

# WESLEYAN

ISSUE 2 2016

# SPECIAL

# ISSUE:

# THIS IS WHY.



# BECAUSE

just being smart has never been enough for us—we came here to invent the world.

**BECAUSE** this place transformed higher education and redefined “access.” **BECAUSE** the freedom—the challenge—to make our own paths would be overwhelming to some. But not us. Not fifty years ago. Not a century ago. Not today. **BECAUSE** every one of us has found a different way to change the status quo for the better. **BECAUSE** Wesleyan taught us not only to fight for the causes we believe in but how to win. **BECAUSE** Wesleyan is our cause.

OLIVIA DRAKE MALS '08



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# EDITOR'S NOTE

## A \$482-MILLION FINALE

It's likely that very few college fundraising campaigns began at a more inauspicious time than Wesleyan's **THIS IS WHY** campaign. The opening bell had barely sounded when financial markets collapsed in the Great Recession, and it was far from clear that Wesleyan's donors would have the wherewithal to support the campaign's ambitious goal of \$400 million—much more than the university had ever raised before.

President Michael Roth '78 likes to tell a story about the chair of the campaign, John Usdan '80, P'15, '18, '18, who said it was the best time to start a campaign—no irony intended. John is a pretty steady guy, not given to wild pronouncements, so that kind of bold assurance suggested an ability to look further down the road than most people were looking at that moment of national angst.

Time has borne out his confidence. The **THIS IS WHY** campaign closed on June 30 with a record-smashing \$482 million. Nearly 80 percent of alumni joined in this historic effort, and many joined a gala celebration in June at Grand Central Terminal in New York. The close of the campaign was eye-popping—more than 3,400 gifts in June and pledges of \$30 million received in the last five days!

As an alumnus and a Wesleyan parent (three times over), I'd like to give a shout-out to the nearly 5,000 non-alumni families of Wesleyan students, past and present, who participated in the campaign with more than \$51 million in gifts. Parents know from their children whether Wesleyan is delivering the

goods, and their generosity is a great testament to the experiences of our students.

In this issue of *Wesleyan* magazine, we present a retrospective of the campaign that is more impressionistic than detailed, more pictorial than narrative. We highlight specific ways in which the campaign has had an impact on the university, knowing that the impact will be felt for many years to come, in varied and perhaps unpredictable ways. Of particular note is that donors have established 152 new endowed scholarships—and nothing is more important than ensuring that the students who are most able to take advantage of Wesleyan can attend, regardless of their financial circumstances. Also noteworthy throughout the campaign was the leadership and generosity that John Usdan, together with his brother, Adam '83, and the Lemberg Foundation provided.

The close of the campaign also coincides with a transition in leadership of the Board of Trustees: Joshua Boger '73, P'06, '09 became chair emeritus and Donna Morea '76, P'06 has assumed the role of chair. We look at highlights of Joshua's term as chair and the ways in which the Board has helped to lead change at Wesleyan.

The campus is quiet now, and I'm writing this not long after Reunion and Commencement Weekend, when we joyously celebrated the accomplishments of students in the class of 2016. They are what the campaign is all about.

*William Holder '75, P'05, '05, '08, editor*

As a Wesleyan parent, I'd like to give a shout-out to the nearly 5,000 non-alumni families who participated in the campaign.

# BECAUSE A WESLEYAN EDUCATION IS OUR CAUSE.

Wesleyan is committed to enrolling a student body that is socio-economically diverse. By awarding more than \$54 million last school year alone in need-based grants and scholarships to meet the full demonstrated need of every admitted student, Wesleyan makes it possible for the best qualified students to attend, regardless of their family's financial circumstances.

Through the **THIS IS WHY** campaign, Wesleyan has more than doubled endowment dollars earmarked for scholarship grants, while benefiting students with financial need immediately through Wesleyan Fund gifts. Financial aid is the key to creating an affordable Wesleyan education today, tomorrow, and forever.

**CLASS OF**  
2017

**SCHOLARSHIP**  
Rhode Island Scholarship Fund

**MAJOR**  
Biology and neuroscience & behavior

**HOMETOWN** Bristol, Rhode Island

**RECENT CLASSES**  
Techniques in Nonfiction  
Developmental Biology  
Medical Biochemistry  
Physics Laboratory II  
Research in Neurophysiology

**CAMPUS ACTIVITIES**  
Teaching assistant for multiple courses,  
varsity hockey



"Wesleyan stands for opportunity. This school enables its students to follow their passions, in any form they may come. The students and professors here are so compassionate and willing to help one another. I could not imagine going anywhere else. This school has changed my life. It has shown me what I love and has shown me how to experience every day. I am truly grateful for Wesleyan."

**CLASS OF**  
2019

**SCHOLARSHIP**  
Karrin Family Endowed Wesleyan Scholarship

**MAJOR**  
Considering a double major in English and film, as well as the Writing Certificate

**HOMETOWN** New Castle, Delaware

**RECENT CLASSES**  
Introduction to African American Literature  
The Language of Hollywood  
The Moral Basis of Politics  
Calculus I, Part II

**CAMPUS ACTIVITIES**  
Club soccer team, film club, usher at the Center for the Arts, music mentor at Green Street Teaching and Learning Center



"I chose Wesleyan because I wanted to study film at one of the best colleges in the nation and to be surrounded by diverse minds. I'm really interested in screenwriting and creative writing for the screen and film. These areas interest me because I love creating a world with my imagination to entertain the masses. I'm an entertainer at heart, and I love to entertain people with my words. Attending Wesleyan means that I am one step closer to my dream of becoming a screenwriter."

# “WHEN WE COME TO WESLEYAN, IT’S LIKE ENTERING A FOREST.

They give you something like a machete—the tools you need to cut your path. For some people that would be overwhelming, but Wesleyan students are comfortable with having the liberty to really just go into the forest and make their own paths.”

DORISOL INOA '13, ECONOMICS AND PSYCHOLOGY MAJOR



## PRESIDENT'S LETTER BY MICHAEL S. ROTH '78

As I write this in the first days of July, I am overwhelmed by the generosity shown by the extended Wesleyan family during the course of our **THIS IS WHY** fundraising campaign. When we started discussing a fundraising campaign in 2008, the financial world was teetering on collapse, and the economy in the next few years was enormously challenging. Yet we will finish the campaign having raised more than \$480 million, blowing way past our goal of \$400 million!

As we've said many times, our three streams of fundraising were for *Access*, *Inquiry*, and *Impact*. Financial aid (access) was our number one priority—and we have created 152 endowed scholarships through this campaign. The scholarships and unrestricted endowment pledges total nearly \$275 million. This is absolutely crucial for the long-term health of the institution because it makes us less dependent on tuition. Support for financial aid has allowed us to partner with programs like the Posse Foundation program for military veterans, and to eliminate loans for our low-income students while reducing reliance on loans for all. We meet the full demonstrated need of all our students, doing our best to ensure that everyone can thrive on our campus.

Under the rubric of *Inquiry*, we have raised more than \$145 million. At Wesleyan, inquiry is often tied to interdisciplinary work, and in this campaign we have underscored this element in the curriculum. In 2009, I was so pleased to commemorate the 50th anniversary of the College of Social Studies and the College of Letters with the creation of the College of the Environment, which now has a significant endowment. We have launched three additional interdisciplinary colleges in film, Asian studies, and integrative sciences, and we have raised money to support all of them. We have created endowments for our new powerful engine of engagement, the Allbritton Center for the Study of Public Life, and for the venerable (and extraordinarily

nimble) Center for the Humanities. The support for *Inquiry* through the **THIS IS WHY** campaign will strengthen the teacher-scholar model at the heart of a Wesleyan education for many years to come.

Everything we do at Wesleyan aims at enhancing the impact of our mission on the campus and ultimately on the world beyond it. The true test of a Wesleyan education is how it empowers students with creative and critical thinking to lead lives characterized by independence of mind and generosity of spirit (here I paraphrase our mission statement). Under the rubric of *Impact*, we have been able to create (and raise significant support for) the Patricelli Center for Social Entrepreneurship and the Center for Prison Education. Both of these centers have already had a powerfully positive influence on students, faculty, and community members. We have also focused on raising money for internships—from stipends for students who work with scientists here over the summer to support for students who take unpaid internships at not-for-profits.

Since we went public with the campaign in 2013, I have spent a considerable part of my time meeting with fellow Wesleyans to ask them why they care so much about alma mater. I've wanted them to tell me what our university means to them, and then I have been able to describe to them how their gifts to Wesleyan enable us to strengthen the things they care about so much. This being Wesleyan, our supporters are not primarily interested in replicating the past. Instead, our supporters tend to want to recreate the *conditions of change* that have allowed our university to have a powerfully transformative impact on its students. **THIS IS WHY.**

In the last six months of the campaign, our motto was “Let's finish strong together,” and did we ever: with more than 3,400 gifts in June alone, pledges of \$30 million in the last five days of the campaign, and the biggest single year of giving to Wesleyan in our history!

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Now that the campaign has ended, I'd like to express my gratitude to everyone who participated. As I've traveled around the world leading campaign events—from Nashville to Bangkok, from New York and Los Angeles to Shanghai and London—I have been so impressed by the loyalty and ambition of the Wesleyan community. The loyalty comes from a sense of belonging to an institution that has decisively affected one's life, and the ambition comes from the desire to see that institution's distinctive excellence recognized far and wide. In short, the campaign has been so successful because “Wesleyan is our cause.”

**THIS IS WHY.**



# BARBARA-JAN WILSON'S CAMPAIGN MEMORIES

Barbara-Jan Wilson, vice president for University Relations, reflects on memorable moments during Wesleyan's \$482-million campaign.

Sitting at an inn in Virginia with Michael Roth and the Campaign Council, as the recession was deepening in 2008 and the market was tanking—upon the sage advice of John Usdan '80, P'15, '18, '18; the late John Woodhouse '53, P'79, GP'19; Alan Dachs '70, P'98; and Ellen Jewett '81, P'17, we decided to forge ahead with the quiet phase of a \$400-million campaign.

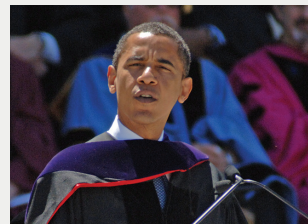


A conversation with *How I Met Your Mother* creators Carter Bays '97 and Craig Thomas '97, two men I had the privilege to admit to Wesleyan.

All the great Commencement speakers who spoke during the campaign, starting with (then-senator) President Barack Obama Hon. '08, and including Lin-Manuel Miranda '02, Joss Whedon '87, Michael Bennet '87, Anna Quindlen P'02, Ted Shaw '76, and John Hickenlooper '74.



Dedication of the Gordon Career Center in honor of Andrew Brandon-Gordon '86, whom I met 30 years ago when I was director of the Career Counseling Center.



Winning The Little 3 in football in 2013 at Homecoming, for the first time in 43 years.



Working with the greatest colleagues and volunteers ever. You Are Why.

152 new endowed scholarships—one in my name! (Thank you, Ellen and Richard!)

And the best night in Wesleyan history, *Hamilton* on Broadway, on October 2, 2015. I thought nothing could surpass our financial aid benefit *In the Heights*. I was wrong.



Completing Wesleyan's most successful campaign on June 30, 2016, with pledges of \$30 million in the final week for a grand total of \$482 million!

## DONORS BY THE NUMBERS

# 36,735 DONORS

NUMBER OF \$1 MILLION+ DONORS = 103

CLASS THAT RAISED THE MOST MONEY = 1973

CLASSES WITH THE HIGHEST % OF PARTICIPATION = 1959 AND 1960 (TIED)

CLASS WITH GREATEST NUMBER OF DONORS = 1989

\$286 MILLION RAISED FOR ENDOWMENT

\$105 MILLION RAISED THROUGH PLANNED GIFTS (BEQUESTS, EXPECTANCIES, AND LIFE INCOME GIFTS)

\$36.5 MILLION GIVEN BY CORPORATIONS AND FOUNDATIONS

5,021 DONORS IN CLASSES OF 2007–2016

# THIS IS WHY.

# \$482 MILLION

ACCESS  
\$274.7  
MILLION

INQUIRY  
\$145.8  
MILLION

IMPACT  
\$61.7  
MILLION

152  
NEW  
ENDOWED  
SCHOLARSHIPS



4  
NEW  
COLLEGES

College of the Environment  
College of Film and the Moving Image  
College of East Asian Studies  
College of Integrative Sciences

11  
NEW  
ENDOWED  
CHAIRS

Anonymous Endowed Chair in Civic Engagement  
Joshua Boger University Professor of the Sciences and Mathematics  
Alan M. Dachs Chair in Science  
Lauren B. Dachs Chair in Science and Society  
Charles W. Fries Curator of Wesleyan Cinema Archives  
Huffington Foundation Endowed Chair in the College of the Environment  
Korea Foundation: Korea Political Economy Professorship Fund  
Shapiro-Silverberg Endowed Chair in Writing  
Frank V. Sica Director of Athletics  
Winslow-Kaplan Chair of Music  
Ezra and Cecile Zilkha Chair in the College of Social Studies

PATRICELLI CENTER FOR SOCIAL ENTREPRENEURSHIP

ALLBRITTON CENTER

BOGER HALL RENOVATION

SHAPIRO CENTER FOR CREATIVE WRITING

CENTER FOR THE HUMANITIES ENDOWMENT

FRIES CENTER FOR GLOBAL STUDIES

113  
NEW  
ENDOWED  
INTERNSHIPS

CITRIN FIELD

GORDON CAREER CENTER

7  
ENDOWED  
VISITING  
POSITIONS

Menakka & Essel Bailey '66 Distinguished Visiting Scholar Fund  
Jonathan D. Harber Fellowship in Education and Entrepreneurship  
Kim-Frank Family Endowment Fund  
Koepfel Fellowship in Journalism Fund  
Fran Rivkin '78 Fund  
Klingher Family Endowed Visiting Artist for the College of Film and the Moving Image  
Amy Schulman Fund in the Humanities

# AN APPETITE FOR RISK AND AMBIGUITY

BY WILLIAM HOLDER '75

Joshua Boger '73, P'06, '09, Wesleyan's chair of the Board emeritus, has encouraged trustees to look far down the road, not just over the hood.

**JOSHUA BOGER '73** often talks about a principle that infused the culture at Merck, where he began his career as a scientist. Company founder George Merck, speaking in 1950, said he believed that if his company looked after patients, profits would take care of themselves. The better his company had attended to that view, Merck stressed, the greater its profits had been.

This principle has guided Boger since 1989 when he founded Vertex Pharmaceuticals, now a multi-billion-dollar company housed in an impressive new headquarters in Boston's Innovation District. With the expertise he gained at Merck and a keen desire to tackle some of the biggest challenges in medicine—the kind that would require raising vast amounts of capital from investors—he pursued work that would need more than a decade to come to fruition. Drugs followed for deadly diseases with limited numbers of patients, such as cystic fibrosis. The drugs have proved to be successful, and so has the company.

As chair of the Board at Wesleyan (now chair emeritus), Boger always encouraged his fellow trustees to take the long view. His goal in leading the Board in an exercise to develop “Big Hairy Audacious Goals”—the sort that might be realized over a 50-year period—was not to develop a 50-year plan, but to free everyone's thinking from the constraints of the here and now. One “Big Hairy Audacious Goal” identified by Boger is for Wesleyan to have an outsized impact on how a transformative liberal education is conceived and delivered.

He speculates that 50 years from now Wesleyan might offer a continuum of educational experiences ranging from the traditional four-year residency on campus to a completely non-resident, single-topic experience for millions of students worldwide—with options in between. Wesleyan's success in reaching well more than one million students to date on Coursera and the various degree and non-degree options offered through Wesleyan's Graduate Liberal Studies program suggests a step toward such a future.

“Joshua has always encouraged me to think about how higher education might change and to experiment rather than worry about what might go wrong,” said President Michael S. Roth '78.

“Joshua has a great appetite for risk and a high tolerance for ambiguity,” Roth added. “His confidence extends to letting things play out rather than trying to manage everything, and then seeing how he might make best use of his talents.”

Case in point: 41 Wyllys Avenue, now Boger Hall. When Roth was worrying about a plan to house the Paoletti Art History Wing, the College of Letters, and the Gordon Career Center—three entities with no apparent fit—under one roof in the newly renovated building, he received this response from Boger: “That is what's so great about it. There is no obvi-

ous connection. Really interesting things will come through serendipity.”

Most of the Board's concerns lie closer than the 50-year horizon. Schooled in the complexities of running a large organization, Boger guided the Board in developing a strategy map—literally a one-page articulation of Wesleyan's values, core purpose, and strategies.

“I'm of the opinion that any strategy that can't be put on one sheet of paper won't be executed,” he says.

The strategy map identifies a core purpose of the university: “To provide a transformative liberal arts education that inspires a lifelong commitment to learning, leadership, and service.” True to the spirit of scientific inquiry, Boger believes that core purposes are discovered, not declared—and he and his fellow trustees discovered this core purpose together through an intensive discussion at an annual retreat in 2009.

The map is built from the ground up and elaborates specific strategies for the university to work within a sustainable economic model, energize Wesleyan's distinctive educational experience, deliver exceptional stakeholder experiences, and enhance recognition of Wesleyan as an extraordinary institution.

Enhancing recognition emerged as a prominent strategy late in the process of creating the map, and it was surprising to some, Boger acknowledges.

“Recognition needs explication,” he says. “It's a pretty packed word.” In his view, it's a “good marker with a lot of virtues.” It's not about capturing attention in the moment, nor the rank in *U.S. News & World Report*, nor even just about being notable. Boger describes recognition as a solid value enduring over time—one that's enhanced by the halo effect of alumni who have made significant contributions to society.

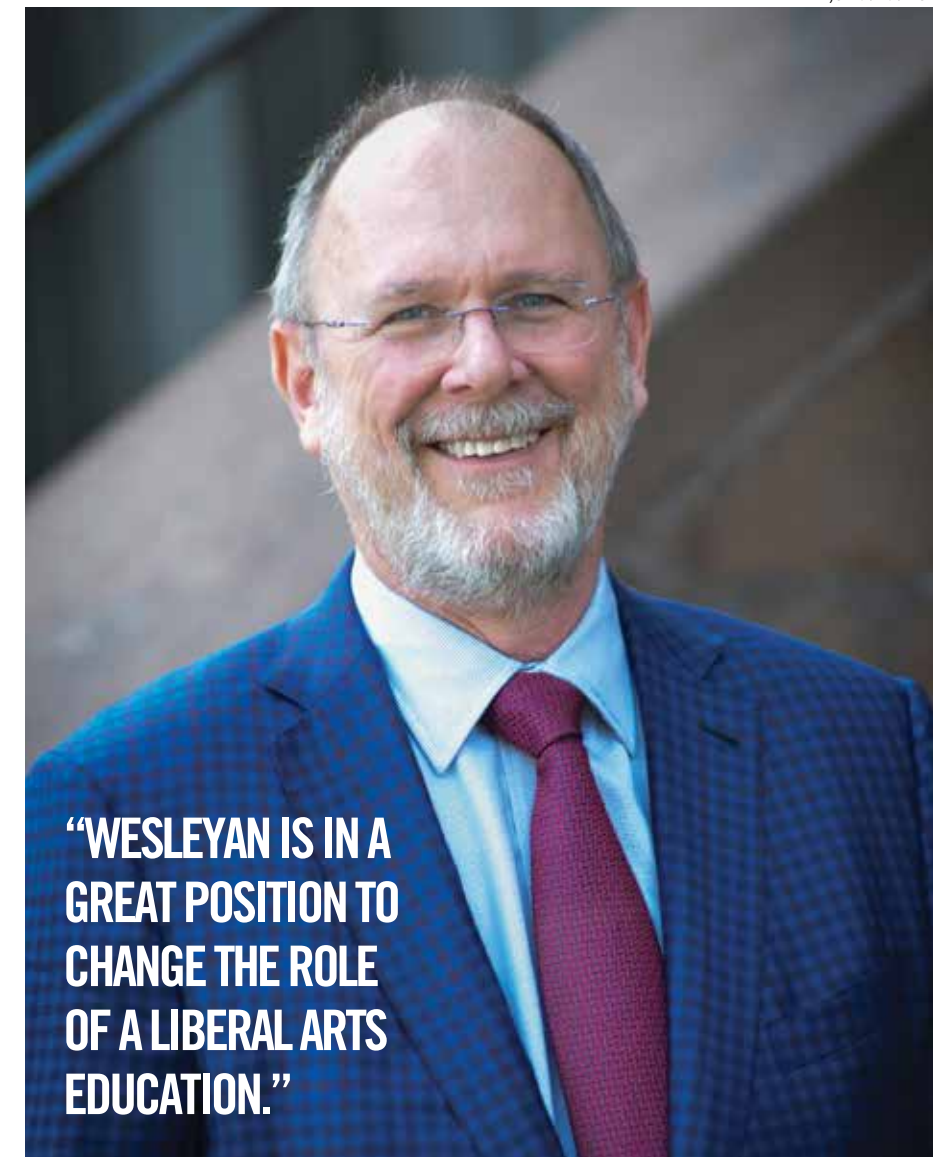
“The business proposition of the university means as much to the graduates as to the people there now,” he says. “The value of a Wesleyan education as perceived by the world at large changes a lot, according to Wesleyan's reputation. Alumni should care deeply about whether current students are fulfilling the mission of the university. One of the great things about Wesleyan is that its reputation has been pretty high and pretty consistent, though there are parts of the United States and the world where we could be better known.”

The charge to work responsibly within a sustainable economic model has been critical to the success of the **THIS IS WHY** campaign. When Boger became chair of the Board in 2009, the economy was just beginning to recover from the financial meltdown. Wesleyan's endowment, like many other university endowments, had taken a large hit, with numerous ramifications on campus. Boger credits the faculty and staff for accepting cutbacks during that period with a spirit of shared sacrifice that helped Wesleyan weather the financial storm.

Now the university is on solid ground financially. The budget is managed with restraint, the endowment draw has dropped from a high of more than 7 percent to a fiscally prudent 4.3 percent, and alumni, parents, and other members of the Wesleyan community have generously supported the **THIS IS WHY** campaign. And Wesleyan's finances are more transparent.

“It's helpful to have more transparency and buy-in to the details of the financial model,” he says. “It makes raising money easier. People who have accumulated wealth want to give to an institution that manages money well. Now you know that a dollar given to Wesleyan will be a dollar well spent.”

The process of creating more fiscal discipline involved a Boger innovation: Board working groups. These ad-hoc col-



“WESLEYAN IS IN A GREAT POSITION TO CHANGE THE ROLE OF A LIBERAL ARTS EDUCATION.”

lections of trustees addressed a variety of topics—including the endowment draw and the university's acquisition of debt—and were part of Boger's broader strategy to engage the Board in work that would contribute intellectually to Wesleyan's mission and planning. Board working groups established clear policy guardrails to discourage the university from drawing excessively on resources that will be needed in perpetuity.

The **THIS IS WHY** campaign has been notable for growing the endowment rather than funding new building projects, but it has injected resources into key areas, from offering an increased number of small classes to experimenting with different teaching models, including flipped classrooms (where students are expected to

absorb traditional lecture material outside class and focus on discussion or projects in class). Pedagogical initiatives in the sciences have led to noteworthy progress in retaining students who in the past might have become frustrated and abandoned science studies altogether. Wesleyan's four new colleges are offering programs structured around the environment, film, integrative sciences, and East Asian studies. Endowment funds have strengthened time-tested programs such as the Center for the Humanities, as well as new programs that have already had a pronounced impact on the university, such as the Patricelli Center for Social Entrepreneurship.

“I think we're in a period of change in education, in the way education plays into one's life and career, and what a career



means,” says Boger. “Wesleyan is in a great position to change the role of a liberal arts education and reshape the dialog. That would be much harder for Harvard to do; it’s too big.”

During his tenure as chair, Boger asked the Board to undertake a searching examination of issues related to equity and inclusion—not in reaction to any scandal or federal inquiry, but out of a conviction shared by Board colleagues that Wesleyan needed to do a better job of promoting inclusivity on campus.

“This place has a history of bringing up tough conversations,” he says. “I’m glad that during my time as chair, we’ve not shied away from that.”

As a result of that discussion and others, the Board amended its strategy map to include a commitment to equity and inclusion as a fundamental value of the institution—one intended to inform decision-making about all major issues.

## Boger asked the Board to undertake a searching examination of issues related to equity and inclusion.

Throughout his time as chair, Boger has been a strong advocate for engaging in educational experimentation while maintaining fiscal discipline. Roth says he’s kept this approach at the forefront of his own thinking.

“Masterful, courageous, principled, and successful”—that’s how Donna Morea ’76, Boger’s successor as Board chair and chief executive officer of Adesso Group, a business consulting firm, describes the way Boger helped Wesleyan face challenges in the aftermath of the financial crisis and worked with the Board to develop a strategic vision. Morea views the strategy map as an “enduring document”—a guide that for the foreseeable future will help the Board make choices, focus on priorities, allocate resources, and, most important, assess whether progress is being made toward goals.

Wesleyan’s approach to cutting back was surgical and thoughtful, she contends, and was particularly noteworthy for protecting academics. The university did not freeze faculty hiring, as many institutions did, and this enabled Wesleyan to bring in outstanding new faculty.

Perhaps the most controversial decision during Boger’s tenure was the move away from “need blind” in admission to “need aware” for approximately 10 percent of the admitted class. In Morea’s view, that decision has enabled Wesleyan to live within a budget and meet the real needs of admitted students, though she acknowledges that losing need blind was hard.

“In the end it was a good decision, not only for Wesleyan’s financial situation but also for the students who come here,” she says.

Asked about Boger’s style of leadership, Morea immediately cites his “wry, witty sense of humor, self-mocking of our foibles and his own. He’s led by example. He’s been generous in every possible way to the institution. He’s great at picking people to do hard jobs.”

Boger, in turn, appreciates Morea’s skill in bringing out the best in individuals. “Donna has huge empathy and ability

of MassChallenge, a nonprofit that Boger describes as the world’s largest business incubator. Each year, the organization chooses about 130 startups from some 2,000 applicants to come to Boston for four months of intensive work with volunteer experts in all aspects of business development. It’s a creative mashup that puts social entrepreneurs at work side-by-side with tech developers. Showing a hint of ironic appreciation, Boger points out that the social entrepreneurs compete very well for the ultimate prizes of \$50,000 to \$100,000—often besting the brightest technical teams.

One of last year’s MassChallenge winners was an entrepreneur from Mexico City who collects, cleans, and sorts used clothing, hanging it neatly on racks to sell to the underprivileged for a very modest profit. In so doing, the project provides a dignified shopping experience for people who would

to read individuals in a room, as well as high analytical capability,” he says. “She has managed a company and knows that no matter how smart you are, the room is smarter.”

In both his professional and personal life, Boger exudes creativity and sees little difference between conducting science experiments and taking stunning underwater photographs (some of his images are displayed in Exley Science Center). The same creative spirit animates his family. Amy Boger, his wife, is a pediatrician turned professional ceramics artist. Zachary ’06, a film and philosophy major who tutored students in calculus and stayed a fifth year at Wesleyan on a writing fellowship, is now a documentary film editor in New York. Isaac ’09, a chemistry major, now produces pop-up dance events at unconventional venues in Seattle for hundreds of people. The Bogers’ youngest son, Samuel, is a Brown University graduate who works for Google in London.

Boger insists that he’s never *planned* a career transition; rather, he has gravitated toward projects that pique his interest. These days that includes serving as chair



usually have no choice but to rifle through piles of dirty clothes on the street to find what they need. The winner has plans to expand to 10 other cities in Mexico.

“His mission statement is all about empowering people,” Boger says. “He needs profit because he needs capital to open other stores. Profit does not mean that you don’t have a mission; profit is where you get your capital. And he’s not raising prices as he gets bigger. What a story! We handed him a check for \$100,000.”

As chair of the Board at Wesleyan, Boger thrived on work, on having fun, and on engaging the Board in meaningful tasks. He wears heavy responsibility lightly and accepts that not all will go as expected, says Roth, adding, “He loves the place so much. He has loyalty and love for alma mater beyond reason, and we’ve been so much the better for it.”

JOHN VAN VLACK



The Wesleyan community gathered during Reunion & Commencement Weekend 2016 to dedicate Boger Hall, named for Joshua Boger ’73, P’06, ’09 and Amy Boger P’06, ’09. Boger Hall houses Wesleyan’s Gordon Career Center, the College of Letters, and the Paoletti Art History Wing.

Joshua Boger ’73, P’06, ’09 served as chair of Wesleyan’s Board of Trustees beginning in 2009. Founder of Vertex Pharmaceuticals and current executive chairman of Alkeus Pharmaceuticals, he is one of our nation’s leading entrepreneurial scientists. Wesleyan’s mission statement speaks of “boldness, rigor, and practical idealism,” and these qualities—so evident in Joshua’s commitment to curing diseases—are evident, too, in the guidance he provided to our university. Wesleyan has gained much from his wisdom,

unflagging enthusiasm, and singular grace.

During his time as chair, Wesleyan has had its most successful fundraising campaign ever: the **THIS IS WHY** campaign, which came to its triumphant conclusion on June 30. Joshua, who retired as chair at that time, and his wife, Amy P’06, ’09, have contributed an extraordinary \$20 million to the campaign—including \$11 million to establish an endowed scholarship program for Wesleyan students and a gift to create the Joshua

Boger University Professor of the Sciences and Mathematics.

For the Boger family’s enduring contributions and outstanding service to the university, Wesleyan was proud to announce the naming of Boger Hall—the architectural award-winning and LEED “Platinum” certified building at the heart of campus that houses our state-of-the-art Gordon Career Center, along with the College of Letters and the Paoletti Art History Wing.

—MICHAEL S. ROTH ’78, PRESIDENT



*Amanda Palmer '98 performed a set of her inimitable songs and her husband, award-winning writer Neil Gaiman, read from his work at a financial aid benefit during Reunion & Commencement Weekend in 2013.*

**“ALVIN LUCIER’S  
EXPERIMENTAL  
MUSIC CLASS  
CHANGED MY  
LIFE IN THE WAY  
I THOUGHT NOT  
ONLY ABOUT  
MUSIC BUT ABOUT  
EVERYTHING:**

About art, about what art is, about why we make it. About how people are and aren't allowed to consider themselves artists and art makers.”

AMANDA PALMER '98, SONGWRITER AND PERFORMER



More than 36,000 alumni, parents, students, and friends contributed to Wesleyan's **THIS IS WHY** campaign, supporting innovative teaching, learning, and research.

The campaign's success is an amazing testament to your belief that liberal education transforms lives.

Please accept my heartfelt thanks for your extraordinary generosity.

## THIS IS WHY!

**JOHN USDAN '80, P'15, '18, '18**  
**CHAIR OF THE THIS IS WHY CAMPAIGN**

**RECIPIENT OF THE 2016 RAYMOND E. BALDWIN MEDAL,**  
**THE HIGHEST AWARD GIVEN BY THE WESLEYAN ALUMNI ASSOCIATION**

**CLASS OF**  
2019

**SCHOLARSHIP**  
Huffington-Dittman Scholarship

**HOMETOWN**  
Houston, Texas

**POSSIBLE MAJOR**  
Neuroscience & behavior

**RECENT CLASSES**  
Principles of Biology  
Introductory Chemistry  
Calculus I  
Introduction to Dance

**CAMPUS ACTIVITIES**  
Ballerina in *The Nutcracker*, campus job at Usdan Marketplace, tutor for ASCEND, badminton club

**FAVORITE CLASS**  
"Introduction to Dance. The professor focuses on inner and outer movements during dance. This is where I can release stress and enjoy a couple of hours moving."



**VANESSA**

"I first visited Wesleyan during the summer of my junior year in high school with the EMERGE Fellowship. I discovered that a lot of the students are activists and care about the environment, and although all of that was great, what really sold me was that there were no boundaries academically. I met an upperclassman who was a neuroscience and theater double major. Knowing that I was able to join two completely opposite majors excited me!

"Wesleyan means to me a true test of my independence. I feel that Wesleyan offers such a wide community of different people that there is no way anyone could ever feel out of place here."

**CLASS OF**  
2017

**SCHOLARSHIP**  
Norman Ernst Priebsch Endowed Scholarship Fund

**HOMETOWN**  
Harare, Zimbabwe

**MAJOR**  
Molecular biology & biochemistry

**RECENT CLASSES**  
Advanced Research Seminar  
Introduction to Programming  
Discrete Mathematics  
Molecular Biology  
General Physics I

**CAMPUS ACTIVITIES**  
ITS Help Desk assistant  
African Student Association

**BIGGEST ACADEMIC CHALLENGE**  
"Taking classes out of my comfort zone, especially computer science and economics."



**INNOCENT**

"A memorable experience for me would be when the African Students Association planned a cultural show. I was in a dancing group. I am not much of a dancer but we spent three weeks practicing some really complex African dance moves. I thought the show was going to be a disaster but people loved it so much. I was happy because all our hard work was not in vain and we were like stars that night.

"If I had not attended Wesleyan, I have no idea where I would be right now. The people I have met here have inspired me to get rid of my fixed concepts and have made me a better human being. I have learned how to learn, a skill that I didn't think I would master. I find it rewarding to be here, and I know for sure that by the time I graduate, I will be a well-versed person ready to tackle the real world."

**CLASS OF**  
2016

**HOMETOWN**  
Middletown, Connecticut

**SCHOLARSHIPS**  
Joshua '73 and Amy Boger Endowed Wesleyan Scholarship Program

**MAJOR**  
Mathematics, computer science, and neuroscience & behavior

**RECENT CLASSES**  
Automata Theory and Formal Languages  
Algebra I  
Muscle and Nerve Development  
Individual Tutorial  
Introduction to Strength Training

**CAMPUS ACTIVITIES**  
Zumba teacher; teaching assistant for Discrete Mathematics and Computer Science II

**POST-WES**  
"I want to go into computer and electrical engineering."



**ELIZABETH**

"Professor Naegele has changed my life. She's been my professor, advisor, PI, and friend. She's opened doors for me and given me so many opportunities. My life would not be the same without her.

"Attending Wesleyan has been my opportunity to escape from poverty, and to hopefully bring my family with me. Being poor, by no fault of your own, is *so hard*. Everything is a challenge, just getting from point A to point B, and you live on the brink of collapse. To give me and my family a better life is all I could ask for."





# SECURING THE FUTURE

Building endowment to support financial aid, recruit and retain talented faculty, and fund student internships has been a primary goal—and an impressive success!—of the **THIS IS WHY** campaign.

The generosity of our donors, plus solid endowment returns and fiscal discipline, have helped the endowment grow to a recent high of more than \$800 million. Endowment gifts and pledges of \$286 million to the **THIS IS WHY** campaign are a major reason for this notable growth. “Gifts to the endowment are a critical component to building a strong

long-term financial foundation for the university,” says Anne Martin, chief investment officer. “The capital added to the endowment during the **THIS IS WHY** campaign will have a lasting and positive impact for the next 20 years and beyond, enabling the university to grow its resources, attract talented students, and recruit excellent faculty.”



# BUILDING BRIDGES

The Allbritton Center is the hub of civic engagement at Wesleyan, bringing together students, faculty, staff, alumni, and community partners to teach practical skills for making a social impact.

Stop by the Allbritton Center any day of the week and you'll see why Wesleyan is known as one of the top schools for making a social impact. Inside you'll find students meeting in the Patricelli Center for Social Entrepreneurship (PCSE), developing nonprofits to improve English literacy and employment in Africa; in the Quantitative Analysis Center, analyzing the impact of advertising dollars on presidential campaigns for the Wesleyan Media

Project; and in the student-founded Center for Prison Education, enlisting Wesleyan faculty to teach in Connecticut prisons. Wesleyan students also contribute to the Middletown community through a variety of service-learning classes and the service programs of the Jewett Center for Community Partnerships, which was recently named in honor of trustee emerita and co-chair of the PCSE advisory

board Ellen Jewett '81, P'17. With a focus on public life, civic engagement, and social impact, the programs at the Allbritton Center fulfill the vision of Robert '92 and Elena '93 Allbritton, whose gift to the **THIS IS WHY** campaign to establish the center is a sterling example of how supporting students at Wesleyan can change our communities and our world. —**ROB ROSENTHAL, DIRECTOR, ALLBRITTON CENTER; JOHN E. ANDRUS PROFESSOR OF SOCIOLOGY**





## CREATING A SUSTAINABLE WORLD

The College of the Environment allows students to address the most important challenges facing current and future generations.

Founded in 2009, the College of the Environment (COE) seeks to develop informed citizens who can discuss environmental issues from a variety of disciplinary perspectives, understand their connections to social or political issues, and derive well-formulated independent conclusions. The college is headed by founding Director Barry Chernoff, the Robert Schumann Professor of Environmental Studies.

The COE has benefited in many ways from the **THIS IS WHY** campaign, including from the generosity of Essel '66 and Menakka Bailey who have supported COE internships,

programming, and an endowed visiting professor position. "What's very appealing is the idea of knowledge-based policy on the environment, particularly as developed in an undergraduate situation," says Essel Bailey. "That's what the COE can do by providing a scientific rather than emotional basis for solutions to environmental issues; people are part of nature after all, and that is what needs to be in the balance."

The Huffington Foundation and the Huffington Dittman family, who have supported multiple endowed scholarships during the campaign,

have also funded an endowed chair in the COE. The Huffington Foundation Professor of Economics and Environmental Studies is held by Gary Yohe, who is renowned for his work on global climate issues.

Under Chernoff's leadership, the COE has helped students become better stewards of our fragile planet. "The COE's innovative combination of advanced research and undergraduate learning promises to be a model for how liberal arts education can make meaningful contributions to the pressing environmental challenges facing this country and the world," says Chernoff.



## EXPANDING THE FRONTIERS OF SCIENCE

Tomorrow's scientists will face challenging problems in such diverse areas as energy, public health, and the environment. The core goal of Wesleyan's College of Integrative Sciences is to equip students with the creative and quantitative interdisciplinary skills to address and develop solutions for current and emerging global challenges in science and technology. Combining hands-on problem-solving skills and research allows students to become creators of knowledge at the forefront of our changing world. Almost 500 summer internship grants and science research fellowships awarded over the last three years alone have helped Wesleyan students expand the frontiers of science and gain invaluable experience in their field of study.





# SHAPING CULTURE THROUGH FILM



The College of Film and the Moving Image further strengthens Wesleyan's well-established position as a national leader in the film studies arena.

I can't say *film at Wesleyan* without thinking of Jeanine Basinger, whose approach to teaching is simple: Give your students everything you have, and then come back the next day and do it again. It is a work ethic well ingrained in her alumni.

The new College of Film and the Moving Image is infused with Jeanine's philosophy, emphasizing film as a liberal arts discipline within which students can learn to be creative collaborators and great storytellers. With faculty like Scott Higgins, who is teaching

what may be the very first course in the U.S. on the aesthetics of 3-D filmmaking, and A.O. Scott P'18, the *New York Times* film critic who has offered a fascinating and incredibly successful course on the art of film criticism, students are granted the extraordinary opportunity to interact with and learn from the best.

Wesleyan's world-class film program has received inspired support from donors to the **THIS IS WHY** campaign. That generosity has made it possible for Wesleyan to establish the Charles W. Fries

Curator position and to create additional resources for student filmmaking and faculty research. With the help of the campaign, Wesleyan will continue to graduate brilliant film students who are recognized worldwide for their work.

It gives me great pleasure to know that because of the College of Film and the Moving Image, when you say *Wesleyan* here in Los Angeles, everyone knows exactly which school you mean. Or as my sister says, "Oh, the Wesleyan mafia strikes again."

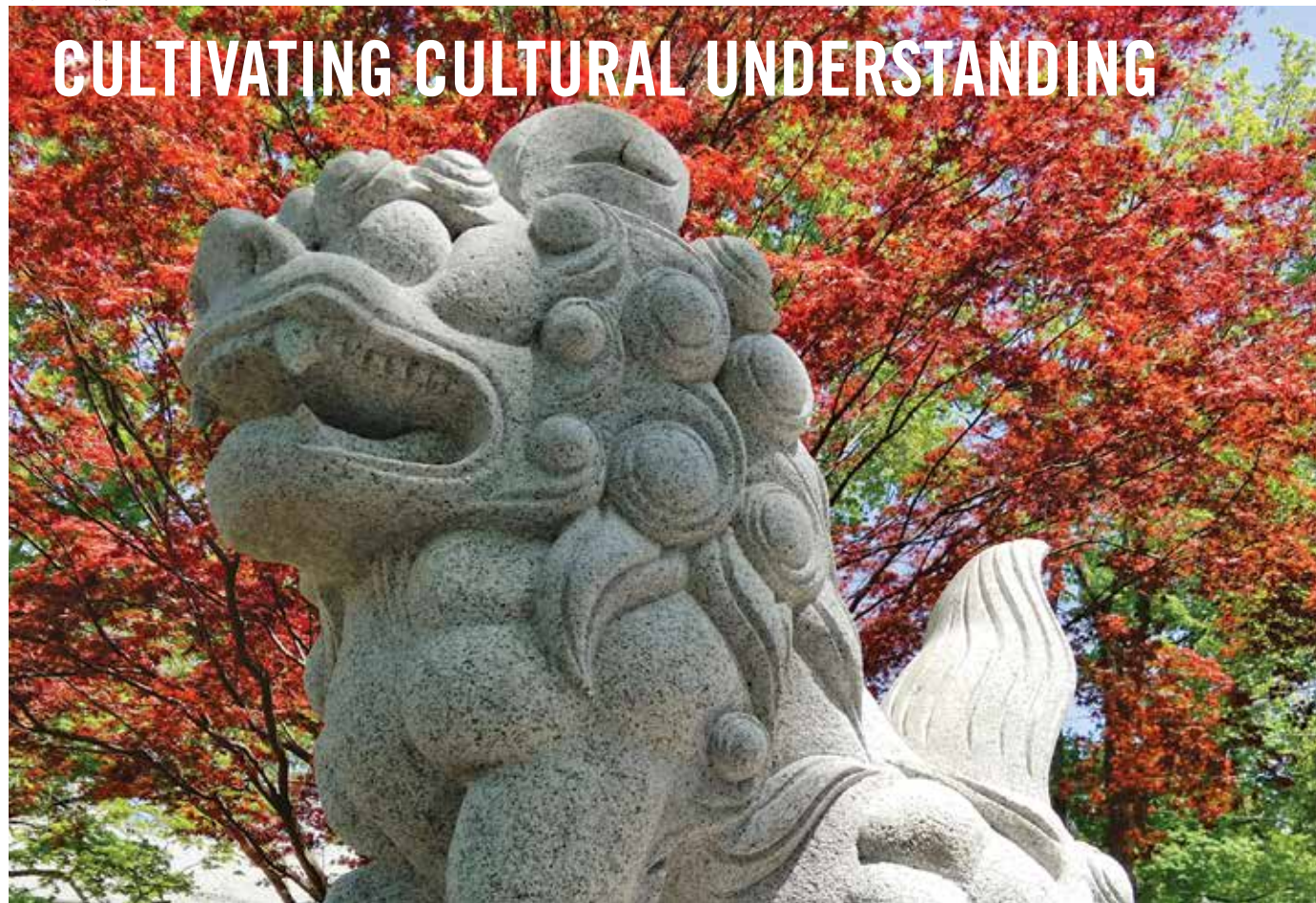
—DANA DELANY '78, ACTOR



## HOLLYWOOD REPORTER: WES IN FILM

- |    |                       |    |                         |    |                       |
|----|-----------------------|----|-------------------------|----|-----------------------|
| 1  | AKIVA GOLDSMAN '83    | 13 | PAUL WEITZ '88          | 25 | LUKE DEL TREDICI '00  |
| 2  | BRAD FULLER '87       | 14 | MATTHEW GREENFIELD '90  | 26 | PETER SCHUBE '81      |
| 3  | OWEN RENFROE '90      | 15 | JOSS WHEDON '87         | 27 | ADAM PAULSEN '10      |
| 4  | JESSICA SANDERS '99   | 16 | HALLE STANFORD '91      | 28 | C. RICHARD NICITA '67 |
| 5  | DOMENICA SCORSESE '98 | 17 | JANE GOLDENRING '77     | 29 | ED DECTER '79         |
| 6  | MIGUEL ARTETA '89     | 18 | EVAN KATZ '83           | 30 | JENNO TOPPING '89     |
| 7  | MARC SHMUGER '80      | 19 | JON TURTELTAUB '85      | 31 | JON HOEBER '93        |
| 8  | SASHA ALPERT '82      | 20 | JENNIFER CRITTENDEN '92 | 32 | BILL WRUBEL '85       |
| 9  | JEANINE BASINGER      | 21 | BRUCE ERIC KAPLAN '86   | 33 | KEN FUCHS '83, P'17   |
| 10 | RHONDA BLOOM '74      | 22 | LAURENCE MARK '71       | 34 | SAM WASSON '03        |
| 11 | MACE NEUFELD GP'16    | 23 | DANA DELANY '78         |    |                       |
| 12 | STEVE COLLINS '91     | 24 | DAVID LAUB '03          |    |                       |





# CULTIVATING CULTURAL UNDERSTANDING

With its distinctive approach to intercultural study, the College of East Asian Studies invites students, faculty, and visitors to contemplate the challenges and rewards that come with understanding another culture.

Bringing together Wesleyan's Asian Languages and Literatures Department, the East Asian Studies Program, and the Mansfield Freeman Center for East Asian Studies, the College of East Asian Studies (CEAS) promotes engagement with the histories, cultures, and contemporary role of East Asia across the campus, curriculum, and broader community. CEAS students acquire language skills, a broad knowledge of East Asia, and a focused perspective on a particular feature of the East Asian landscape.

In 1995, the late Houghton "Buck" Freeman '43, P'77, wife Doreen HON. '03, P'77, and their son Graeme '77 began a generous and ambitious project to improve understanding between the peoples of the United States and the countries of East Asia. Through the Freeman Asian Scholars Program, they funded full scholarships for generations of Wesleyan students chosen from 11 East Asian nations.

The Freemans took a personal interest in their scholars, traveling to Asia with John '62 and Gina Driscoll and other Wesleyan colleagues to participate in the

admission process, and visiting their scholars in Middletown.

On campus, John (who retired in 2015 and is now Alumni Director Emeritus) and Gina became advisors, friends, and surrogate parents to Freeman students and alumni. In celebration of John Driscoll's 50th Reunion in 2012, classmates, friends, and Freeman Scholars created the Freeman Driscoll Endowed International Scholarship in his honor with gifts totaling more than \$1.2 million.



# INSPIRING EDUCATIONAL INNOVATION

The Center for Pedagogical Innovation is dedicated to the pursuit of new teaching approaches designed to transform and deepen the learning experience.

Aided by support from the **THIS IS WHY** campaign, Wesleyan has created a home for educational experimentation in the new Center for Pedagogical Innovation. The center acts as a catalyst to inspire, incubate, and implement new ideas across the campus, including project-based learning, leading-edge instructional materials, emerging digital technologies, flipped classrooms, technology-enhanced advising, and so much more.

Long on the forefront of innovation in higher education, Wesleyan has broken new ground in liberal arts education during the **THIS IS WHY** campaign, with four new interdisciplinary colleges, massive open online courses (MOOCs), and, most recently, the opening of a communal makerspace to support students' creativity and entrepreneurial endeavors. Truly, **THIS IS WHY**.  
—JOYCE JACOBSEN  
PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS





The world-renowned Blue Man Group, including co-founder Chris Wink '83, presented a special performance benefiting financial aid for a packed audience of Wesleyans at Boston's Charles Playhouse in 2013.

**“ I CAN HONESTLY SAY THAT THERE WOULD BE NO BLUE MAN GROUP WITHOUT WESLEYAN. AT WESLEYAN WE STUDIED EVERYTHING.**

I took classes I didn't know would help me. I think there's a real richness that comes from a pure education, exposing yourself to this diverse set of things. Wesleyan's where I found my voice.”

**CHRIS WINK '83, CO-FOUNDER OF THE BLUE MAN GROUP**

**WESLEYAN.  
THIS IS WHY.**



## WESLEYAN FUND

The Wesleyan Fund supports the experience of every student, every day. Primarily used to augment the financial aid budget, it also supports arts, academics, faculty, student life, and much more. Gifts to the fund are designated for “current use,” meaning they support the budget for the current fiscal year and fund about 5 percent of Wesleyan’s operating costs. In fiscal year 2016, alumni, parents, and other members of the Cardinal community contributed more than \$10 million to the fund.

## PLANNED GIVING

More than \$100 million was raised through planned gifts of all sizes during the **THIS IS WHY** campaign. This total includes \$14 million from donors who made tax-advantaged gifts to Wesleyan in exchange for a life income, as well as simple gift annuities or charitable remainder trusts. An additional \$85 million came from realized bequests and from future planned bequests from alumni in or past their 50th reunion year. Planned bequests include multi-million-dollar commitments from a member of the class of 1959 and a member of the class of 1963. The majority of these planned gifts benefit endowment for financial aid—with many made by donors gratefully giving back to Wesleyan for the scholarships they had received as students.

## HAMILTON SCHOLARSHIPS

More than 1,300 members of the Wesleyan community descended on the Richard Rodgers Theatre in New York City on October 2, 2015, when Wesleyan hosted a sold-out benefit performance of the Tony Award-winning musical *Hamilton*, written by and starring Lin-Manuel Miranda '02, Hon. '15, and directed by Thomas Kail '99. For this special evening, the house was bought out by parents of two Wesleyan alumni, Jeff Hays and Tony Award-winning producer Carole Shorenstein Hays P'10, '13. Through additional sponsorships and ticket sales, Wesleyan raised more than \$1.6 million for financial aid, establishing four *Hamilton* scholarships and enlarging the existing Gilbert Parker '48 Endowed Wesleyan Scholarship.

CAMPAIGN EVENTS After *Hamilton* on Broadway, more than 800 Wesleyans celebrated in the Edison Ballroom.



ROBERT ADAM MAYER



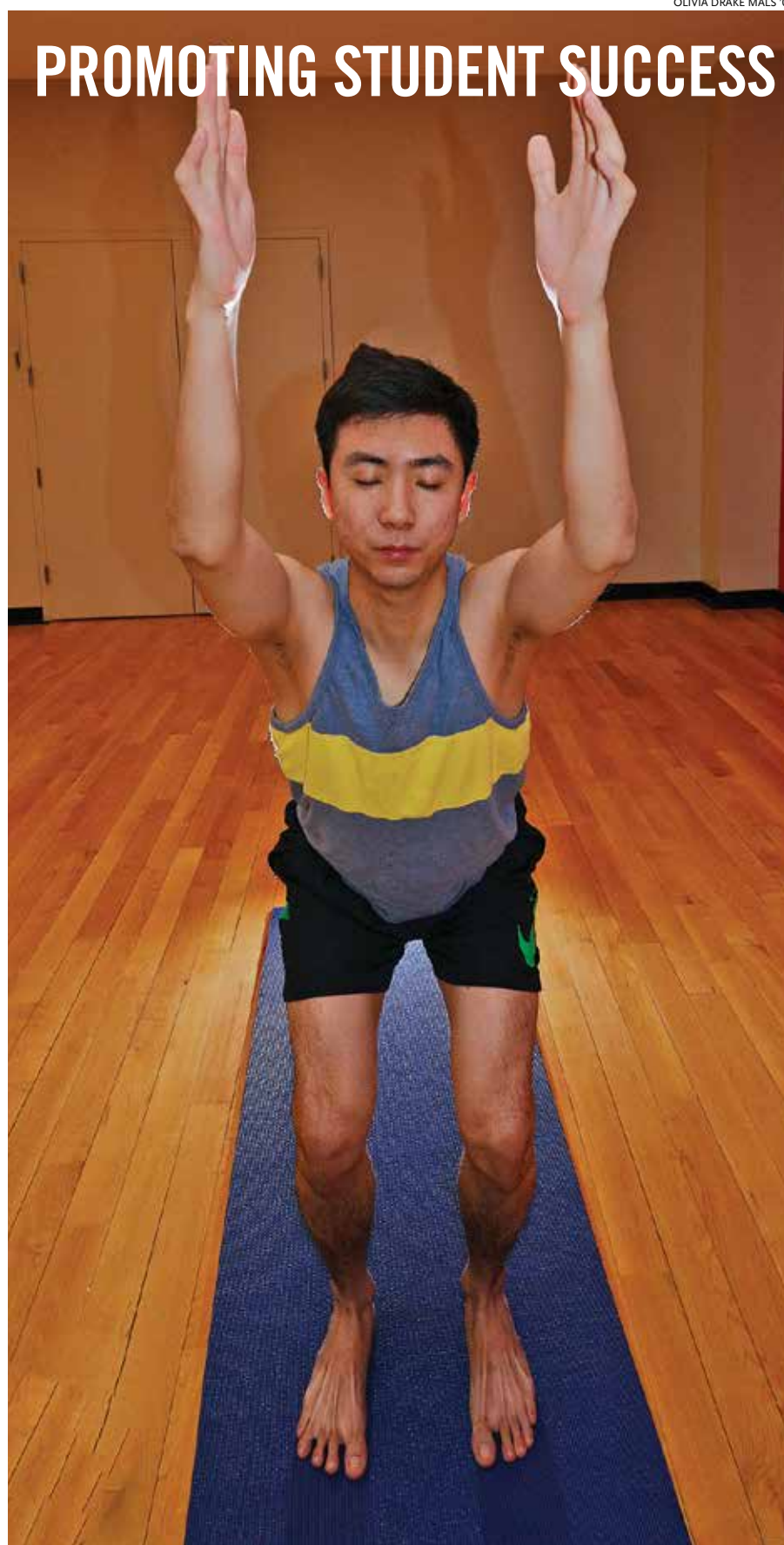
WesWell supports student well-being through programs to promote healthy choices and prevent risky behaviors that may interfere with students' personal and academic success.

At Wesleyan, we live together, we learn together, and we look out for one another. As vice president for student affairs at Wesleyan, the health and safety of students is my highest priority.

WesWell, Wesleyan's Office of Health Education, is committed to enhancing student well-being by promoting healthy lifestyles and developing programs to prevent risky behaviors that may interfere with students' personal and academic success. With evidence-based programs like We Speak, We Stand—a bystander intervention program empowering students to step in when they see their peers engaging in risky behavior—WesWell is making a positive difference, each and every day, for students in our campus community.

Thanks to a \$4 million gift from John '62 and Ruth Huss as part of our **THIS IS WHY** campaign, WesWell can expand its programming to better address issues such as stress, body image, sexual health, sexual assault, sleep, nutrition, and alcohol and other drugs. With a solid and healthy foundation, Wesleyan students can continue to dream big and realize their aspirations.

—DEAN MIKE WHALEY  
VICE PRESIDENT FOR STUDENT AFFAIRS



Wesleyan Athletics is committed to supporting student-athletes in their pursuit of academic and athletic excellence. Citrin Field, Wesleyan's new turf field—named in honor of former trustee Jim Citrin, parent of Teddy '12 and Oliver '14, and his family—provides a practice and playing venue for Wesleyan's football, soccer, and lacrosse teams.







JOHN VAN VLACK

BRADLEY WHITFORD '81

Members of the Class of 1981 and others joined together during R&C Weekend 2016 to dedicate **The West Wing** of Usdan University Center in honor of Emmy-winning actor/director/producer Bradley Whitford '81. Whitford, a former Wesleyan alumni-elected trustee, won an Emmy in 2001 for his role as White House Deputy Chief of Staff Josh Lyman on the acclaimed television drama *The West Wing*. In 2015, Whitford won a second Emmy for his guest-starring role in the ground-breaking series *Transparent*.



JOHN VAN VLACK

ELLEN JEWETT '81, P'17

The **Jewett Center for Community Partnerships** is committed to engaging with the surrounding community through project-based initiatives that help students better understand the social challenges we all face and creating positive change in our community, guided by principles of mutual respect and shared responsibility. Named for trustee emerita Ellen Jewett '81, P'17, co-chair of the Patricelli Center for Social Entrepreneurship, the center includes the Office of Community Service and Volunteerism, the Green Street Teaching and Learning Center, WESU 88.1FM, and the Center for Prison Education. Jewett has served in many capacities at Wesleyan over the years, including as a member of both the Campaign Council for the Wesleyan Campaign and the Development Committee, and as an original tri-chair of the **THIS IS WHY** campaign.



ROBERT ADAM MAYER

ANDREW BRANDON-GORDON '86

At Wesleyan, we believe in putting liberal education to work. **The Gordon Career Center**, named in honor of Andrew Brandon-Gordon '86, is where students of all class years can make connections between classroom and career. Here they can find challenging internships that aid in self-discovery and expert coaching to guide them in their conversations with employers offering the most sought-after jobs. A full partner in Wesleyan's educational enterprise, the GCC's innovative approach to career education encourages students to design their own careers by exploring the intersection among their interests, the skills they have and wish to acquire, and market demand.

## NURTURING WRITERS



OLIVIA DRAKE MALS '08

Amy Bloom '75,  
Shapiro-Silverberg Professor  
of Creative Writing

*"Undergraduate writers are like trapeze artists on fire—they're exciting to behold, but might not be getting the support they need. Luckily, Wesleyan University is not a low-budget circus at the edge of town. Thanks to award-winning faculty and a vast and vibrant community of writers both on and off campus, Wesleyan students have plenty of opportunities to develop their writing skills, whether in fiction, poetry, journalism, criticism, or ransom notes."*—LEMONY SNICKET (DANIEL HANDLER '92)

Wesleyan has a long and storied tradition of nurturing writers, including Daniel Handler '92 (aka Lemony Snicket), whose work includes *A Series of Unfortunate Events*. That focus was intensified during the **THIS IS WHY** campaign, which saw the founding of a new creative writing center and the introduction of a Writing Certificate, both designed to support students across the curriculum.

The Shapiro Creative Writing

Center serves as a hub for on-campus writing activities and provides a venue for readings, workshops, colloquia, informal discussions, student-sponsored events, and receptions. It also houses visiting writers, as well as the center's director, author Amy Bloom '75, the Shapiro-Silverberg Professor of Creative Writing at Wesleyan. The center was established in 2009 with a generous gift from John

Shapiro '74 and former trustee Shonni Silverberg '76, M.D. Wesleyan's new Writing Certificate, endowed with a generous gift from Trustee John Frank '78, P'12 and Diann Kim P'12, and launched and overseen by University Professor of English Anne Greene, allows students in any major to earn the equivalent of a minor in writing and underscores the importance of written expression in every field.









PHOTOS BY © BILL PETROS PHOTOGRAPHY, NICK RUSSELL '08, AND JOHN VAN VLACK

THANK YOU.



The Newseum was the site for "Talking Politics," a conversation about national issues, including climate change, education, campaign finances, political gridlock and compromise, with U.S. Senator Michael Bennet '87, Vermont Governor Peter Shumlin '79, and Colorado Governor John Hickenlooper '74.

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**“OUR JOB IS TO PROVIDE RESOURCES AND THEN GET OUT OF THE WAY”**

while the great teachers and students, researchers, scholars and activists take their Wesleyan education and build a better world.”

**MICHAEL S. ROTH '78, PRESIDENT**

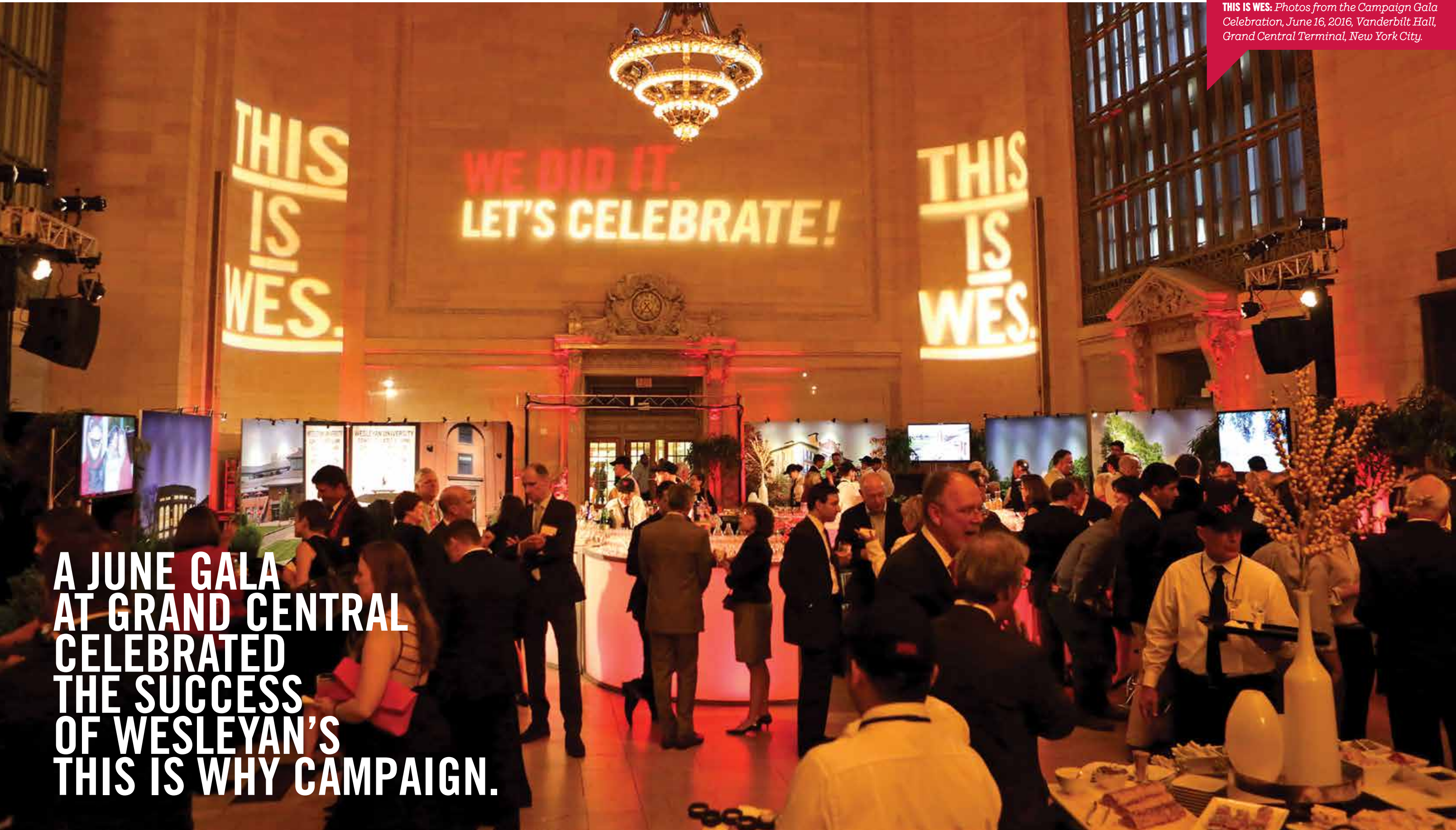


**“INCOMPARABLY  
GREAT—I MEAN  
‘INCOMPARABLY’  
LITERALLY.”**

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**FEDERAL APPELLATE JUDGE  
ANDREW KLEINFELD '66 ON HIS  
EXPERIENCE IN THE COLLEGE OF  
SOCIAL STUDIES**





**A JUNE GALA  
AT GRAND CENTRAL  
CELEBRATED  
THE SUCCESS  
OF WESLEYAN'S  
THIS IS WHY CAMPAIGN.**



**CAMPAIGN GALA**

More than 200 members of the Wesleyan community—decked out in red and black—gathered to celebrate. Gala host and Campaign Chair John Usdan '80, P'15, '18, '18 was photographed with his family (*below, l. to r.*): brother Adam Usdan '83; sons Simon Usdan '18 and Joshua Usdan '18; John with spouse Eva Colin Usdan P'18, '15, '15; and son Sam Usdan '15.



ROBERT ADAM MAYER



# “EARLY ON WE WERE IMPRESSED

to hear President Roth say that it's great to question and stir things up, but that's not enough—you should take action to bring about positive change.”

**TERRY HUFFINGTON P'11, '14**

## WESLEYAN UNIVERSITY THIS IS WHY CAMPAIGN CAMPAIGN COUNCIL

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John L. Usdan '80, P'15,'18,'18

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Mr. David A. Barr '85  
Dr. Joshua S. Boger '73, P'06,'09  
Ms. Phoebe C. Boyer '89, P'19  
Mr. Dwayne D. Busby '95, MALS '08  
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Ms. Kelly Lynn Paul '02  
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Mr. John M. Shapiro '74  
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Mr. Richard P. Swanson '77  
Ms. Marisa L. Uchin '97  
Mrs. Susan Webster '77, P'18

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Mr. Edward J. Heffernan '84  
Ms. Stephanie Marjorie Ivy '92  
Ms. Ellen Jewett '81, P'17  
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Mr. Kennedy Owiti Odede '12  
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Mr. George M. Ring P'98, '02  
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Mr. David L. Rosenblum '75, P'09  
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Mr. Brian L. Schorr '79, MA'79  
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Mr. David F. Swensen P'09  
Mr. Adam Usdan '83  
Mr. Bradley Whitford '81

Mrs. Joanne S. Wilson P'13,'15,'18  
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Mr. Thomas Wu '72, P'16  
Mr. Alford A. Youn, Jr. '88

### ADDITIONAL TRUSTEES EMERITI

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Mr. H. Richard Dietrich, Jr. '60, P'92  
Mr. Mark M. Edmiston '65, P'91  
Mr. Charles E. Exley, Jr. '51, Hon.'91, P'83, GP'00,'15  
Dr. Joseph J. Fins '82  
Mr. Emil H. Frankel '61  
Mr. Houghton Freeman '43, Hon.'93, P'77  
Mr. Walter B. Gerken '48, P'75,'77  
Mr. Stephen A. Hansel '69, P'95  
Dr. William W. Harris '61, P'92,'94  
Mr. Peter J. Hicks '72  
Mr. John H. Hobbs '58, P'89  
Mr. Gerald Holton '41, MA'42, Hon.'81, P'77  
The Honorable Robert E. Hunter '62  
Mr. John R. Jakobson '52, Hon.'89, P'05  
Mrs. Moira McNamara James '78, P'10,'16  
Mr. David B. Jenkins '53, Hon.'98, P'78,'81,'83, GP'15  
Mr. David R. Jones '70, Hon.'81, MA'83  
Mrs. Caroline M. Macomber P'85,'88,'96  
Mrs. Cornelia Bodine McCann '76, P'19  
Mr. Robert G. McKelvey '59  
Mrs. Priscilla C. McKenna P'79,'80,'84, GP'15  
Ms. Mary O. McWilliams '71, Hon.'06  
Mr. C. Richard Nicita '67  
Dr. Peter C. Nowell '48  
Mr. Robert E. Patricelli '61, P'88,'90  
Mr. Steven B. Pfeiffer '69, Hon.'99, P'99,'05,'08,'13  
Mr. Stewart M. Reid '72  
Mr. Theodore M. Shaw '76, Hon.'14  
Mr. Jonathan Spector '78  
Mr. Robert E. Stevens '49  
Mr. Frederick B. Taylor '63  
Mr. John L. Usdan '80, P'15,'18,'18  
Mrs. Susan Webster '77, P'18  
Mr. Edward B. Wilson II '42  
Mr. John F. Woodhouse '53, Hon.'97, P'79, GP'19  
Mr. Strauss Zelnick '79  
Mr. Donald E. Zilkha '73  
Mr. Ezra K. Zilkha '47, Hon.'87, P'73,'81, GP'10,'10,'16

*Deceased*

**WESLEYAN.  
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