哈佛是美国人心中的荣耀，被誉为“美国政府的思想库”，先后共培养了六位美国总统，在社会科学领域的研究成果更是全美首屈一指。

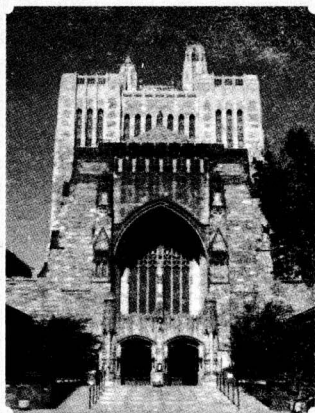
- 失败的额外收益和想像力的重要性——J. K. 罗琳在哈佛大学毕业典礼上的演讲 3
The Fringe Benefits of Failure, and the Importance of Imagination—Commencement Address by J.K. Rowling at Harvard University
- 全力应对机遇和挫折——美联储主席本·伯南克在哈佛大学毕业典礼上的演讲 19
Try to Be as Prepared as Possible for Opportunities and Disappointments—Remarks on Class Day 2008 by Ben S. Bernanke, Chairman of the Board of Governors of the Federal Reserve System
- 改变这个世界的的不平等——比尔·盖茨在哈佛大学毕业典礼上的演讲 37
Changing the World's Inequalities—Commencement Address by Bill Gates at Harvard University
- 全力追求你所钟爱的事业——德鲁·福斯特在哈佛大学毕业典礼上的演讲 55
Trying to Pursue Your Beloved Career—Baccalaureate Address by Drew G. Faust at Harvard University



第二章 耶鲁：光明与真知 ● ● ●

耶鲁的校徽上书写着“光明与真知”，历任校长也以此为已任，坚持思想的绝对自由和对学术的不懈追求。

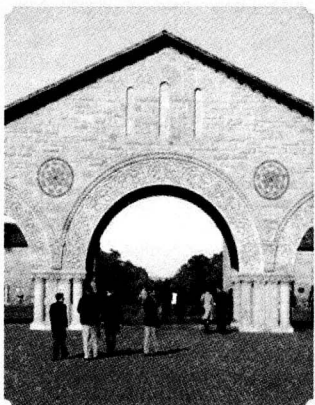
- 经济环境与人类精神——理查德·莱温在耶鲁大学毕业典礼上的演讲 71
The Economy and the Human Spirit—Commencement Address by Richard C. Levin at Yale University



- 寻找人类的迦南地——托尼·布莱尔在耶鲁大学毕业典礼上的演讲 85
Find the Promised Land—Tony Blair Delivers Yale Class Day Speech
- 追随你的幸福，倾听你的心声——安德森·库珀在耶鲁大学毕业典礼上的演讲 97
Follow Your Bliss, Follow Your Heart—Anderson Cooper Delivers Yale Class Day Speech
- 为 21 世纪的精神而战——比尔·克林顿在耶鲁大学的演讲 111
The First Great Struggle for the Soul of the 21st Century—Address by Bill Clinton at Yale University

第三章 斯坦福：个性与卓越 ● ● ●

斯坦福是一所追求卓越的大学，其口号是：“改变人生、改变团体、改变世界。”这不仅体现在它在全美大学的综合排名上，更体现在个性化的教学模式和一年四个季度的学制上。



- 我生活中的三个故事——史蒂夫·乔布斯在斯坦福大学毕业典礼上的演讲 133
Three Stories from My life—Commencement Address by Steve Jobs at Stanford University
- 生活给予我的三个教训：感觉、失败与追求幸福——奥普拉·温弗瑞在斯坦福大学毕业典礼上的演讲 147
Three Lessons from My Life: Feelings, Failure and Finding Happiness—Commencement Address by Oprah Winfrey at Stanford University
- 在帮助别人寻找自由的过程中实现自己的自由——美国最高法院大法官安东尼·肯尼迪在斯坦福大学毕业典礼上的演讲 169
Save Your Freedom by Helping Others Find It—U.S. Supreme Court Justice Anthony Kennedy's Commencement Address at Stanford University

第四章 宾夕法尼亚：历史与创新 ● ●

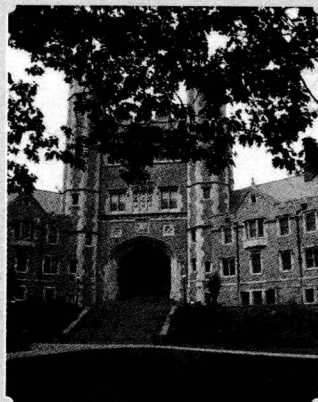
宾夕法尼亚大学是常春藤盟校之一，历史悠久，被誉为“美国第一所现代意义上的大学”。同时，学校在商学、法学和医学领域的研究成果丰硕，还培养了沃伦·巴菲特、梁思成、杨廷宝等诸多杰出人才。

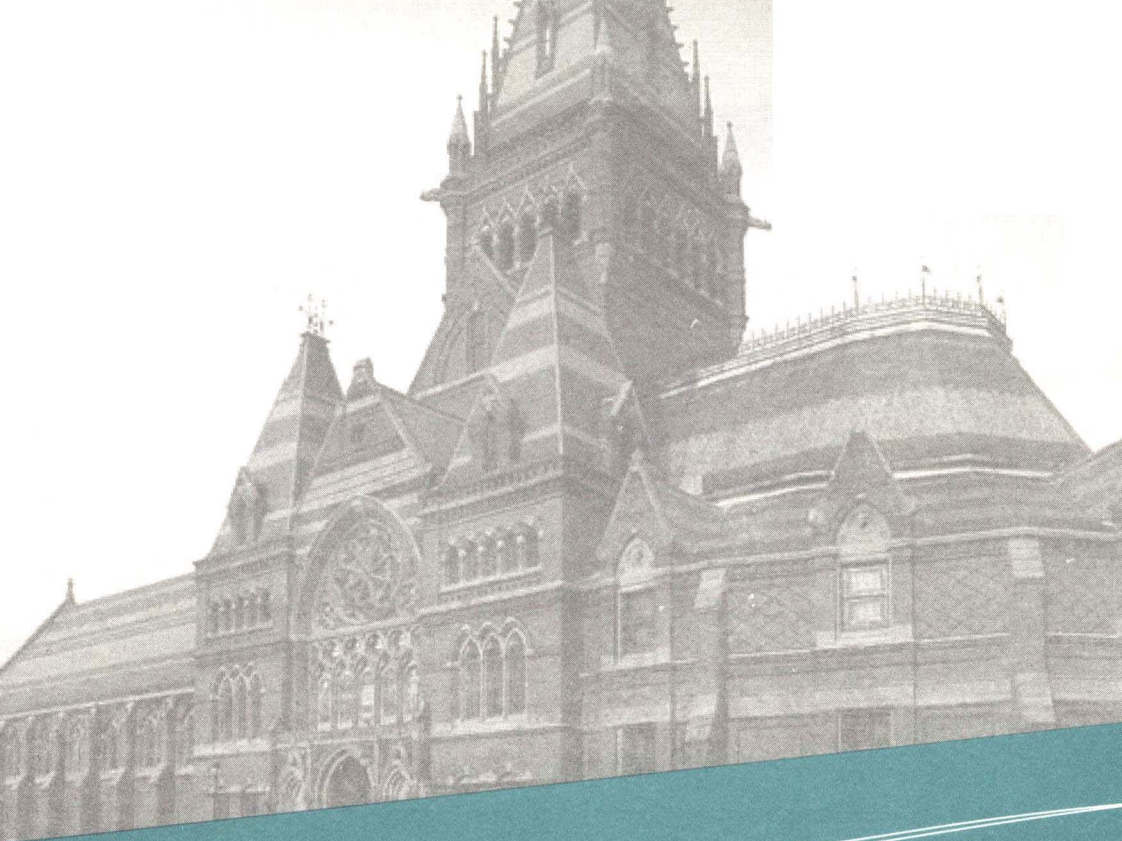
- 鼓起勇气，挑战常理——埃里克·施密特在宾夕法尼亚大学毕业典礼上的演讲 181
The Courage to Be Unreasonable—Commencement Address by Eric Schmidt at University of Pennsylvania
- 公平与信任——艾伦·格林斯潘在宾夕法尼亚大学的演讲 193
Trust and Individual Fair Dealing—Address by Alan Greenspan at University of Pennsylvania
- 竭尽所能——波诺在宾夕法尼亚大学毕业典礼上的演讲 205
Because We Can, We Must—Commencement Address by Bono at University of Pennsylvania



第五章 其他著名学府：多样与共存

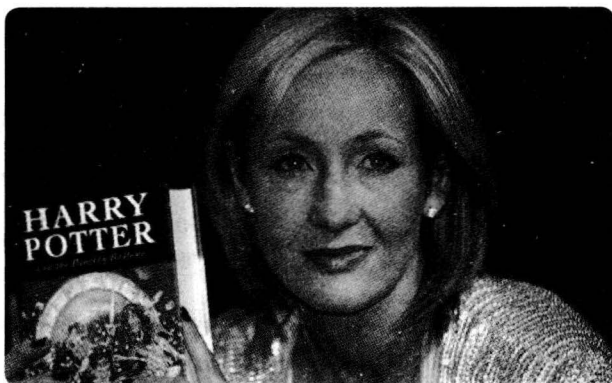
- 生活的态度与存在的价值——凯蒂·柯丽克在普林斯顿大学毕业典礼上的演讲 225
Life Attitudes and Value of Social Being—Commencement Address by Katie Couric at Princeton University
- 不要过度规划你的未来——里格·瓦格纳在杜克大学毕业典礼上的演讲 239
Don't Over-Plan Your Life—Commencement Address by Rick Wagoner at Duke University
- 跨越物质的藩篱，让世界今非昔比——巴拉克·奥巴马在亚利桑那州立大学毕业典礼上的演讲 253
To Make the World a Better Place: Go Beyond the Boundary of Material Comfort—Commencement Address by Barack Obama at Arizona State University





第一章 哈佛：光荣与梦想

哈佛是美国人心中的荣耀，被誉为“美国政府的思想库”，先后共培养了六位美国总统，在社会科学领域的研究成果更是全美首屈一指。



**The Fringe Benefits of Failure,
and the Importance of Imagination
—Commencement Address by J. K. Rowling at
Harvard University**

**失败的额外收益和想像力的重要性
——J. K. 罗琳在哈佛大学毕业典礼上的演讲**

这是 J. K. 罗琳在哈佛大学 2008 年毕业典礼上的演讲。对即将步入社会的毕业生，她提出了中肯的建议：失败是不可避免的，直面失败能使我们清醒地认识自己和周围的人；当一个人拥有权力时，他应该设法站在弱者的角度，考虑他人的利益。这样，世界才能变得更加美好。

注：J. K. 罗琳（乔安娜·凯瑟琳·罗琳的缩写），生于 1965 年。罗琳经历了失业和不幸的婚姻，在开始写作《哈利·波特》时，她几乎一贫如洗。但她的努力最终得到了回报，《哈利·波特》系列面世后备受瞩目，据此拍摄的电影也好评如潮。如今，她已跻身世界最负盛名的作家之列。

● 聆听演说

President Faust, members of the Harvard Corporation and the Board of Overseers, members of the faculty, proud parents, and, above all, graduates.

The first thing I would like to say is “thank you.” Not only has Harvard given me an extraordinary honour, but the weeks of fear and **nausea**^① I have endured at the thought of giving this commencement address have made me lose weight. A win-win situation! Now all I have to do is take deep breaths, **squint at**^② the red banners and convince myself that I am at the world’s largest Gryffindor reunion.

Delivering a commencement address is a great responsibility; or so I thought until I cast my mind back to my own graduation. The commencement speaker that day was the distinguished British philosopher **Baroness Mary Warnock**^③. Reflecting on her speech has helped me enormously in writing this one, because it turns out that I can’t remember a single word she said. This liberating discovery enables me to proceed without any fear that I might **inadvertently**^④ influence you to abandon promising careers in business, the law or politics for the giddy delights of becoming a gay wizard.

You see? If all you remember in years to come is the “gay wizard” joke, I’ve come out ahead of Baroness Mary Warnock. Achievable goals: the first step to self-improvement.

Actually, I have wracked my mind and heart for what I ought to say to you today. I have asked myself what I wish I had known at my own graduation, and what important lessons I have learned in the 21 years that have expired between that day and this.

I have come up with two answers. On this wonderful day when we are gathered together to celebrate your academic success, I have decided to talk to you about the benefits of failure. And as you stand on the threshold of what is sometimes called “real life”, I want to extol the crucial importance of imagination.

These may seem **quixotic**^⑤ or paradoxical choices, but please bear with me. Looking back at the 21-year-old that I was at graduation is a slightly uncomfortable experience for the 42-year-old that she has become. Half my lifetime ago, I was striking an uneasy balance between the ambition I had for myself, and what those closest to me expected of me.

I was convinced that the only thing I wanted to do, ever, was to write novels. However,



③ Baroness Mary Warnock 玛丽·沃诺克男爵夫人，英国著名哲学家、教育家、存在主义作家，曾先后任职于牛津大学和剑桥大学，终身贵族。

福斯特校长、哈佛集团和监察董事会的各位领导、老师们、自豪的家长朋友们，以及最重要的——各位毕业生们：

首先，请允许我说一声“谢谢”，哈佛给予我的不仅是无上的荣誉，更是体重的减轻。几周来，一想到今天的致词，我就会觉得恐惧和食欲不振，终于成功减肥了。这就是“双赢”啊！现在，我只需要深呼吸几次，眯着眼睛看看眼前的大红横幅，安慰自己正在参加世界上最大的魔法学院集会。

发表毕业演说意味着极大的责任，我一直是这样认为的，直到回想起当年自己的毕业典礼。那天来致辞的是英国著名哲学家玛丽·沃诺克男爵夫人。回忆她的演讲，对我今天这篇演讲稿的写作给予了极大帮助。因为，我发现自己完全想不起来她说了什么；而这个发现令我释然，让我不再有任何恐惧——我再也不用担心会在不经意间影响你们放弃那些在商业、法律或政治上前途无量的职业，而去追求成为一个快乐巫师的虚幻憧憬。

看到了吧？假如若干年后你们对我的演讲的印象只剩下这个“快乐巫师”的笑话，我还是胜过玛丽·沃诺克男爵夫人一筹的。建立可实现的目标，是自我提高的第一步。

事实上，我确实为今天应该告诉你们什么而绞尽脑汁。我曾自问，在当初自己的毕业典礼上，我想知道些什么？从毕业到现在的 21 年间，我又得到了哪些重要的教训？

我想到了两个答案。今天我们欢聚一堂，来庆祝你们学有所成，在这个美好的日子里，我决定和你们谈谈失败的好处；另一方面，在你们即将迈入“现实生活”之际，我要强调一下想像力的重要性。

这看起来有些不切实际，还有点儿自相矛盾，但还是请耐心听我说，毕竟，让一个已经 42 岁的人回顾她 21 岁时的毕业时刻，并不是一件十分舒服的事情。可以说，在人生的前半部分，我一直在努力挣扎，试图在自己的志向与亲人对我的期望之间，找到

① *nausea* *n.*
恶心，呕吐感

② *squint* *at*
眯着眼睛看

④ *inadvertently*
adv. 无意地，非故意地

⑤ *quixotic* *adj.* 堂吉诃德式的，不切实际的



my parents, both of whom came from **impoverished**^① backgrounds and neither of whom had been to college, took the view that my overactive imagination was an amusing personal quirk that would never pay a mortgage, or secure a pension. ***I know that the irony strikes with the force of a cartoon anvil, now***^②.

But they had hoped that I would take a vocational degree; I wanted to study English Literature. A compromise was reached that ***in retrospect***^③ satisfied nobody, and I went up to study Modern Languages. Hardly had my parents' car rounded the corner at the end of the road than I ditched German and scuttled off down the Classics corridor.

I cannot remember telling my parents that I was studying Classics; they might well have found out for the first time on graduation day. Of all the subjects on this planet, I think they would have been hard put to name one less useful than Greek mythology when it came to securing the keys to an executive bathroom.

I would like to make it clear, in parenthesis, that I do not blame my parents for their point of view. There is an expiry date on blaming your parents for steering you in the wrong direction; the moment you are old enough to take the wheel, responsibility lies with you. What is more, I cannot criticize my parents for hoping that I would never experience poverty. They had been poor themselves, and I have since been poor, and I quite agree with them that it is not an ***ennobling***^④ experience. Poverty entails fear, and stress, and sometimes depression; it means a thousand petty humiliations and hardships. Climbing out of poverty by your own efforts, that is indeed something on which to pride yourself, but poverty itself is romanticised only by fools.

What I feared most for myself at your age was not poverty, but failure.

At your age, in spite of a distinct lack of motivation at university, where I had spent far too long in the coffee bar writing stories, and far too little time at lectures, I had a knack for passing examinations, and that, for years, had been the measure of success in my life and that of my peers.

I am not dull enough to suppose that because you are young, gifted and well-educated; you have never known hardship or heartbreak. Talent and intelligence never yet ***inoculated***^⑤ anyone against the caprice of the Fates, and I do not for a moment suppose that everyone here has enjoyed an existence of unruffled privilege and contentment.



② I know that the irony strikes with the force of a cartoon anvil, now. 卡通铁砧，能给人以迎头痛击。在这里，罗琳婉转地表达了对父母的态度。父母曾认为她的想像力没有任何用处，但最终她正是利用丰富的想像力实现了梦想。

① impoverished
adj. 赤贫的

③ in retrospect 回
顾，回想起来

④ ennobling adj.
高尚的，崇高的

⑤ inoculate v.
接种，作预防注射

一种颤颤巍巍的平衡。

我一直深信，自己唯一想做的事就是写小说。然而，我的父母都出身贫寒，没有上过大学，所以他们都坚持认为，我异常活跃的想像力不过是个怪癖而已，既不能用来支付抵押贷款，又不能领到退休金。而我现在也明白，这个讽刺是可以通过敲打卡通铁砧来实现的。

我的父母希望我能够获得某种职业技能的学位，而我自己却想学习英国古典文学。最终，双方都作出了让步：学一门现代语言。事后看来，这是一个谁都不满意的妥协。结果，没等父母的车开远，我就丢下了德语，而报名去学古典文学。

我不记得是否告诉过父母自己在读古典文学，他们很可能是在我毕业那天才知道的。也许他们认为，在地球上的所有专业中，没有比研究希腊神话更没用的了，它甚至不能换来一间宽敞的独立浴室。

在这里我要特别说明的是，我并不怪父母会这样想。当自己长大后可以独立驾驭生活的时候，就不该埋怨父母给自己指错了方向，而应该自己承担责任。而且，他们这样做只是为了不让我过穷日子而已，所以我不能因此指责他们。他们很穷，后来我也曾经一度很穷，所以很能理解他们，因为贫穷本身并不是什么值得炫耀的事情。它会带给人恐惧感和压力感，有时甚至让人产生抑郁的情绪，它意味着许许多多的羞辱和艰辛。靠自己的努力摆脱贫穷，确实让人自豪，但只有傻瓜才会将贫穷本身浪漫化。

像你们这么大时，我最害怕的不是贫穷，而是失败。

像你们这么大时，我对学习总是提不起精神，在咖啡馆里花上大把的时间写小说，用于听课的时间则寥寥无几。尽管如此，我却有通过考试的本领。而在若干年前，考试就是衡量我们成败的标准。

我不会笨到以为，因为你们年轻、有天赋、受过良好的教育，就没有品尝过困难和心碎的滋味。天赋和智力并不会让人们免遭命运的捉弄。我也不会作出这样的假设：大家坐在这里，就能平

However, the fact that you are graduating from Harvard suggests that you are not very well-acquainted with failure. You might be driven by a fear of failure quite as much as a desire for success. Indeed, your conception of failure might not be too far from the average person's idea of success, so high have you already flown.

Ultimately, we all have to decide for ourselves what constitutes failure, but the world is quite eager to give you a set of criteria if you let it. So I think it's fair to say that by any conventional measure, a mere seven years after my graduation day, I had failed on an **epic**[®] scale. An exceptionally short-lived marriage had imploded, and I was jobless, a lone parent, and as poor as it is possible to be in modern Britain, without being homeless. The fears that my parents had had for me, and that I had had for myself, had both come to pass, and by every usual standard, I was the biggest failure I knew.

Now, I am not going to stand here and tell you that failure is fun. That period of my life was a dark one, and I had no idea that there was going to be what the press has since represented as a kind of fairy tale resolution. ***I had no idea then how far the tunnel extended, and for a long time, any light at the end of it was a hope rather than a reality***[®].

So why do I talk about the benefits of failure? Simply because failure meant a **stripping away**[®] of the inessential. I stopped pretending to myself that I was anything other than what I was, and began to direct all my energy into finishing the only work that mattered to me. Had I really succeeded at anything else, I might never have found the determination to succeed in the one arena I believed I truly belonged. I was set free, because my greatest fear had been realised, and I was still alive, and I still had a daughter whom I adored, and I had an old typewriter and a big idea. And so rock bottom became the solid foundation on which I rebuilt my life.

You might never fail on the scale I did, but some failure in life is inevitable. It is impossible to live without failing at something, unless you live so cautiously that you might as well not have lived at all—in which case, you fail by default.

Failure gave me an inner security that I had never attained by passing examinations. Failure taught me things about myself that I could have learned no other way. I discovered that I had a strong will, and more discipline than I had suspected; I also found out that I had friends whose value was truly above the price of rubies.



② I had no idea then how far the tunnel extended, and for a long time, any light at the end of it was a hope rather than a reality. 在这里，作者借用黑暗的隧道比喻自己的失败，用隧道末端的光亮比喻希望，贴切而生动。

① epic *adj.*
巨大的

③ strip away
剥去，除去

静地满足于自身的优越感。

然而，毕业于哈佛这一事实本身就暗示着，你们并不十分熟悉失败。也许，你们对成功的渴望与对失败的畏惧一样强烈。事实上，你们眼中的失败，也许和普通人眼中的成功相差无几，毕竟你们已经在学业上取得了很高的成就。

然而，我们终究还是要按照自己的想法，给失败下个定义。但如果你允许，世界会相当热心地为你提供一套标准。公平地说，无论是按照哪种传统标准，毕业后的七年里我都确实实地失败了，而且是惨痛地失败。一段极其短暂的婚姻破裂了，工作也丢了。作为一个单身母亲，我沦为全英国最穷的人之一，只是还没到无家可归的程度而已。父母担心过的，自己担心过的，都降临了。无论参照什么标准，我都是最失败的。

现在，我站在这里的目的，并不是为了告诉你们失败很有趣。那段时间里，我的人生一片灰暗，而且当时也没有想到，这段经历后来竟会被媒体称为令我重振信心的必经磨难。当时，我并不知道这条黑暗隧道的尽头在哪里，而很长一段时间以来，前方的光亮留给我的只是一种希冀，而不是现实。

那么，我为什么还要谈失败带来的收益呢？这仅仅是因为，失败意味着我们在逐渐摆脱那些无关紧要的东西。我不再伪装，终于重新做回自己，并开始将所有的精力投向那件对我真正重要的事情。假使此前我在其他领域中有所成就，恐怕就会失去在真正属于自己的领域取得成功的决心。我自由了，因为最让我恐惧的事情已经发生了，但我还活着，我还有我深爱的女儿，一台旧打印机和我的理想。所以，困难的低谷成了我重构人生的坚实基础。

你也许不会像我摔得这样惨，但是人生中有些失败是不可避免的。一个人不可能不经历失败，除非你活得过于小心翼翼，以致就像没有活过——在这种情况下，从不尝试就是你最大的失败。

失败赋予我一种内心深处的安全感，是那种考试及格带来的安全感所无法比拟的。失败让我更加了解自己，这也是无法通过

The knowledge that you have emerged wiser and stronger from setbacks means that you are, ever after, secure in your ability to survive. You will never truly know yourself, or the strength of your relationships, until both have been tested by **adversity**^①. Such knowledge is a true gift, for all that it is painfully won, and it has been worth more than any qualification I ever earned.

So given a Time Turner, I would tell my 21-year-old self that personal happiness lies in knowing that life is not a check-list of acquisition or achievement. Your qualifications, your CV, are not your life, though you will meet many people of my age and older who confuse the two. Life is difficult, and complicated, and beyond anyone's total control and the humility to know that will enable you to survive its vicissitudes.

Now you might think that I chose my second theme, the importance of imagination, because of the part it played in rebuilding my life, but that is not wholly so. Though I personally will defend the value of bedtime stories to my last gasp, I have learned to value imagination in a much broader sense. Imagination is not only the uniquely human capacity to **envision**^② that which is not, and therefore the fount of all invention and innovation. In its arguably most transformative and **revelatory**^③ capacity, it is the power that enables us to empathize with humans whose experiences we have never shared.

One of the greatest formative experiences of my life preceded *Harry Potter*, though it informed much of what I subsequently wrote in those books. This revelation came in the form of one of my earliest day jobs. Though I was sloping off to write stories during my lunch hours, I paid the rent in my early 20s by working at the African research department at **Amnesty International's**^④ headquarters in London.

There in my little office I read hastily scribbled letters smuggled out of totalitarian regimes by men and women who were risking imprisonment to inform the outside world of what was happening to them. I saw photographs of those who had disappeared without trace, sent to Amnesty by their desperate families and friends. I read the **testimony**^⑤ of torture victims and saw pictures of their injuries. I opened handwritten, eye-witness accounts of **summary**^⑥ trials and executions, of kidnappings and rapes.

Many of my co-workers were ex-political prisoners, people who had been displaced