Course 15 splits into 3 separate majors

Dearth of majors, confusion over term ‘management science’ cited

Katherine Nazemi
NEWS EDITOR

The Undergraduate Association’s Executive Board approved a move last week to split MIT’s management science major into three new majors: finance, management, and information technology.

The recommendations, which were due to the Academic Council, including the Admissions Committee this summer, were spearheaded by a group of students calling themselves the BSU Diversity Committee.

The recommendations included the addition of a new HASS degree track in diversity and inclusion, addressing and dealing with the underrepresentation of minorities and to approve the creation of a new HASS major, with minors available in each. Students in this degree will be able to select from three options: 15-L, Management, 15-2, Business Analytics, and 15-3, Finance.

By Divya Gopinath
STAFF REPORTER

UA leaders to review diversity of govt after endorsement vote fails

On endorsing BSU res, all but three councilors abstained

In 2016, the Undergraduate Association will review the diversity of government after the recent vote to endorse the BSU resolution.

Katherine Nazemi
NEWS EDITOR

In an interview with The Tech, the BSU councilors were allowed to “start to get our community addressing the tangible ways to improve diversity and inclusion on campus,” on-campus Political Action committee chair of the BSU said. Auguste says he has also worked with the UA Community Relations Committee to try to incorporate community conversations into dorm life and residence halls.

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The Mid-Atlantic region is preparing for a major winter storm that is poised towald the Washington and Baltimore areas with up to 2 feet of snow this weekend. However, while this same storm was originally forecast to have a similar impact in New England, recent model runs are suggesting that the storm will take a more southern track, located centered around Rhode Island, where there are fewer weather ob- servations from which data can be fed into models. On Wednesday, the features of interest with regard to this storm moved over land, where better observational coverage helped to reduce the uncertainty in numerical weather prediction model solutions, which are highly sensitive to initial conditions. As a result, models have begun to converge on a solu- tion that takes the storm offshore to our south on Saturday night, keep- ing the majority of the snowfall along or south of the Massachusetts coastline. Boston may still see some snowfall between Saturday after- noon and Sunday morning, but it is likely roughly 85 percent chance as of this writing that total accumula- tion will be under 5 inches.

Extended Forecast
Today: Afternoon sunshine, high 30°F (-1°C). Winds NW at 10-15 mph, gusting as high as 25 mph.
Tonight: Mostly sunny, high 31°F (-1°C). Winds NW at 10-15 mph.

Tomorrow: Mostly sunny, high 31°F (-1°C). Winds NW at 10-15 mph.

Sunday: Windy with a chance of snow late, highs around 30°F (-1°C).

Situation for Noon Eastern Time, Thursday, January 21, 2015
Mystery Hunt, from Page 1

over the course of the weekend. Solving each puzzle requires sub-
stantial reserves of critical thinking, creativity, and focus; the
hunt ends when teams success-
fully pass all the challenges and
find a coin hidden somewhere on
campus. It’s been an IAP tradition
since 1981.

Previous years’ hunts have been infamous for concealing puz-
zles in unassuming locations — the first-aid kits handed out to all
teams, the source of a web-
page. Puzzlers are so suspicious, in fact, that all materials and an-
nouncements issued by the hunt organizers were accompanied by the
disclaimer: “This is not a puz-

This phrase even appeared on an innocuous flyer handed out at
the opening ceremony and was
reiterated during a hunt wrap-up
presentation which was, indeed,
after the hunt was already over.

Team Luck, which is short for
“Luck, I Am Your Father,” began
planning this year’s hunt “pretty
much right after we won,” Fung
said. Members of the team took
“nearly the entire year” to finish
writing all the puzzles: the hunt’s
start was delayed two hours due to
some last-minute debugging. The
theme was originally to be another
Christopher Nolan film, Memento,
but it shifted to Inception.

“My Mystery Hunt is puzzle hunt-
ing, upside down, backwards, and
inside out,” Kasper mused when
asked to compare it to other puz-
zle hunts. Kasper spent “close to
every piece of available time” au-
thoring or co-authoring about 20
of the hunt’s puzzles.

One of the best parts of puzzle-
making, Kasper was eager to say,
was that he could let his “sense of
mischief” creep into his work. Syl-
via voiced his appreciation for the
Mystery Hunt community, which
“has given me a lot of enjoyment
over the years.” Kasper said that he
has been a “puzzle geek since high
school,” while Sylvia has been “in-
credibly into puzzles” since the age
of five, and got into Mystery Hunt
after the impressive feat of going
through the entire Hunt archive.

A favorite puzzle among the
teams, one Team Luck member
found, was Mapped Together from
the first dream level “Dog Show.”
The first dream level, Mysteryt
Hunt, actually masqueraded as the
hunt’s theme until the real Incep-
tion theme was revealed at the end
of the round.

Eighteen teams competed in
the Mystery Hunt this year. Five
teams finished by midnight Sun-
day evening.

A short survey of one team’s
sleeping habits during the Hunt
revealed that puzzlers received
anywhere between a concern-
ing three hours of sleep to a sur-
prisingly healthy fifteen hours of
sleep spread across the weekend.

The most dedicated members re-
sponded to the query with a non-
committal “hmm.”

A team of high school students
from a neighboring state took
part in the competition; though
the team had to leave before the
end of the hunt on Sunday, many
continued to work on the puzzles
remotely from home. For Kasper,
who helped encourage the team as
they worked steadily through the
maze of numbers, words, images,
and everything in between, be-
ing able to “see the moment when
someone solves a meta for the first
time” was a highlight of his hunt
experience.

Hunt teams that are predomi-
nantly undergrads are more and
more “fielded by dorms,” the edi-
tors said. Student associations are
also common grounds for forming
teams — Super Team Awesome,
for example, is composed of cur-
rent and past members of the MIT
Association of Taiwanese Students.

During the closing ceremonies,
Team Luck dedicated this year’s
hunt to the late team member
Maso, who, a team member said,
was an integral part of the Luck
and Hunt communities.

Kasper believes that Team Luck
will possibly win again in the next
five to ten years. “I don’t think we’ve learned
our lesson from this time,” he said,
laughing, referring to the immense
difficulty and time commitment
involved in writing and managing
a hunt, suggesting that “perhaps
we should start thinking about
possible puzzle themes before go-
ing into a hunt.”

After the closing ceremony,
Seter came to visit the hunt or-
ganizers in their headquarters,
where they received congratula-
tions and encouragement from
Team Luck. The departing team
also passed on the word that one
of the hunt sponsors, Red Bull,
was hoping for a future hunt puzzle to
feature Red Bull products in some
way. The request seemed rather
far-fetched, but, as Kasper says,
“people who make Mystery Hunts
usually find a way to surprise you.”
Building a support system that works and that students trust

Dennis Freeman and Charles H. Stewart III

Last week in this space, a recent graduate shared a painful story. We commended the writer for coming forward with such a deeply personal account. Shining a spotlight on mental health issues in our community is exactly what’s prompted discussion after consulting with clinicians at MIT Medical.

The Tech is applying a similar model to enhancing mental health and wellness. Data from the 2015 Healthy Minds Study, which examined student mental health issues and how students engage with campus support services, are informing immediate and long-term actions, and the new MindHandHeart Initiative is bringing our community together to talk openly and solve problems. As chair of the Committee on Academic Performance (CAP) and Dean for Undergraduate Education, we can speak most directly to the issues the writer raised about withdrawal and readmission. In November, we wrote in The Tech about how Chancellor Barchard has asked CAP to identify ways to make MIT’s personal, academic, and medical withdrawal and readmission policies fair, transparent, and supportive. To date, that review has engaged with hundreds of community members, including 210 students who returned to MIT from leave, and examined the best practices employed by several of our peer institutions. Among the recommendations the CAP is considering are:

—Making clear that MIT is committed to helping all students who take a leave return and complete their degrees;

—Ensuring students fully understand and have a voice during the leave process;

—Expanding mentoring programs to help students considering leave;

—Providing more active, direct, and holistic support to students on leave, including thinking about ways the student can connect to the MIT community, and expanding support upon their return;

—Addressing issues related to housing when a student departs from and returns to MIT;

—Establishing a Leave of Absence status to make it easier for students to leave and then return to the Institute.

There is still time to add your voice to this important conversation. We want to hear from all of our students, colleagues, and staff who have ideas about how to improve the support system for students who are facing these difficult issues.

Please email wdreview@mit.edu with your input and feedback. You can help us get this critical task right.

Dennis M. Freeman
Professor of Electrical Engineering
Dean for Undergraduate Education
Charles Stewart III
Professor of Political Science
Chair, Committee on Academic Performance


corrections

A Campus Life piece last week in the Portraits of Resilience series misstated the class year of the subject, Karen Hao. She is a member of the class of 2015.


glenn frey 1948–2016

An article about discussion.mit.edu last week said the site will include an anonymous form to submit stories about mental-health-related topics. After press time, the site’s moderators told The Tech that, in fact, anonymous posters will need to make their identities known to moderators in order to request to post content anonymously. The moderators said they made this decision after consulting with clinicians at MIT Medical.
The real loser in an argument about the meaning of the word "hoverboard" is anyone who leaves that argument on foot.

Saturday Stumper by Lester Ruff

Solution, page 7

ACROSS
1 Dessert with coffee
2 Math class
3 Scope
4 Ken Burns topic
5 Overwhelm
6 Toast accompanier
7 Fair _ (copyright law concept)
8 Fine powder
9 Convincing
10 Portrait of the Artist . . . setting
11 Moody lament
12 Provisionally out
13 Italian sonnet’s conclusion
14 Bunk
15 Stream of things
16 Math class
17 Scope
18 Ken Burns topic
19 Overwhelm
20 Toast accompanier
21 Fair _ (copyright law concept)
22 Fine powder
23 Convincing
24 Portrait of the Artist . . . setting
25 Moody lament
26 Provisionally out
27 Italian sonnet’s conclusion
28 Bunk
29 Closed out
30 _ Minella (Muppet chimp)
31 New England attraction named by Washington
32 Involve deeply
33 One working with a rock group
34 Imperfection evidence
35 5’9’ Eldorado claim to fame
36 Bodacious
37 Put a new 31 Down on
38 Minnelli (Muppet chimp)
39 Peace Prize sharer of 1994
40 1999 Peace Prize sharer of 2007
41 Sports briefly
42 Long-time combatants in TV "wars"
43 Peace Prize sharer of 2019
44 Signal officially replaced in 1999
45 Storm or charge
46 Silver State souvenirs
47 Skip
48 Long-time combatants in TV "wars"
49 Body of writings, for short
50 keypad trio
Remembering David Bowie

All the reasons to appreciate the legacy of an eccentric and avant-garde misfit

David Bowie passed away on January 10 at the age of sixty-nine.

He continuously experimented with music and created albums that — even when they did not receive widespread recognition — were ahead of their time.

Besides his contribution to the world of art and entertainment, he was highly valued by other people, not only as a musician but also as a friend. In a recent interview for The New York Times, Iggy Pop described Bowie as “more of a benefactor than a friend” and that he “went a bit out of his way to bestow some good karma on Iggy Pop.” Tony Visconti, Bowie’s producer, said that he was an “extraordinary man, full of love and life” in his Facebook post following Bowie’s death. But, in order to completely grasp why he was an important global figure, perhaps we should try to understand what he meant to those who never had the opportunity to meet him in person: children, teenagers, young adults, parents, grandparents, and dedicated music fans across the world.

I was first introduced to Bowie’s music as a 14-year-old, when a friend of mine directed me to his songs “Ashes to Ashes” and “China Girl.” It would be a stretch to say that I’ve been a devout fan of his music ever since. While his most prominent albums have become essential components of my music collection, I can’t say that I know the majority of his songs by heart or that I have appreciated the entirety of his work. However, since that day, I have committedly watched many of his interviews and studied his life and career, because there was something inexplicably touching about his character that made me want to learn more about this unique artist. It wasn’t until 2014 that I finally understood what made Bowie so special to me.

Two years ago, when I visited the exhibition “David Bowie,” the first retrospective collection of his work, in Berlin’s Martin-Gropius-Bau, I realized for the first time that David Bowie was more than just an icon in the history of music, fashion, and entertainment. Looking through the displays of his handwritten lyrics, original costumes, music videos, interviews, and album artwork, I sensed that his two opposing traits, grandiose eccentricity and ordinary vulnerability, were, paradoxically, closely related. Whereas his style and demeanor at times made him seem otherworldly and almost inaccessible, his unapologetically honest character, showcased through his evolving work and emotional expressiveness, helped me see that he was just another human being, but who was — unlike many of us — not afraid to express himself and defy society’s oppressive stereotypes. In his own special way, David Bowie was the world’s favorite outcast.

So, why should we care? We should care because he undoubtedly changed the music industry and inspired other musicians, but also because he achieved so much more. He inspired actors. He inspired designers. He served as a role model (or anti-role model, for that matter) to children, teenagers, rebels, music fans, and adults who wanted to immortalize their youth. He wore outliers outfits that remain avant-garde even today. He played with the notion of ambiguous sexuality when the world was struggling to accept the idea of alternative sexual identity. He challenged the world by fighting the old-fashion rules of polarized masculinity and femininity. In other words, most importantly, he showed that he was just another human being, but who was — unlike many of us — not afraid to express himself and defy society’s oppressive stereotypes. In his own special way, David Bowie was the world’s favorite outcast. He was first introduced to Bowie’s music as a 14-year-old, when a friend of mine directed me to his songs “Ashes to Ashes” and “China Girl.” It would be a stretch to say that I’ve been a devout fan of his music ever since. While his most prominent albums have become essential components of my music collection, I can’t say that I know the majority of his songs by heart or that I have appreciated the entirety of his work. However, since that day, I have committedly watched many of his interviews and studied his life and career, because there was something inexplicably touching about his character that made me want to learn more about this unique artist. It wasn’t until 2014 that I finally understood what made Bowie so special to me.

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Rest in peace, David Bowie. The world will never forget what a bright and shining star you were.
Eric Lander criticized for CRISPR article

Professor Eric Lander has come under fire for an article in Cell that some see as skewing the history of CRISPR to favor the Harvard- and MIT-affiliated Broad Institute, which is currently involved in a high-stakes patent fight with Berkeley over the gene-editing technology.

In "The Heroes of CRISPR," Lander, who is the director of the Broad Institute, gives an account of two decades of research across multiple countries leading to an accurate and powerful gene-editing system that has been called a revolution in biology.

In online comments and on Twitter, some scientists questioned Lander’s motivations. Berkeley’s Michael Eisen called the article "science propaganda at its most repellant" and "a deliberate effort to undermine Doudna and Charpentier patent claims and prizeworthiness," referring to Jennifer Doudna of Berkeley and her collaborator Emmanuelle Charpentier.

At issue in the patent case is whether the key breakthroughs in CRISPR’s development were first made by Doudna’s team or by Feng Zhang and his team at the Broad Institute.

Lander has defended his article to news outlets, saying that he had contacted Doudna in December to fact-check his article. But Doudna has said he refused to share all of the relevant parts of the story.

Lander and Cell were also criticized for not disclosing the Broad Institute’s role in the patent case. A Cell spokesman told news outlets that the publication’s current policies only require that personal — not institutional — conflicts of interest be disclosed.

The rights to CRISPR’s commercial applications could be worth millions of dollars.

— Leon Lin

Solution to Saturday Stumper

Solution to Directionally Correct

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New undergrad program parallels grad program
Course 15 students will choose from management, business analytics, and finance

Course 15, from Page 1
gree must choose a concentration to focus on. In addition to the traditionally offered concentrations, Sloan will also offer concentrations in entrepreneurship, marketing, and project management. Students may also propose their own concentration.

The structure of the overhauled Sloan undergraduate program parallels its master’s degree programs (Sloan offers the standard Master’s in Business Administration (MBA) and a Master’s in Finance; a Master’s in Business Analytics is currently making its way through the proposal process).

Chantal Acacio ’18, who is a Course 15 major, explained, “You can now take more classes related to a concentration rather than trying to touch broadly on everything business-related. It gives Course 15ers more freedom to spend time on a specific field.”

The registrar’s office says 52 undergraduates currently major in Course 15, down from 126 in the 2006-2011 academic year and 172 from 1988-1989; Course 15 has seen this decrease in its majors concurrent with increasing enrollments in other classes.

The decline in majors “caused us to think long and hard about our undergraduate program,” Orlin said. To address this, Sloan gathered survey data, interviewed students and alumni, and then explored the possibility of developing three new majors.

“There has been a large demand from finance recruiters for decades. The demand from recruiters for business analytics is more recent,” Orlin said. “McKinsey Global Institute estimates a shortfall of 140,000 to 190,000 professionals in business analytics and data science by 2028, a 50-60% gap relative to projected 2028 supply.”

The revised 15-1-3-1-4-1 major, on the other hand, was designed specifically for students who wish to double major in both Sloan and the School of Engineering.

“We also believe that 15-1 will be well-suited for students who want to focus on an area of management not represented by the other majors, such as project management or entrepreneurship,” Orlin said.

Current Course 15 upperclassmen will complete their degree in management science. Sloan plans to phase out this degree over the next few years. Freshmen and sophomores, though, may choose to enroll in one of the new Course 15 majors or the traditional management science program. Course 15 undergraduates were alerted to the change last October, Acacio said. Graduate students gleaned this information over the summer, so many people were aware of the new system going into the school year.

As for the popularity of each of the new programs, Orlin predicts that “the number of Sloan majors will increase substantially,” potentially to between 75 and 150 per class year.

Among the minors, I think that the finance minor will be very popular,” Orlin said. “Personally, I think that the biggest increase in majors will be in business analytics.”

Each of the 300 applicants who survive the initial screening are invited to in-person interviews in New York, London, Beijing, or Bangkok.

The interview includes a team competition component in which applicants work together to build Lego towers as well as time for individual scrutiny. Gellman said she had little interest in fellowships until very recently. When she was a senior at MIT, she was eager to go straight into the workforce.

Eventually, she decided that the application would provide a valuable opportunity for self-reflection. She said her interview was “most intimidating” with the president of Iceland and Schwarzman himself sitting in.

After she finishes the program, Gellman plans to work in the information technology sector. Springer plans to produce technologies to advance the developing world. Jamieson will work on solving the energy crisis and advocate for the environment.

— Scott Perry

Three from MIT awarded Schwarzman Fellowships

Two MIT students and an alumna claimed three of the just 300 Schwarzman Fellowships awarded to the program’s inaugural class. The new scholarship’s selection process is extremely competitive: 3,000 students applied.

Annabeth Gellman ’13, Alex Springer ’16, and Kelsey Jamieson ’16 each received a scholarship.

Recipients are chosen based on academic achievement, character, and leadership potential.

Billionaire Stephen Schwarzman founded the scholarship with a $450 million endowment. He told the New York Times he modeled the fellowship after the Rhodes Scholarship.

The scholarship will fully fund each student’s master’s degree at Tsinghua University in China. The fellows will live together in the newly built Schwarzman College.

To narrow down the applicant pool, the scholarship requires students to complete lengthy applications in which they propose practical solutions to pressing global problems.
Sudoku I
Solution, page 3

ACROSS
1 Alphabetize
5 More to the point
10 Wild guess
14 Creme-filled cookie
15 About to cry
16 Remarkable thing
17 Departed
20 Sports stadium
21 Set of luggage
22 Mischievous sprites
25 Fruit-tree grove
28 Loosens, as shoelaces
29 Prez after Harry
30 Big brass instrument
31 Astounds
32 Muffin ingredient
34 Poorly lit
35 Precede in a line
36 Quotation puzzle
37 Pellet precipitation
38 Faithfulness
39 Nonprescription: Abbr.
40 Road service org.
41 “Definitely!”
44 Vietnamese New Year
45 Ensign’s 56 Down
46 Homer Simpson’s neighbor
47 New Mexico art community
49 Edge of a cup

1 7 9 3
3 9
4 7 9 3
1 2
3 8
1 6
2 7 8 9
4 1 3 2
6 2
5 8
1 7 9 3
3 9
4 7 9 3
1 2
3 8
1 6
2 7 8 9
4 1 3 2
6 2
5 8

Techdoku I
Solution, page 3

ACROSS
1 4 2
2 1 6
4 3 1
5 9 3
6 5 8
7 2 9
8 1 2
9 3 6

19+ 18× 1− 20×
3− 19× 6+ 5
6× 3+ 20× 2

Sudoku II
Solution, page 3

ACROSS
1 Note after fa
2 Mined mineral
3 Basketball official
4 Adding up
5 Acropolis city
6 Hammer parts
7 Spanish appetizer
8 Go wrong
9 Bagel alternative
10 Trivial
11 Madame of wax museums
12 Pub order
13 Train alternative
18 Checks for size
19 Apple computer
22 “Gloomy” guy
23 Ottawa’s prov.
24 AC measure
25 Gumbo veggie
26 At no time
27 River blocker
29 Steel girder
30 2001 computer
31 Recipe meas.
32 Muffin ingredient
33 At no time
35 Precede in a line
36 Quotation puzzle
37 Pellet precipitation
38 Faithfulness
39 Nonprescription: Abbr.
40 Road service org.
41 “Definitely!”
44 Vietnamese New Year
45 Ensign’s 56 Down
46 Homer Simpson’s neighbor
47 New Mexico art community
49 Edge of a cup

50 Computer-network device
52 Yokos
53 Box for oranges
55 British bkie
56 “Certainly”
57 Half of a double play
58 __ la la
59 “Golly!”
PORTRAITS OF RESILIENCE
John Belcher

As told to Daniel Jackson

Editor's Note: Portraits of Resilience is a photography and narration series by Prof. Daniel Jackson. Each issue will feature portraits of people that are brave, stories of their lives, and what they stand for. In the story below, John Belcher shares his story of resilience.

10.4 Why I’m leaving engineering

Deviating from the engineering mindset at an engineering-driven school

Connie Liu

I chose to study mechanical engineering because I wanted to empower people and create technology that helps lead people to do things they desire instead of creating things that empower people. So I chose mechanical engineering, a unique subject with an applied curriculum, that helps lead people to be more engaged in the world.

For me, my work was always more about the people than the technical aspects. I was most satisfied when I was sitting face to face with a patient, teaching about the technical aspects instead of sitting behind a computer at the Linux command line. That's what I used to do all day; it would be easier to put routines in the store if I hadn't been there; I would have been sitting in the ladder until the day I dropped dead.

Some of the uniqueness of MIT would not make a different one. But due to financial situations and gender biases, I probably would not have found that out.

This pool is, for the most part, static. Then, you end up choosing out of the pool, dependent on the random two outcomes, and falls of your life. And the great thing is you can't really go wrong. Anything you choose from this pool is still just a fulfilling life of working around the different forms. And it seems you never really know the true boundaries of your passions.

At an engineering school, it's easy to be a faculty member who doesn't see the impact they had, but some of them are shaped by new experiences. I individual, but shaped by new experiences. I mean it made it the best of both worlds; it is important, I got more personal satisfaction from working on organizational design problems than from working on product design problems. It made me, everything pointed towards going all in with education and leaving engineering behind, at least for now.

Looking back (obviously with 20/20 hindsight), this was a decision long in the making. I’ve been in education more in some form or another, for me: first through tutoring and coaching, then through starting outreach programs and designing curriculum and books. But I had dismissed education as a non-serious pursuit because of my own perceptions. No one in our society has ever received a unique worldwide prejudice by our own experiences. Since most of what I was surrounded by was engineering, my mind was naturally biased towards valuing technical pursuits highly. Because of that, I limited my own options by rigidly defining my peripheries of possible. When my perception of meaningful creation shifted, so did the boundaries of my possibilities.

This makes me question whether in a parallel universe, I would have been follow- ing a different path. Passion is often defined as a static, inherent entity. Advice like “find your true calling” and “follow your dreams” presumes that there is a single calling for each person. They don’t mention the effect that unique experiences have on shaping your true self. I define it as something that could shift, so did the boundaries of my possibilities.

This pool is, for the most part, static. Then, you end up choosing out of the pool, dependent on the random two outcomes, and falls of your life. And the great thing is you can’t really go wrong. Anything you choose from this pool is still just a fulfilling life of working around the different forms. And it seems you never really know the true boundaries of your passions.

At an engineering school, it's easy to be a faculty member who doesn't see the impact they had, but some of them are shaped by new experiences. I mean it made it the best of both worlds; it is important, I got more personal satisfaction from working on organizational design problems than from working on product design problems. It made me, everything pointed towards going all in with education and leaving engineering behind, at least for now.

Looking back (obviously with 20/20 hindsight), this was a decision long in the making. I’ve been in education more in some form or another, for me: first through tutoring and coaching, then through starting outreach programs and designing curriculum and books. But I had dismissed education as a non-serious pursuit because of my own perceptions. No one in our society has ever received a unique worldwide prejudice by our own experiences. Since most of what I was surrounded by was engineering, my mind was naturally biased towards valuing technical pursuits highly. Because of that, I limited my own options by rigidly defining my peripheries of possible. When my perception of meaningful creation shifted, so did the boundaries of my possibilities.

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