ON EXHIBIT

Understory 2012
Oil on canvas
Artist: Evelyn Twitchell
September 2013 in The Romano Gallery
Commencement 2013

The School’s 165th Commencement was held on Sharpe House lawn, despite rainy weather. Seniors received their diplomas and paraded through the Arch with their class flag following the ceremony.

Hardwicks Leave Blair

As Chan Hardwick’s 24-year tenure as Blair’s 15th Headmaster came to a close over the summer, he and Monie reflected on their time at the School and their many accomplishments throughout nearly a quarter of a century at Blair. This feature includes a timeline that details many of the changes that Blair saw under their leadership.

Alumni Weekend 2013

For the first time in more than a decade, Alumni Weekend was held during the academic year, giving alums the opportunity to see Blair students in action in the classroom, on the sports fields and on the School’s stage. Festivities included a student panel discussion and the annual 5K run and Golf Cup Scramble, as well as a send-off gala celebration for the Hardwicks.

Strategic Plan Update

Monie Hardwick gives an update on the 2011-2016 Strategic Plan, which reached its midway point this year. She reflects on goals and initiatives that have already been accomplished and elaborates on the School’s plans for further implementation.
Over the summer, Chan and Monie Hardwick prepared to leave Blair after 24 years. In this issue of the Bulletin, the Hardwicks reflect on their leadership of the School and the many contributions they have made spanning nearly a quarter century on campus. Please turn to page 10 to read more about their profound impact on Blair.
is with enthusiasm and gratitude that I introduce my first Blair Bulletin, which celebrates the many achievements that have distinguished this past year at Blair, while looking to the exciting journey ahead for our School. In these early days of my tenure, my top priorities include connecting with the exceptional people who make Blair such a special community and learning about Blair’s rich culture and traditions. Already, faculty, students, staff, alumni and Trustees have begun generously sharing with me the stories that have defined their Blair experiences. Whether about a breakthrough public speaking debut, a hard-fought Peddie Day victory, a late-night bonding session in a dorm or even a lesson learned from a beloved faculty member, these stories share a unifying theme—namely, the trusting and knowing relationships across Blair have the power to transform lives. I am proud and excited to have joined a community with such a long-standing and successful commitment to knowing and relating to its students and, through doing so, empowering them to become persons of great achievement and integrity.

I am keenly attuned these days to the power of both these Blair stories and storytelling more generally as a communication and leadership skill important to our students’ future success. Blair’s culture and history is ultimately the product of the stories of the thousands of people who have brought their unique personalities, talents and hard work to the School. Exploring those stories helps us to better know our students, to understand what we stand for as a community and, in turn, how we must lead in an ever-changing and complex world. Earlier this year, I had the pleasure of meeting Howard Gardner, one of the foremost minds on leadership and theories of intelligence. Dr. Gardner has shared in his book, Leading Minds, An Anatomy of Leadership, “Leaders achieve their effectiveness chiefly through the stories they relate.” I was and continue to be struck by how resonant those words are and why it is imperative that Blair continue to both share its unique narrative and teach its students the leadership skills to communicate their identities, values and vision.

Storytelling has become an important nightly tradition in the Fortunato household, one that I continued via iPhone video from my temporary dormitory accommodations in Insley Hall this summer, while Erin and our children, Matty and Katie, prepared to join me on campus and move into Sharpe House. At the end of our very first day apart, as my children prepared for bed and tried to envision what life was going to be like for them on campus, a new request came.

“Could you tell us a Blair story tonight?”

“I’ve only arrived a few hours ago. I don’t know any Blair stories that I haven’t already told you,” I replied.

“Well, then you better ask somebody to tell you some… quick!” This was the reply from my three-year-old.

And so, with this mandate in mind, I turn to all of you for help. While I am beginning my leadership at Blair clear and confident about why I fell in love with the School, it would be so helpful to hear about your defining Blair moments. Thus, when time permits, I invite you to send me a short e-mail (fortuc@blair.edu) or drop me a quick note to share with me your Blair story, an experience at the School that was meaningful to you and made a difference in your life.

In the year ahead, I will be exploring with our faculty and staff opportunities to leverage technology to even more strongly connect our community and to collect and weave together a mosaic of Blair stories that will help prepare us to write Blair’s next chapter. This will also have the added benefit of helping me meet what will no doubt be a long-term demand on the part of the Fortunato children and others for many Blair stories.

I look forward to getting to know you and the new relationships and stories that lie ahead.

I also offer my deep appreciation to all who have contributed to making Blair the exceptional school that I have the privilege of joining, particularly the Hardwicks, whose singular Blair story and legacy have made it possible for me to begin to write my own.

Chris Fortunato
COMMENCEMENT 2013

165th COMMENCEMENT, MAY 23, 2013
For the class of 2013, who together endured numerous natural disasters that shook Blair's campus (most recently, Hurricane Sandy last fall), it was fitting that the skies would open for a downpour of rain on graduation day. Through their four years at Blair, the classmates joined together to overcome many less-than-ideal scenarios, and its commencement exercises were no exception.

“What I learned from my time at Blair is that as long as we make the most out of what we have today, the future will never let us down. Whether or not we can fully grasp it now, our Blair careers have made an astounding impact on our ways of thinking, our perceptions of ourselves and the world.”

—Ziqi An ’13
On the morning of Thursday, May 23, seniors and their families gathered for breakfast and photos under cloudy skies outside Sharpe House. Chan and Monie Hardwick greeted the soon-to-be graduates with flowers and boutonnieres before the class lined up to begin its procession to the ceremony.

Following welcome speeches by Annelies Browse ’13 and Fletcher Kirby ’13, awards were given to the School’s dedicated faculty members and representatives of the class of 2013 (see the box at right for names of the recipients). As rain started to fall, class speaker Ziqi An ’13 gave a moving commencement address, encouraging her fellow classmates to “leave this stage of our lives with the confidence, curiosity, compassion and courage that Blair has instilled in us.”

Despite the rain, the graduates’ excitement wasn’t dampened as Headmaster Chan Hardwick presented their diplomas. At the close of the ceremony, Griffin Beriont ’13 was presented with the class of 2013 flag and led the procession of new alumni back through the Arch.

Following commencement, the graduates enjoyed a luncheon in Hardwick Hall with classmates, family and friends before leaving campus later that afternoon.

CONGRATULATIONS are in order to the following students and faculty who received named prizes at commencement:

The Blair Academy Trophy: Jonathan Kearney Januszewski

The Headmaster’s Prize: Adetutu Omotomirera Fagbenle

The George P. Jenkins ’32 Prize: Ziqi An

The Apgar Award for Teaching Excellence: Amy Van Nostrand

The John C. and Eve S. Bogle Teaching Prize: James Moore

The Lillian and Samuel Tedlow Award: Brad Strauss

“You are a group of kids worth living for. You have taken your place in some of the most important moments of my life. You all have meant so much to me, to each other, to the rest of the faculty that cares so deeply about you, to your family and friends. You are loved. The time has come for you to move on.”

—Baccalaureate speaker John Padden

“You thank the class of 2013. Anytime I have ever caught myself endorsing Blair, I realize that I am only simply endorsing people. I have been incredibly humbled by the amount of hard work this class does day in and day out. Throughout my life, I have tried to surround myself with people who will inspire and push me to be better, and this has not been very hard to do on this campus.”

—Annelies Browse ’13
“Here’s to Blair. This place has given us so much over the last four years. It was here that we learned that just being yourself is the key to happiness, and it was here that we grew in to who we are today.”

—Fletcher Kirby ’13
The class of 2013 will attend some of the best universities in the United States and beyond.

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Given that the average tenure of headmasters at independent and boarding schools is seven and 11 years, respectively, the fact that Chan and Monie Hardwick have been at Blair for almost a quarter century highlights the School’s good fortune to have such a long stretch of continuous leadership.

As the Hardwicks prepared to leave Blair at the end of the 2012-2013 school year, students, parents, faculty and alumni reflected on their contributions over the decades, as well as Blair’s progress since they first took up residence in Sharpe House.

When they arrived in Blairstown in 1989, Blair was just completing Bogle Hall, its first new academic building in more than 100 years. Since then, Blair’s campus has expanded from 330 acres to 450 acres, and the School has completed a number of new construction and renovation projects, resulting in Armstrong-Hipkins Center for the Arts, Timken Library, Ann L. Siegel Hall, Tracy Hall, Hardwick Hall, new outdoor athletic facilities and a beautiful pedestrian campus. The Hardwicks also oversaw the addition of numerous new faculty houses, the refurbishment of the Romano Dining Hall and many of the School’s historic buildings, and the fulfillment of Lo-Yi Chan’s master plan for the School’s campus.

During their tenure, Blair’s endowment grew substantially, from $14 million to $70 million, as did Blair Fund support from parents and alumni. Annual fund contributions increased from $352,000 to $2.5 million a year, while alumni participation rose from 20 percent to 34 percent and parent support grew to 81 percent, among the highest percentages in the country.

Given their intense focus on offering students superior educational preparation for college, one
could argue that the Hardwicks’ most significant accomplishment is evidenced by the outstanding college acceptance record achieved by Blair graduates. Readers might also point to the fact that the student body has increased from 350 to 450, with the quality and diversity of students now being the strongest in the School’s history. But most will remember the Hardwicks for their emphasis on the importance of close student and faculty relationships in the learning process.

“The Seven Principles That Define a Blair Education concluded with the following affirmation: ‘We believe that the learning that takes place between a great teacher and a willing student is one of the most powerful influences in the life of a young person,’” Headmaster Chan Hardwick explained. “That’s why we committed ourselves to sustaining and strengthening that vision of a Blair education during our long tenure.”

Obviously, with so many achievements and milestones over the years, it is difficult to highlight just a few. The timeline that follows will offer the reader a sense of just how extraordinary the Hardwicks’ leadership has been, as does a collection of quotes by Jack Bogle ’47, Chairman Emeritus of Blair’s Board of Trustees, who offers his perspective on how Blair’s 15th Headmaster forever changed the course of the School and helped it to gain prominence as one of the nation’s leading boarding schools.
1989

- James and Elaine Kelley announce retirement
- Appointment of Blair’s 15th Headmaster, T. Chandler Hardwick III
- Dedication of Bogle Hall

Enrollment: 371
Endowment: $14.7 million
Campus acreage: 312

1990

- New system allows students to choose their own advisor
- New daily class schedule, providing teachers with more flexibility and class time

1991

- David Low, appointed to the faculty in 1981, is named assistant headmaster

1992

- New monitor system, providing greater academic oversight for students
- Freshman program established to focus on new students’ transition to Blair
- First two networked computer laboratories built on campus

1993

- Architect Lo-Yi Chan creates master plan for future construction on campus
- Tracy Hall completed; Blair’s first squash courts constructed
1994
- Siegel Faculty Equity Plan established for faculty support
- Phones installed in student rooms; end of dorm pay phones
- Mandarin Chinese added to the curriculum
- Ferdinand Marcial, former assistant headmaster, dies
- Grading system changed to 6.0 scale to highlight student achievement for colleges

1995
- Meerwarth Courtyard constructed; road under the Arch closed to traffic
- Blair faculty and students first use e-mail to communicate
- New covenant between Blair Academy and the Presbytery of Newton is adopted, giving ownership of the School to the Blair Board of Trustees
- Carriage House, Bunnell House and the Old Mill renovated for faculty housing

1996
- Siegel House completed; Hanson House renovated
- Campus network wiring project begun to provide Internet access to all dormitories and classrooms

1997
- Armstrong-Hipkins Center for the Arts and Weber Fine Arts Center dedicated
- Crew program established
- Inception of instrumental music program
1998
• Dedication of Timken Library
• English teacher Charlie Underwood and his wife, Lois, retire after 38 years
• Mid-Atlantic Prep League (MAPL) established by Blair, Peddie, Lawrenceville, Hun, Hill and Mercersburg
• Successful completion of $25 million Sesquicentennial campaign; celebration marks Blair’s 150th year

Enrollment: 407
Endowment: $40.7 million
Campus acreage: 312

1999
• Athletic director and math teacher Dan Hazen and his wife, Karen, retire after 15 years
• Dedication of new girls’ dormitory, Ann L. Siegel “Annie” Hall
2000
- Romano Dining Hall dedicated and Wean Dining Room built, adding seating for 100
- Inception of Blair’s film and video program

2001
- 2001 Strategic Plan approved by the Board of Trustees, with plans for new athletic facilities
- Insley Hall rebuilt and rewired; 4th floor’s Flight Deck reclaimed for freshman boys
- Jack Bogle ’47 steps down as Blair’s 16th Board of Trustees Chairman
- Bill Timken ’53 elected Blair’s 17th Chairman of the Board of Trustees

2002
- James M. Howard, Blair’s 13th Headmaster, dies

2003
- Monie Hardwick appointed director of development
- Blair basketball receives national attention with Royal Ivey ’00, Charlie Villanueva ’03 and Luol Deng ’03 eventually playing in the NBA
- Blair and Peddie celebrate 100th anniversary of oldest football rivalry in New Jersey
- Senior public speaking contest established
- Fine arts chair Phil Homes retires after 23 years
2004

- Memorial rock dedicated in memory of Kurt Socha ’06, prefect and football captain who died in the fall of his senior year
- History teacher Quint Clarke ’87 leads first trip to Kenya with Blair students

2005

- Blair’s Inaugural Headmasters’ Societies Competition
- Blair Singers travel to Italy, marking Blair’s first international performing-arts tour
- Dedication of Chesnutt Chapel in honor of Reverend James Chesnutt

2006

- Bill Timken ’53 retires as Board Chairman after 25 years on the Board
- Jim Jenkins ’66 elected new Chairman of the Board
- Herb Siegel ’46 assists Blair in acquiring 120 acres north and west of campus
- Judith Wenner, chair of the language department, retires after 18 years
- The Ciancia family gifts Blair 34 acres and two faculty homes
2007

- Dedication of new track and lighted turf Hampshire Field
- Sloane Tennis House and new tennis complex opened
- Blair’s chaplain, Peter Amerman, retires after 38 years
- Dennis Peachey ’62, assistant headmaster of external relations, retires after 38 years

2008

- Class of 1958 dedicates Howard House; Grullon family gives Grullon House to Blair
- Blair’s Society of Skeptics, run by Dr. Martin Miller, turns 30
2009
• Close of the Ever Always Campaign, which raised $52 million in support of capital needs and the endowment
• Dedication of Hardwick Hall
• Dedication of Blair Commons, gift of the Romano family
• Dedication of The Black Canteen, gift of the Black family
• Science department chair Rick Clarke retires after 38 years

2010
• Final step in Lo-Yi Chan’s master plan completed; pedestrian campus opens
• Blair’s childcare center opens for faculty families
2011

- Construction of two new dormitories approved by Board of Trustees
- Construction of front entrances, new barns and maintenance facilities on Park Street begins
- Christopher Fortunato becomes Blair’s 16th Head of School

2012

- Enrollment: 450
- Endowment: $75 million
- Campus acreage: 457
- James Frick named Blair’s chief operating officer; Rachel Stone and Ryan Pagotto named assistant heads of school
- History teacher Marty Schmalenberg retires after 32 years

2013

- Construction of two new dormitories approved by Board of Trustees
- Construction of front entrances, new barns and maintenance facilities on Park Street begins
- Christopher Fortunato becomes Blair’s 16th Head of School
The Leadership Cycle during the Hardwick Era

By Chan Hardwick

Looking back on the whole of my headship at Blair, I would like to see patterns of progress. The desire for an order of sequential and consequential events, decisions and outcomes would suggest that the whole of Blair’s ascent and success was, if not pre-ordained, at least somehow part of a well-conceived plan and execution. In fact, some of that visionary goal-setting was and is true, but that praise belongs in large part to the Blair Trustees, who in the early 1990s implemented campus architectural planning and, in the new century, two rounds of strategic planning. My part in leading Blair forward was far more organic, intuitive and the product of good fortune than a pre-conceived implementation of a 24-year plan that began in 1989. Nevertheless, for the purpose of creating an organization to the School’s progress after the fact, this article will be a simple six-year, four-part summary of Blair during my years as Headmaster.

1989-1994:

**Coming to Blair & Getting Started**
The summer of 1989 began with my assessing the School, based on my limited experience, and getting a sense of its present position and prospects. As usual, one starts with a resource inventory:

**Endowment:** modest but healthy (about $14 million)

**Buildings:** historic, functional, some gracious and a brand new math/science building about to come on line. But there were significant challenges. We had only one regular-size gymnasium, a one-room, small library, no dedicated music or performing arts space (designed as such), and none of the dormitories was competitive with the top boarding schools’ best dorms.

**Campus:** on a hilltop, protected, in many ways beautiful and appealing, but demanding in terms of upkeep, burdened by an awkward road structure (vehicles could cut right through the heart of campus) and a landscape over-laden with wires, poles and unsightly transformers. Great potential, but dealing with the issues would be expensive. And there were athletic shortcomings: too few playing fields; an old, single gym built at the turn of the century; and a 30-year-old swimming pool.

**Blair Admission:** year-round activity, particularly during the summer. In 1989-1990, the School was essentially full, especially for girls. In my second year, though, admission dropped from 350 to 320, but rebounded to 360 and well beyond from that 1990-1991 low point.

**College Admission:** almost no “most-selective” admits on the list. Still, there were good middle and selective small universities/colleges at the core.

**Faculty:** as usual, there was a big turnover with new leadership, but great news: the returning group was exceptional, dedicated and hardworking, the essential critical building block to progress.

Over the next six years, I had several goals. Beyond my mentor Jack Bogle ’47, I had to gain the confidence of the Board of Trustees; I needed the faculty to join me in changing, not the culture of Blair, but the daily life and rhythms of the School community; and, most importantly, the bulk of the work had to be internal and not cost much money—we did not have money to “throw” at problems, only intelligence and hard work.

That analysis established, we restructured a number of vital elements to the educational community:

**Daily Schedule:** shorter class blocks, random patterns of class block placement during the week, more community meetings and short breaks during the class day.

**Dining Hall Schedule:** our lunch moved to buffet-style, allowing more flexibility in scheduling; formal dinners were reduced in number.

**Grading System:** we moved from the old 0-100 scale to 1-6 (after a few years of 1-4).

**Advisor Program:** students would choose their advisor, with the option of changing whenever they wanted.
In reality, there were far more changes, but the ones I just highlighted were the most visible and culture-changing, moving from the structure and feel of a 1950s boarding school to one in the '80s and '90s. And, again, these changes did not cost us anything, yet the impact was profound. Further, there were two significant administrative changes as well: David Low became Assistant Headmaster, and Selden Bacon became Dean of Academics. While these administrative changes had an immediate impact, the future would also be affected (although it was not clear at the time) when Jim Frick came to Blair as a math intern, and Jim Stone came down from the Berkshire School to work in athletics.

Finally, during this six-year period, we enjoyed a remarkably confident, critical moment when the Blair Trustees adopted a campus master plan and agreed to launch Blair's first comprehensive campaign in its history. This campaign, in honor of the School's 150th-year anniversary or sesquicentennial, was the first major step in Blair's climb into the ranks as one of the country's best schools.

1995-2001: School on the Rise

These years saw us through the heart of the Sesquicentennial Campaign, ably managed by Dennis Peachey '62 from the administrative side, and Joel Kobert from the Board of Trustees side. However, Board Chairman Jack Bogle '47 offered critical leadership and support, as did Bill Timken '53 and Herb Siegel '46, who as Trustees and benefactors made certain the campaign was on track.

The campaign goals were essentially three-fold: raise the endowment, construct institution-changing facilities and enhance the School's reputation. Accordingly, the endowment soared to more than $40 million; two great buildings opened in 1998—Armstrong-Hipkins Center for the Arts and Timken Library; and both Blair's admission and college placement made significant strides during this period.

Certainly the first two goals—endowment growth and facilities expansion—are central to the progress of any independent academic institution. Indeed, on the college level, it is often the case that construction of new facilities never stops and capital campaigns beget capital campaigns. While this is not as prevalent in the boarding school world, certainly having a stronger endowment allowed Blair to make more strategic decisions about managing the School, including increasing financial aid, which is a critical factor in building a strong, diverse student body. Bringing on line two great new buildings, followed closely by a beautiful new dormitory and the expansion and renovation of the dining hall, allowed Blair to appeal to more applicants, many of whom were looking at schools generally considered above our peer group. We were not there yet, but competitive admission certainly seemed possible.

By the late 1990s, admission had become more reliable. Under the leadership of Dean Barbara Haase, who with her husband Marty also was Housemaster of Locke Hall, Blair admission made annual progress. The School size grew each year, enhanced by the opening of Ann L. Siegel Hall (Annie Hall) in 1999 and the renovation and reclaiming of the 4th floor of Insley Hall (Flight Deck) a year later. Moreover, Blair began to build its admission around a large core of four-year students, who developed both an understanding of and loyalty to the traditions and philosophy of the community.

Meanwhile, with college counseling under the leadership of Dean Lew Stival, ably assisted by Joe Mantegna, who had joined the School from Lehigh University’s admissions office, Blair’s seniors began to find their way to more and more of the most selective colleges and universities in the country. This record of stronger college admissions outcomes supported Blair’s admission office and helped to validate the level of academic preparation offered at Blair. Inclusion in the nation’s most prestigious merit scholarship programs, such as the Morehead-Cain and Jefferson scholarships, underscored this ascent in reputation.

And, of course, during this period, technology became a daily experience and adolescent culture—as well as the world generally—changed forever. The Internet became readily available; e-mail replaced both voice and regular mail as the communication of choice; and the isolated culture of rural boarding school life was over.
In the winter of 2001, a special strategic planning group of Trustees, alumni, parents and faculty helped lay the groundwork for a new campaign that would address the School’s continued facilities needs, while again targeting endowment growth as a priority. The next six years would be dominated by the progress of that campaign and the successful establishment of Blair’s reputation as a selective school known for our student-centered philosophy.

2003-2008: Riding the Wave & Avoiding a Wipeout

Among the many good and normal things that underscored Blair’s advancement during this third period, Blair was clearly and externally assisted by two things: a strong, perhaps overly robust national economy that supported both tuition income and endowment growth, and a more selective admission climate that allowed Blair regularly to enroll more students than the budgeted number. Blair’s conservative budgeting approach not only allowed for candidate selectivity, but would also prove critical in the economic crisis that came at the end of this period. Despite a deep decline in the endowment in 2008-2009, Blair regularly balanced its budget, protecting both faculty/staff salaries and benefits and regular school operations. While some of the wealthier independent schools—having become quite reliant on significant endowment income—found themselves squeezed by the market and economic downturns, Blair bobbed along over the rough seas without significant impact.

Still, the beginning of this period was marked by other events, specifically increased name recognition nationally. Blair’s traditionally strong and well-known wrestling team, coached by Jeff Buxton, continued to turn out high school and college champions. At the same time, the success of Joe Mantegna’s boys’ basketball team increased coverage of the School in national media outlets, culminating in the spring of 2003 when a front page New York Times article highlighted two Blair graduates and former roommates in East Hall—Luol Deng ’03 and Charlie Villanueva ’03—who were at the time playing against each other in the NCAA basketball Final Four. They would later join Blair alumnus Royal Ivey ’00 in the NBA, continuing to spread Blair’s name in basketball circles even as more graduates began to play and coach in college.

While athletic success raised name recognition and school pride, it also raised awareness that Blair’s athletic facilities were generally deficient and, in many respects, woeful, not just relative to other schools, but also to the needs of our students. The Ever Always Campaign, a name taken from a phrase in the School alma mater, was launched in part to rectify that situation and, in the process, complete the architectural master plan adopted by the Board of Trustees in the early ’90s. The first step in this process was the long sought-after procurement of 120 acres west of campus in the fall of 2003, made possible by a major gift from honorary Trustee Herb Siegel ’46. Rolling out the facilities creation and enhancement plan over several years, Blair dedicated a new tennis center, a new lighted turf field (Hampshire Field) and the redistribution of land to new playing fields when we moved the seventh hole of the golf course out onto the newly acquired Siegel property.

Following these outdoor improvements, the School tackled an overhaul of and significant addition to the indoor facilities, including a new field house, additional squash courts, a new wrestling room, a renovated performance court and a new space called Blair Commons, which housed a student center, the college counseling suite and a new School Store. Together, these new and renovated structures eliminated the disparity between Blair’s facilities and those of other boarding schools. Now, Blair’s admission efforts would attract students who wanted to choose the Blair community, not reject coming here because the facilities were deficient.

Blair’s outstanding facilities also allowed the School’s instrumental music program to grow and flourish, with the creation of a full Blair orchestra emerging in 2008. In addition, Blair sent a series of students to the top performing arts collegiate programs, such as New York University’s Tisch School, both outcomes reflecting the impact a performing arts center has had on Blair.

I cannot leave the Ever Always Campaign without mentioning Monie’s critical leadership role and her emphasis on endowment growth, in large part through the creation of more than 25 new endowed, named
scholarships, making sure that Blair would continue to be a school open for all qualified applicants. We are not there yet, but we have made great progress.

Finally, Blair also added academic programs and courses, including architecture, epidemiology, biotechnology and film production, to enhance our curriculum. The new century saw significant and impressive progress for Blair on all fronts, even as this third, six-year period concluded with the 2008 economic recession and the prospect of many years of economic challenge ahead.

2009-2013: Consolidation & Transition

The winter of 2009 was a grim period. Having touched the $70-million mark, Blair’s endowment dipped below $50 million; after years of breezy success, admission seemed uncertain going into the critical spring period, and faculty and staff were warned that compensation increases and full benefits continuation was uncertain. Blair was, of course, not alone during this uncertain time, but that was little comfort. Indeed, it seemed that because every school was affected, the situation was more precarious and frightening: no school, no matter how secure, seemed immune from the financial crisis.

And, yet, as we went into 2009-2010, Blair was again full and nearly over-enrolled; faculty and staff did receive increases and no benefits were reduced; and the endowment began to move back up again. Consequently, over the 2010 summer, Blair embarked on yet another construction project: the pedestrian campus. This project buried overhead wires, changed the interior vehicular road into broad walkways for people, leveled the Commons lawn and created outdoor social space for students to enjoy in mild weather, and provided a circular loop road around campus for vehicles. While relatively cost efficient compared to other construction projects, the pedestrian campus plan had an amazing effect on the community, providing easy and attractive access to all interior buildings, a series of new, unobstructed views from various points and, most importantly, a feeling of calm from the park-like feel at the heart of Blair’s historic campus.

The School community had evolved as well, becoming increasingly and truly national and global, opening admission outreach into a host of new states and countries, while strengthening our traditional admission presence in New Jersey, Pennsylvania, New York and southern Connecticut. Blair was becoming seen and known as a vibrant, diverse and successful school worthy of consideration with the best-known and most highly regarded boarding schools in the country. And Blair seniors were regularly seeing more than 20 percent of their class gain admission to the most selective colleges in the country.

Perhaps feeling that we had something important to say about ourselves and to ourselves, we sought to clarify and codify Blair’s values and mission. Thus, the School announced in the fall of 2010 The Seven Principles That Define a Blair Education, a group of statements and explanatory paragraphs about our philosophy. We sought to distance ourselves from the familiar educational jargon of most schools’ mission statements and present a clear, pragmatic, active description of what we do and what is important to us as a community.

Finally, successful as this period was and continues to be, at its end, this final six-year segment is also a time of change and transition. There have always been retirements over my 24 years, as great and respected school masters move on from this Blair life—Charlie and Lois Underwood, Dan Hazen, Judy Wenner, Rick Clarke, Peter Amerman and Dennis Peachey to name but a few—but when David and Candy Low announced they would retire after the 2011 school year, it was clear that a significant transition period had come to Blair. Monie’s and my leaving was, of course, inevitable, and the timing for us and Blair seemed right. However, the new group of administrators combined with a solid core of veteran and strong young faculty opens the door for another series of successful periods of growth and progress for Blair. The announcement of Christopher Fortunato this past November as the 16th Head of School raised hopes of students, faculty and staff alike, and in the years ahead, those hopes for continued progress should be realized.
Before coming to Blair in 1989, Monie spent 11 years working at the Taft School in Connecticut. At Taft, she was the Director of College Placement, taught English, lived in the dorm and coached. Over her years at Blair, she took on a multitude of responsibilities and often described herself as a “utility player,” filling in wherever there was a need. As the Hardwicks’ three daughters grew older, Monie increased her responsibilities, and in 2003, former Chairman of the Board Bill Timken ’53 asked her to lead Blair’s development office as the School prepared to launch the Ever Always Campaign, which ultimately raised $52 million in support.

“I would like to think that one of my most valuable contributions at Blair has been helping to change the School’s ‘culture of giving,’” Monie recently noted. “Every great institution is sustained by the loyalty, stewardship and generosity of its alumni, parents and friends. One can’t be afraid to talk about money and the investment that is needed for an extraordinary school like Blair to thrive. Articulating the School’s needs and celebrating its progress are critical.”

After the close of the Ever Always Campaign, the Trustees asked Monie to oversee Blair’s strategic planning process. From the writing of The Seven Principles That Define a Blair Education to the development of a range of other internal and external goals—including planning for the two new dormitories that will overlook Blair Lake—she has worked in tandem with Blair’s chief operating officer, Jim Frick, and others to move the School forward in its planning for the future. “I will always be grateful that the Board of Trustees allowed me to serve Blair in the ways I was best suited to serve—and that Chan and I somehow survived working together all those years,” she said.

Outside of her work at Blair, Monie also volunteered for numerous non-profits. She served and continues to serve as a Trustee at St. Andrew’s School in Delaware; was the president of the Blairstown Elementary School’s Parent Teachers Group; was a member of the Blairstown Library Board for many years; and was a Trustee of the Colony Council at Yale.

When asked if she had any regrets as she prepared to leave Blair, Monie replied: “Chan and I were incredibly fortunate to have had the support of such a superb faculty and outstanding Trustees, but I know in my heart that there were people and projects and goals where I could have been or done better.”

And as for what she will miss the most? “The students,” she said. “I love kids. It’s why we do what we do.”
Highlights from Jack Bogle’s Farewell Speech to the Hardwicks

At the Hardwicks’ Gala Celebration on Friday, May 10 of Alumni Weekend, Jack Bogle ’47, Chairman Emeritus of Blair’s Board of Trustees, addressed alumni, parents, faculty and friends to bid Chan and Monie farewell. What follows is a collection of excerpts from his speech.

“To Chan and Monie, in the words of Catullus 2,000 years ago, Ave, Atque, Vale. Hail and Farewell!”

“Things that are easy to count (such as buildings and endowments) should never take precedence over things that can’t be counted. How can we measure the dedication of Chan and Monie to our school—their school—their staunch determination to take us on a giant step forward?”

“Life is but a series of comings and goings. We reveled in their coming to Blair and coming into our lives, in their extraordinary record of leadership and accomplishment, and in our deep friendship—a friendship which will go on, well, forever. But we know—as you all know—that few things last forever. Nonetheless, as all of us loyal friends of Blair Academy here this evening know, we could not possibly have asked any more of Chan and Monie Hardwick than they have already given us. Bless them both, for all that they have given our—and now their—school.”

“Their passion for a top-flight faculty—retaining our dedicated veterans and hiring new leaders for the years to come. Their incredible work ethic, traveling all over the U.S., and beyond, to tell the Blair story. Their personal integrity and charm, both deeply imbedded in their character. Their love of teaching and learning. Their mutual devotion to one another, and to our school. Their dedication to literally thousands of young men and women—maybe 3,300 of them over 24 years—to be better students, better community leaders, wiser human beings, and better citizens than they might otherwise have become. In all these ways, the Hardwick legacy constitutes a major portion of the very best elements of the essential mission of our Academy during its 165-year historical sweep.”

To Chan and Monie, in the words of Catullus 2,000 years ago, Ave, Atque, Vale. Hail and Farewell!
This year’s Alumni Weekend kicked off in mid-May while the academic year was still in session. Among the traditional events and activities was a mix of opportunities to see Blair students in action in the classroom, on the athletic fields and on Blair’s stage.

The weekend began Friday afternoon at the Old Guard luncheon, followed by a presentation on recent changes to Blair’s campus, as well as future plans for expansion. Alums had the opportunity to attend an afternoon student panel discussion moderated by veteran history teacher Dr. Martin Miller on the Society of Skeptics, during which five seniors reflected on their favorite guest speakers from recent Skeptics programs.

Following that forum, the fine arts department hosted an open house and some alumni opted to take campus tours, which highlighted the location of the two new dorms that will overlook Blair Lake once construction is complete in August 2014. A number of attendees watched the official groundbreaking ceremony for that project on Friday afternoon, which was led by Chan Hardwick.
As the class day ended, alumni had the chance to reminisce about their own experiences on Blair’s sports teams as they attended various athletic practices held across campus. In the evening, the School hosted a memorial service for deceased alumni and faculty members, followed by a special dinner for the Old Guard and the class of 1963, as well as individual class gatherings. The night wrapped up with a performance of Our Town by the Blair Academy Players.

Many alumni experienced a sense of déjà vu as Saturday morning’s program began in the classroom, with visits to history, chemistry, calculus and English courses. Later in the morning, alumni turned their attention to the Hardwicks’ legacy at a presentation during which Chan and Monie looked back on their 24-year tenure. (To watch the program in full, please visit www.blair.edu/hardwick-presentation. To read more about how the School has changed since the Hardwicks became residents of Sharpe House, please see the feature story on page 10.)

By mid-morning, attendees gathered at the Arch for the annual parade across campus, led by the most senior Blair graduates. Chan Hardwick then honored the School’s most dedicated alumni at the Headmaster’s Assembly in Armstrong-Hipkins Center for the Arts (please see the list of award recipients above).

Following lunch, which featured live entertainment by Miko & the Musket and lead singer Molly McAdoo ’05, Saturday afternoon included many outdoor activities, such as the annual Blair Cup Golf Scramble and 5K run led by Dr. Miller and math department chair Latta Browse. Alums cheered on the Bucs as the boys’ and girls’ lacrosse teams battled league opponents. Those interested in the Blair’s video studies program watched student-produced films, while those partial to the fine arts attended a reception for the annual spring student art exhibition.

On Saturday evening, following the annual Headmaster’s Cocktail Reception, alums saw another student performance by the Blair Academy Singers and Orchestra. The Hardwick Gala Celebration Dinner-Dance, at which Chan and Monie were honored, concluded the two-day program (for more about the gala dinner, please turn to page 34).

We look forward to seeing you again at next year’s reunion!

Alumni Awards & Recognition

Alumni Volunteer of the Year: Norm Beatty ’58
Class Representative of the Year: Richard Rubin ’68
Outstanding Class Correspondent: Carter Crewe ’63
Reunion Committee: Class of 2008

- Madeline Hargis
- Tina Tozzi
- Joe Stanzione
- Elliot Anderson
- Alexa Gilmartin
- Chrissy Devenny
- Chelsea Gallagher
- Sam Tilney
- Dylan Evans
To watch a video honoring the Hardwicks, please go to:
www.blair.edu/alumni-weekend-2013
W. Jeffrey Seubel
Class of 1963

A veteran and experienced member of the Board of Trustees who has brought essential financial expertise to the funding of Blair’s major construction projects, Jeff Seubel stands as one of Blair’s most significant leaders over the last two decades. Jeff’s love of Blair, his deep loyalty to his class, his generosity and his critical financial skills and experience have come together over the years, enabling him to serve the School in a range of practical and important ways.

Jeff’s historical association with Blair began in 1961 when he first arrived on Blair’s campus as a new junior. Described by Henry Cowan as “a sincere and forthright boy with a wholesome and positive attitude,” Jeff joined Blue and White Key and became a varsity swimmer and football player. After Blair, Jeff attended Roanoke College, later earning both an MBA and an MHA from the University of Chicago and going on to build a successful career as an investment banker.

For nearly 20 years, Jeff has served on the Blair Board of Trustees, first elected in 1994 and continuing as an Emeritus Trustee in 2012. A faithful member of the Budget Committee, Jeff advised the administration and worked closely with other Trustees to produce balanced budgets annually. Most importantly, Jeff provided expert financial counsel as Blair obtained and structured public funding to make possible the significant capital projects the School has undertaken during the past two decades. In that regard, Jeff Seubel was as instrumental in the construction of the modern halls of Blair as the architects and builders. Further, he often serves as a financial conscience and prudent voice in Board discussions, all the while fully understanding the practical value of harnessing public credit for the benefit of the institution.

While essential to the Board, Jeff remains always loyal to the class of 1963 and its place in Blair history. Indeed, he was one of the driving forces behind the creation and funding of the Class of 1963’s Faculty Chair, the first time a Blair class has sought to raise $1 million for the establishment of a teaching chair. In addition, Jeff and his wife, Sally, created the Class of 1963 Timeshare for Faculty Support, and they are members of the John C. Sharpe Society, planning for the School’s future even as Jeff continues his service on the Board. His support of Blair is underscored by his many familial ties to the School: his father, Warren Seubel, served as a Blair Trustee for many years; Jeff’s son, Sam, graduated in 1987; while his granddaughter, Alexandra, graduated in 2011, and his grandson, Andrew, is a member of the Blair class of 2015.

Finally, Jeff’s own words as a young alumnus reveal his unusual and thoughtful appreciation for Blair. In his file, a letter was discovered that Jeff wrote to classmate John Alden more than 40 years ago in 1971: “You know, it may sound awfully sentimental, but looking back, I really miss Blair. You would think that after nine years, I would have forgotten about the old place; however, now that I have had a few years to reflect, I find myself admitting that I got a darn good education there. More importantly, I met some great guys whom I would like to see again…With the above in mind, I enthusiastically volunteer my services in helping with the class reunion activities, as well as any other project that could be of benefit to Blair.”

And so, today, on the occasion of his 50th reunion, his School, his classmates and his many Blair friends know that we are both privileged and grateful to have a man of his knowledge, stature and experience working diligently on Blair’s behalf. Therefore, we are proud to honor W. Jeffrey Seubel with this School’s highest honor, the 2013 Citation of Merit.
John E. Alden Jr.
Class of 1963

John Alden is a man you can count on to get the job done. Since his graduation from Blair five decades ago, he has worked tirelessly on behalf of the School—generously giving of his time and professional expertise to advance Blair’s mission. Whether serving as a Trustee or class representative, chairing a reunion committee, or galvanizing his class behind the Class of 1963 Faculty Chair fundraising initiative, John’s devotion to the School and his classmates runs deep. A “five-year man” at Blair, John emerged early as a leader. He was co-captain of the varsity track team, president of the Student Council and recipient of the coveted Headmaster’s Prize. He graduated from Cornell with a bachelor’s degree in hotel management and received his MBA from Harvard in 1972. After a successful career in the hospitality business, John became the chief financial officer and assistant treasurer for the Berkshire School in 1993.

Wherever John’s career has led him, though, he has remained deeply loyal to his alma mater. His wife, Sherry, often by his side, is also a loyal and integral part of the Blair community, traveling to numerous events and stuffing more envelopes for the class of 1963 than she probably can remember. John first joined the Board of Trustees in 1975 and was elected as an Emeritus Trustee in 1990, his service to the School now spanning nearly four decades. John has brought expert business acumen and a specialized knowledge of school issues and financing to the governance of Blair Academy, helping the School to take its rightful place among the finest boarding schools in the nation.

John has also urged his class forward in its unprecedented attempt to establish a Faculty Chair, deftly orchestrating a diverse group of comrades into a fine-tuned machine, united behind the shared vision of creating a lasting legacy at Blair. His tenacious efforts and generosity as a member of the John C. Sharpe Society, coupled with his deep devotion to his classmates, have resulted in one of the most significant class gifts in the School’s history. John, for your generosity, leadership and longstanding devotion and loyalty, we are proud to honor you today as the 2013 Alumnus of the Year.

John D. Case Jr.
Class of 1963

Jay Case believes in Blair and champions its mission. As a member of the John C. Sharpe Society, former president of the Alumni Board of Governors and head of the Class of 1963 Chair Committee, Jay possesses a deeply felt connection and commitment to the School. The son of a Blair Trustee, he entered Blair as a new junior in 1961, and he credits the School with helping him to develop the discipline and focus he needed to be successful in life. He went on from Blair to earn a bachelor’s degree from Hofstra University in 1968, followed by a JD from Suffolk University Law School in 1971. After 27 years as a successful judge and entrepreneurial financier, Jay retired in 2012.

Fortunately for Blair, Jay never lost sight of his alma mater and the significant impact it had on his life. During his two years at the School, he participated in the Glee Club and Choir and was also a member of the JV and varsity football teams. In fact, it was from his humble vantage point on the football bench that he gleaned a valuable lifelong lesson: everyone has a role to play. Decades later, Jay penned a spirited letter to his classmates, exhorting them to consider the value of their contribution to the School. In it, he wrote: “the weight of your gift does not matter as much as its exercise.” In Jay’s case, however, he has become one of the most generous donors in his class.

Finally, Jay is a man who understands the enduring value of a Blair education. His daughter, Virginia, attended Blair for four years, graduating in 2003, and he credits Blair with making a “palpable difference” in both of their lives. Over the years, Jay has remained committed to ensuring the School’s future success so that others may benefit from that same “Blair experience.” Jay, as you celebrate your 50th reunion, we are delighted to have this opportunity to recognize your significant generosity, commitment to the Class of 1963 Chair and devotion to your alma mater as we honor you as Blair’s 2013 Alumnus of the Year.
On Saturday evening of Alumni Weekend, more than 450 alumni, parents and friends attended a Gala Celebration Dinner that honored the Hardwicks. The special gathering featured remarks by Jack Bogle ’47 and a tribute video by Judith Kampmann.
The class of 1963 is one of a kind. Comprised of an eclectic group of dedicated Blair alumni, the members of the class share a deep devotion to one another and to the bonds of friendship they formed as Blair students. More than that, they are united behind a unique vision to raise $1 million to establish a Faculty Chair—the first such attempt by a single class in Blair’s history. At a special celebratory dinner on Friday evening of Alumni Weekend, *Norm Beatty ’58* and *Jim Naisby ’57* welcomed the class into the Old Guard as members recounted tales of their days as students and of life after Blair. With their goal within reach, the class also met to discuss future plans for establishing their distinct legacy. The Class of 1963 Teaching Chair will honor and recognize the contributions of a senior faculty member by providing salary support. Notably, it underscores the importance of attracting and retaining teaching faculty of high academic stature—a crucial key to every school’s success. The class of 1963’s spirit, loyalty and generosity show how a single class can truly make a difference in the life of its alma mater.
Retiring Board Chair

JAMES P. JENKINS ’66

honored

At the Headmaster’s Assembly in May, Headmaster Chan Hardwick joined Blair Trustees and other members of the community in honoring Jim Jenkins ’66 for his outstanding leadership as Chairman of the Board from 2006 to 2013. During his tenure as Chairman, Jim led the Board through the successful completion of the Ever Always Campaign, the creation of the 2011-2016 Strategic Plan, the construction and opening of the new pedestrian campus and the search for Blair Academy’s 16th Head of School—a remarkable set of accomplishments. And even as Jim steps down as Chairman, the School is fortunate that he has agreed to continue to serve on the Board of Trustees.

Carrying the torch of Board leadership that passed through his father, George Jenkins ’32, Jim joined Blair’s Board in 1992, lending insight and expertise to his fellow Trustees for over two decades. Since one of the major responsibilities of the Trustees is to manage the School’s finances, Jim’s diligent oversight of the Budget Committee from 1997 to 2007 and his active membership on the Investment Committee from 2001 to 2006 provided him with key experience and preparation before taking on the important role as Chairman. In his own words, Jim felt he possessed “some good skills, financial and otherwise, that he could use to play a role in managing the School’s operations and future planning.” His careful guidance leading to the conclusion of the Ever Always Campaign—the largest fundraising campaign in School history—paved the way for Blair to experience substantial growth in a fiscally responsible manner. In particular, the construction and opening of Armstrong-Hipkins Center for the Arts, Hardwick Hall and the new pedestrian campus during Jim’s service has transformed the School’s physical space and added to the collegiate feel of Blair’s close-knit community.

Jim’s tenure as Board Chairman came to an end just as Chris Fortunato, Blair’s 16th Head of School, arrived on campus to officially begin his new role. The successful search for Blair’s next Head of School was due in large part to Jim’s leadership of the Search Committee. Guiding the School through a time of transition and carefully selecting the “right” person for the enormous task of leading the community is among the greatest and most important responsibilities of any School’s Board. With Jim at the helm, the Search Committee led a thorough, organized and comprehensive search culminating in the enthusiastic endorsement of Chris as Blair’s next Head.

“As Blair prepares to enter a new chapter, we will remain deeply indebted to Jim for his leadership during a critical period in the School’s history,” said Chan Hardwick. “Behind the scenes, Jim gave many dedicated, selfless hours and days to phone calls, meetings, public engagements and his own philanthropy to support Blair’s mission and ensure its future success. His tenure as Chairman is characterized by his faithful service, encompassing loyalty and enduring friendships with his fellow Trustees. While Blair is privileged to honor his legacy, we are grateful for his willingness to remain on the Board and look forward to his continued involvement in helping to shape the future of his beloved alma mater.”
Trustees Elect Doug Kimmelman
Blair’s 19th Board Chairman

Blair is pleased to welcome Douglas W. Kimmelman P’12, ’13, ’15 as the next Chairman of the Board of Trustees. Elected unanimously by his fellow Trustees at the May 10 board meeting, Doug is poised to work closely with new Head of School Chris Fortunato as together they lead Blair into its next era of growth and progress.

Doug brings to Blair a wealth of experience in business and investment, as well as rare insight and understanding of both children and schools. He graduated from Stanford University in 1982 with a bachelor’s degree in economics and earned his MBA from the Wharton School at the University of Pennsylvania in 1984. Currently, he is the senior partner and founder of Energy Capital Partners in Short Hills, N.J., a private equity firm investing in North America’s energy infrastructure with more than $8 billion in capital commitments. Previously, Doug was a partner at Goldman Sachs, having spent 22 years at the firm.

In addition to his business acumen, Doug possesses valuable experience in working with children and schools through his tenure as Chairman of the Board of Trustees at the Far Hills Country Day School from 2004 to 2010. He is also a member of Stanford University’s advisory boards of the Woods and Precourt Institutes relating to energy and environmental matters and is a member of Chapman University’s president’s advisory council. He and his wife, Carol, a former school teacher, reside in Bernardsville, N.J., and are parents to four children: Annie, 19, Robert, 18, Tommy, 16, and Scottie, 9. Both Annie and Robert are recent Blair graduates, 2012 and 2013 respectively, while Tommy is a member of the class of 2015.

Doug and Carol’s deep commitment to education, and in particular, to Blair, is firmly established. Carol was the first to join Blair’s Board of Trustees in 2009 and served on the Education and School Life Committee, as well as the Building and Grounds Committee, before resigning in December. Doug joined the Board in January 2011, lending his expertise in the management of Blair’s growing endowment and the development of plans for future capital campaigns and building projects. As lead donors of the new dormitory project—one boys’ dorm and one girls’ dorm—to replace the aging East and Davies, Doug and Carol’s generosity and philanthropic spirit are paving the way for Blair to move forward in important and impressive ways. The newly built dorms will enhance the residential life and overall boarding school experience for both students and faculty alike. Doug also played a critical role on the Head of School Search Committee, committing countless hours and days toward the important task of selecting the next Head of School. Doug’s breadth of experience and demonstrated devotion to Blair make him uniquely qualified to succeed in his role as Board Chairman.

“Our family loves Blair, and I look forward to doing my part in building upon the impressive tradition of excellence that Blair has achieved,” Mr. Kimmelman said. “Our family loves Blair, and I look forward to building upon the impressive tradition of excellence that Blair has achieved,” Mr. Kimmelman said. “Over the past five years, we have witnessed first-hand the warmth of the Blair community and the depth of achievement across academic, athletic and artistic endeavors. Under the skillful guidance and leadership of the Hardwicks and support from a dedicated Board of Trustees led by Jim Jenkins ‘66, the School has been positioned to continue to thrive in the decades ahead. I join the Blair community in celebrating all that the Hardwicks and Jim Jenkins have done to advance Blair’s mission and am eager to continue that work in my new role as Chairman.” As the School prepares to face the future and write the next chapter in its history, it does so with confidence knowing that Doug and his fellow Trustees are at the helm.
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Building on Strength: Bridge to the Future

2011-2016 Strategic Plan Update
By Monie T. Hardwick, Director of Strategic Planning

As we approached the midway point in the implementation of the 2011-2016 Strategic Plan, Trustee Donald H. McCree ’54, Chair of the Trustee Strategic Planning Committee, asked me to present an overview of what has been accomplished and what remains to be completed in the final two and a half years of the plan’s implementation as the new Head of School and new Board Chairman—along with chief operating officer Jim Frick—assume leadership in making the plan’s goals a reality.

This plan began with—and continues to be guided by—The Seven Principles That Define a Blair Education. The Seven Principles were created early during the planning process in 2010 to articulate the essential values that distinguish Blair. They continue to drive almost every aspect of this strategic plan, and much of the School’s current success in admission is a reflection of the belief prospective and current families have that Blair lives and “delivers” on these Seven Principles on a daily basis.

The 2011-2016 Strategic Plan consists of five major initiatives, and under those initiatives are 42 discrete goals. Each goal has an “owner,” and there is both a Trustee committee and an administrative group that meets regularly—both separately and together—to review progress and determine priorities. At the midway point, many of these goals have been completed or are well on the way to being achieved. However, the strength of this plan, really, is that it functions as a “dynamic” and ongoing process, which means that the goals and strategies continue to evolve and change. Please note that for each major goal listed in what follows, there are other related goals with detailed implementation plans. This summary highlights some of the Plan’s major priorities.

With that preamble, I offer my thoughts about the distance we have traveled and what still lies ahead.

THE SEVEN PRINCIPLES
1. We know our students.
2. Community is the hallmark of this School.
3. Superior academic preparation is the heart of the Blair experience.
4. Beyond self is happiness.
6. Communicate, communicate, communicate.
7. Outcomes matter.
Initiative One: Advance Blair’s Name & Reputation

Achievements:
Blair’s applicant pool has increased 5 percent from 2010 to today. The most notable change, however, is in the quality of schools with which we now overlap. In spite of that competition, our admission yield rate has risen from 49 percent to 60 percent.

The School’s website, critical to admission outreach, was completely redesigned to more effectively communicate Blair’s academic strength and mission and is now optimized for desktop computers, tablets and mobile devices.

Park Street and the School’s entrances have been enhanced well beyond our original vision (thanks to the generosity of the Trustees), and new, more efficient maintenance facilities have been built, making a positive first impression for prospective families and visitors.

Looking Forward:
It was the early and unanimous opinion of the Board that “raising Blair’s profile” should remain the essential and unifying strategic initiative of this plan. The Trustees noted that we “must work to promote Blair’s name so that our reputation as a powerful community, providing superior academic preparation, is more broadly understood in the educational world.” In the fall of 2014, a committee will meet to develop new steps in meeting this goal of raising Blair’s educational profile and reputation and increasing its name recognition.

Initiative Two: Ensure Superior Educational Preparation

Achievements:
Many steps have been taken to mobilize academic leadership at Blair. Rachel Stone was appointed assistant head of school for faculty, and she and dean of academics Sam Bacon have worked to expand the responsibilities and leadership role of department heads. The faculty hiring process was reviewed and improved, and new faculty evaluation feedback loops were developed to strengthen faculty development.

Finally, tablet computers were introduced in most classrooms, and there is ongoing training and a focus on integrating technology to improve learning.

Keeping in mind the seventh principle—“outcomes matter”—Lew Stival, Blair’s dean of college counseling, led a major review of the School’s college counseling process, which led to earlier and better communication with parents, more effective test preparation and an annual evaluation and improvement process.

Beginning at the winter Board meeting in 2012, the School undertook a major review of Blair’s math and science programs and facilities. The ultimate goal will be to expand Bogle Hall, which was originally intended
for a school of 100 fewer students, but in the interim, Bogle Hall will receive a major cleaning and facelift this summer and two new “model classrooms” will be created.

**Looking forward:**
Two areas of the plan that have not yet been addressed but will be in 2014 are (1) a long-term study of land use, especially with the addition of the 120-acre Siegel property; and (2) a review of Blair’s extracurricular and athletic programs to assess how they align with the School’s Seven Principles.

In addition, two other important priorities will be the continued development of Blair’s public speaking program as a distinguishing characteristic of a Blair education and planning for the expansion of Bogle Hall.

**Initiative Three: Support & Strengthen Blair’s Faculty**

**Achievements:**
One example of the dynamic nature of Blair’s strategic plan is how the analysis of Mason and Freeman Halls led to the Board’s ultimate decision to construct two new dormitories, one for girls and one for boys. To date, $9.4 million has been raised, and construction began in July. Their completion in fall 2014 will represent one of the lasting achievements of this plan, allowing for the replacement of East and Davies, strengthening admission and enabling Blair to achieve gender balance within the School.

A second major achievement of this plan was the $1 million raised for the improvement of dormitory faculty housing. As a result, over the last two summers, 13 faculty apartments were significantly upgraded and renovated. Six new faculty apartments will also be created in the new dormitories.

Faculty salaries and benefits also continue to strengthen. The mixed, age-adjusted average salary has increased 7.8 percent over the last two years while health benefits have increased by 25 percent—at a time when many other schools were trimming salaries and benefits. In addition, Blair’s first Child Care Center opened in the fall of 2010 to provide campus day care for faculty families.

**Looking forward:**
If the three most important words in real estate are “location, location, location,” the three most important words in our world are “faculty, faculty, faculty.” Therefore, hiring outstanding educators, training them, encouraging professional development and creating a healthy faculty culture, where teachers are focused on students, are all critical to Blair’s mission and remain part of an ongoing review.

**Initiative Four: Secure Blair’s Financial Sustainability**

**Achievements:**
The pace of fundraising has barely slowed since the conclusion of the Ever Always Campaign. In the past two years, alumni, parents and friends have contributed more than $14 million in cash in annual and capital giving. Although fundraising the past two years focused on capital projects—faculty apartment renovations, Park Street and maintenance facilities improvements, and the construction of the two new dormitories—the endowment grew from $66.3 million to $75 million since June 2011, with $4.4 million of that growth in new gifts.

**Looking forward:**
While Blair’s endowment continues to grow—helping to protect the School’s mission and providing critical budget relief—Blair’s endowment remains in the bottom third of the 40 major boarding schools. Through chief operating officer Jim Frick’s careful budgeting and planning, we continue to do more with
Members of the Trustee Strategic Planning Committee

Donald H. McGree ’54, Chair
Robert Dughi ’66
Richard R. Graber P’06, ’09
Marianne Lieberman ’75
Stephanie I. Rogen
Douglas W. Kimmelman P’12, ’13, ’15
James P. Jenkins ’66

Members of the Strategic Planning Steering Committee

T. Chandler Hardwick III
James Frick, Chair
Monie Hardwick, Chair
Sam Bacon
Peter G. Curran
Cara Mohlmann
Ryan Pagotto ’97
Rachel Stone

less than most peer institutions. At the spring Board meeting, the Trustees heard a major presentation on scholarship aid, and **growing endowment support for scholarship aid** remains a major goal.

**Energy planning and environmental education** have not yet been addressed by the School in a comprehensive fashion. We have expanded the use of solar energy on campus, and next year, a group will examine how to use Blair’s significant land holdings for environmental and educational purposes.

**Initiative Five: Develop Leadership Now & for the Future**

**Achievements:**
The Board of Trustees and the administration have worked diligently the past three years to prepare for the departure of two long-serving leaders: Dave Low in 2011 and Chan Hardwick in 2013. *The Seven Principles* have helped to capture, define and pass on the values and culture of Blair. Meanwhile, a strong administrative team was assembled to prepare for the transition. Two new assistant heads of school—Rachel Stone for faculty and Ryan Pagotto ’97 for student life—were appointed, while Peter G. Curran took over in admission. Cara Mohlmann became director of advancement, and Jim Frick was named chief operating officer in recognition of his significant responsibility for the School’s financial management.

The Search Committee’s work last summer and fall led to the appointment of Chris Fortunato as Blair’s 16th Head of School. This past year, the entire School worked to prepare for as smooth a leadership transition as possible. Chris has begun his tenure working with Douglas W. Kimmelman P’12, ’13, ’15 as the new Chairman of the Board, and significant planning for that transition has been completed as well.

**Looking Forward:**
For all of Blair’s success in implementing the 2011-2016 Strategic Plan, no objective will be more critical to Blair’s continued progress than a successful transition in leadership next year. All constituencies—Trustees, alumni and parents—must seek to support the new leadership of the School. One of Blair’s greatest strengths at this particular time is the depth and experience of its administrative team and the dedication of its teaching faculty. I believe both will serve Blair well.
Visitors to campus can’t help but notice the recent upgrades to Blair’s two main entrances and the two newly constructed barns at the base of the golf course entrance. The multi-faceted project accomplishes one of the key objectives in the School’s Strategic Plan: to create a positive first impression for all who visit Blair.

The overall project includes three phases—the first of which was an overhaul to the front hill entrance. Initial work began in summer 2012 with the repaving of the main road and the replacement of sidewalks, curbs and foundation plantings. The following spring, hardworking crews planted beautiful flower beds and ornamental trees that flank both sides of the hill. The recent improvements enhance the School’s appearance and underscore its characteristically heartfelt welcome to newcomers.

The second phase involved the golf course entrance and dairy farm property nestled between Park Street and Route 94. Two new stone walls were installed at the base of the golf course entrance along with complementary landscaping. Next came the dismantling of the deteriorating red barn on what was the original property of Meadowbrook Farm. In 1902, the School rented and later purchased the 147-acre dairy farm, which included the barn, a family residence and several other outbuildings. During this period, the farm provided fresh eggs and dairy products to the School’s faculty and students. Known to most local residents as Cooke Farm—after the family who rented and operated the dairy farm for more than four decades—it became an official faculty residence in 1990. According to Jim Frick, the School’s chief operating officer, the aging barn had become an eyesore and was unusable. Upon careful consideration, the School decided to dismantle the barn to make way for the construction of two new stately barns in its place. The new structures will eventually house the School’s grounds crew and provide ample storage space for School equipment.

“Our intent was to preserve the agricultural character of the property while updating the structures so that they could serve a functional purpose. Thanks to the generosity of a Blair Trustee and others, we’ve been able to move forward with this project in a timely manner,” commented Mr. Frick.

The final phase of the project addresses the maintenance buildings located near the School’s front entrance. While the future of the garage annex has yet to be determined, the building located next to Kroner Field will be renovated, new parking spaces created and additional landscaping installed. Rob Sigety ’75, chair of the Building and Grounds Committee, credits the committee members for their excellent vision and leadership. He recently stated, “We are very pleased with the progress of the project; it achieves a key aspect of the Strategic Plan and benefits the School in very practical ways.” Taken together, the latest improvements significantly enhance Blair’s already outstanding campus and succeed in making a positive first impression on all those who visit Blair.
“We are very pleased with the progress of the project; it achieves a key aspect of the Strategic Plan and benefits the School in very practical ways.”

—Rob Sigety ’75
The groundbreaking for Blair’s two new dorms—one for boys and one for girls—took place under sunny skies near the Armstrong-Hipkins parking lot on Friday, May 10, of Alumni Weekend. With a substantial crowd in attendance, a small student brass ensemble kicked off the ceremony with a brief but spirited performance announcing the beginning of the official program. Headmaster Chan Hardwick welcomed those gathered and offered special thanks to two Trustees for their key roles in the project planning: Rob Sigety ’75, chair of the Building and Grounds Committee, and D.J. Romano ’74, chair of the Budget Committee. Jim Jenkins ’66, Chairman of the Board, noted that the new dormitory construction fulfills a key initiative of the School’s Strategic Plan and will have a positive impact on Blair admissions. Doug Kimmelman P’12, ’13, ’15, who was then Chairman Elect of the Board, added that the two dormitories will provide enhanced living accommodations for faculty and allow the School to achieve greater gender balance.

At the time of the groundbreaking, the School had already raised $9.4 million of the estimated $15 million needed to complete the project—thanks in large part to the generous support of both the Kimmelman and the Romano families. Recognition also goes to the classes of 1948 and 1958 who, on the occasion of their respective 65th and 55th reunions, honored the event by naming study rooms in the boys’ dormitory.

Construction began this summer after students had departed from campus to enjoy their summer break. With the changing landscape, the Hardwick Common Green—located between the two dormitories and named in Chan and Monie’s honor—will provide a special gathering place for future generations of Blair students. The official opening of the dormitories is set to occur in August 2014.
“The two dormitories will provide enhanced living accommodations for faculty and allow the School to achieve greater gender balance.”

—Doug Kimmelman P’12, ’13, ’15
At the final faculty party in June, when the School traditionally bids goodbye to departing faculty, Chan and Monie Hardwick thanked the faculty for their extraordinary commitment by announcing two gifts they wished to make public as they left the School. The first gift, a half-million-dollar fellowship to be named the Hardwick Teaching Fellowship, was a gift from Margery and Gerard Thomas, Monie’s parents. Monie explained to the faculty, “My parents have always believed in the importance of education. Chan and I both began our own teaching careers as teaching fellows. We hope that Blair will use this fellowship each year to attract an idealistic young person—one who is bright, enthusiastic and dedicated to working with students—to give him or her the opportunity to begin their teaching career at Blair.”

Chan Hardwick then announced the Hardwicks’ own gift to Blair. He told faculty, “As we leave Blair, we wanted to find a way to acknowledge and thank all of you for your exceptional work with young people, your dedication to the daily task of educating and preparing them for college and beyond and your commitment that goes well beyond the confines of the classroom.” He explained the history of the Siegel Equity Fund and his and Monie’s decision that making a gift to the fund was the best way they could think of to express their appreciation and to thank each and every Blair teacher for their work. He noted, “I know of no school where the faculty cares more or does better work with students than Blair.” He closed saying, “Teaching in boarding school is not a job; it is a calling. For those who devote their life to this great calling, it is important they know they will retire with dignity and the resources they deserve.”
As the final student production of the 2012-2013 academic year, the Blair Academy Players presented their third Mary Zimmerman adaptation, *The Odyssey*, in the Robert J. Evans Open Air Theatre. “The scope of this heroic tale is breathtaking, and the cleverness of the playwright to find a way to bring this story to the stage is always well worth it for the actors and the audience,” said English and theatre teacher Craig Evans, who directed a cast of more than 30 Players with student director Emily Insana ’16.

Performing the play as they did on the banks of Blair Lake seemed so appropriate, he added, as the venue fits the theme of the Greek story. “Plus, every actor was so involved throughout the play, as sailors, suitors, sirens, animals and monsters, that it took a great deal of dedication from our cast to answer the challenge,” he said.

The classic epic tale of Odysseus’ journey from the end of the Trojan War to his beloved Penelope in Ithaca has been called the “beginning of Western literature.” Claire Ryder ’13 played Athena, the goddess who champions Odysseus (played by Hari Tiwari ’13) and is the catalyst for much of the action, as the Greek hero escapes the enchantment of Calypso (played by Claudia Choi ’14), the imprisonment of the Cyclops (portrayed by Danny Kim ’13), the threats of the god Poseidon (played by Brian Delaney ’13), and the attempted evil magic of Circe (played by Tiffany Sharma ’16), through the underworld, to the challenge of defeating the suitors, led by Antinous (played by Justin Brooks ’14), who wants to wed Penelope (played by Abby Troy ’14). Odysseus joins his son, Telemachus (played by Hayden Gill ’13), in the climactic battle. Along the way, he is befriended by Princess Nausicaa (played by Morgen Williard ’16), King Alcinous (played by Dan Kim ’15) and Queen Arete (played by Remi Annunziata ’13).

To view more photos of the play, please visit www.blair.edu/the-odyssey.
Blair’s annual Student Art Exhibition was displayed in The Romano Gallery from April 29 through May 20. An exhibit opening was held May 2 for students, parents and faculty members, at which the student artists mingled with the community to talk about their work.

Blair graduates who returned to campus to celebrate Alumni Weekend in mid-May also had an opportunity to socialize with student artists and view their work at an artists’ reception on May 11.

As in past years, the show featured student paintings, drawings, ceramics, sculpture, photography and videos.

“The annual student art exhibition allows the community to see the many projects our best art students have been working on all year,” explained fine arts department chair Kate Sykes. “Each year, the Blair community shows its support of our student artists by coming to the gallery to view and appreciate the talent and dedication that each piece of artwork requires. The variety of art on display is always a highlight of the show. With so many phenomenal pieces coming from each discipline, the exhibit really showcases the strength of our painting, drawing, photography, sculpture and video studies classes.”
In early May, more than 90 Blair students gathered on the stage in Armstrong-Hipkins Center for the Arts’ DuBois Theatre to perform in the 2013 Spring Concert.

“This was a chance for students, parents, alumni and members of the local community to come out and see what our musicians worked on this semester and throughout the year,” said Jennifer Pagotto, chair of Blair’s performing arts department. “Students performed pieces from the 17th to the 20th centuries, featuring both written and improvised solos. The concert showcased a challenging repertoire that took many months to polish.”

The Friday-night concert featuring the Blair Singers, Jazz Band and Orchestra was the last time 25 seniors performed for their fellow classmates. Highlights from the show included “Night in Tunisia” by Dizzy Gillespie, performed by the Jazz Band; the American spiritual “Shenandoah,” sung by the Singers; and Dvorak’s “Largo” from the New World Symphony and Les Misérables, played by the Orchestra.

“While this was a quieter year for the music ensembles because we did not travel off campus to give performances—following two very busy seasons that took us to New York City, Pennsylvania and California—students focused more deeply on ensemble skills, as well as honing their individual instrument skills,” Mrs. Pagotto explained.

In addition to showcasing these talents on May 3, the Singers and Orchestra took the stage again during Alumni Weekend to honor the Hardwicks’ legacy at Blair, which Mrs. Pagotto noted was a meaningful way to end the 2012-2013 season.

To view a video and more photos of the concert, visit www.blair.edu/spring-concert-2013.
In late February, 10 Blair students simulated the Treaty of Versailles—one of several peace treaties that ended the First World War in 1919—as part of an assignment for the history department’s Western Civilization course. This is the second time the class has done a simulation of this kind: students also reenacted the 1814/1815 Congress of Vienna during the fall of 2012.

“Through this type of exercise, students learn to collaborate on a solution to a real historical problem,” said history teacher Mike Eckert, who assessed students’ understanding of the events of World War I as they completed the assignment. “The class had to rely on their knowledge of diplomacy, how the war began, how it was conducted, what losses were suffered by each participant and how the war ended, as well as the collective need to achieve a lasting and just peace.”

In addition to teaching students to work collectively, the simulation encouraged students to think critically and solve problems as part of a team. Students met with their respective delegations and then wrote individual essays comparing the success of their simulated treaty with the historic agreement, as well as the mistakes made by students during the simulation and diplomats during the actual negotiation process.

“This exercise was definitely worthwhile in that it made what we were learning more tangible and present,” said Lexi Kemp ’15. “In particular, I learned to think broadly when dealing with multiple nations—and that nothing will happen and no one will benefit if you are stubborn or don’t compromise.”
At Blair, students learn to think critically, analyze current affairs and form their own opinions about some of the most controversial matters that are debated in the public arena—such as the ethical issues behind the financial meltdown of 2008, the growing gap between the rich and poor, the raging debate over abortion and the ever-looming worldwide environmental crisis. While many classes touch on these topics, the religion department asks students to grapple with all of these subjects throughout its spring semester course on ethical philosophy.

“We start small by asking students to bring in case studies of ethical issues they face in their lives right now to facilitate our discussions,” said the Rev. Cindy Crowner, who teaches the course. “At the same time, we learn about six of the major ethical philosophies, from Aristotle to John Stuart Mill to the current ethicists of the 21st century.”

As students become more proficient in their use of these philosophical tools, the class takes on some of the larger and most controversial societal issues of the day, such as euthanasia, the death penalty and gun control.

Among the course’s goals is to prepare students for success in college and in their professional lives. “This course mentally prepares students for the future, as we head into college and become independent adults,” said Jung Yong Lee ’13, who was enrolled in the course this spring. “We are learning to take responsibility for the choices we make, becoming more aware of the reasons behind our actions and attaining a better understanding of people’s morals.”

**English Independent Reading Program Offers Unique Winter Option for Seniors**

Each winter, the English department offers an independent reading program as an option for a dozen or so seniors in the standard (non-AP) English 4 program. These seniors select a mentor to work with from the beginning of the second semester until the end of February. The selected faculty member helps them choose two to three books to read and guides them as they write a number of essays over the course of eight weeks.

“The independent program is designed to give students some latitude in designing their own reading and learning options and requires them to take responsibility for approaching and talking with a mentor, arranging for a flexible meeting schedule, choosing appropriate texts and having a say in the assignments they will write and perform,” said Bob Brandwood, chair of Blair’s English department.

All of these elements are good experience for the relative academic freedoms and responsibilities that students will encounter next year in college. **Catherine Perez ’13**, who took the English independent reading option with the Rev. Cindy Crowner, also feels that the class improved her ability to comprehend and analyze what she is reading. Throughout the spring, she learned to assess the deeper meaning of select spiritual texts, including Herman Hesse’s *Siddartha* and Elizabeth Gilbert’s *Eat, Pray, Love*.

“This course has really helped me in my own spiritual journey,” Catherine said. “With these books, I am not only enjoying the text but am also getting better at taking apart the words and finding meaning behind them—the stuff the author really wants you to understand. This class has undoubtedly enhanced my ability to read critically, as opposed to just reading.”
Blair Alum Talks Boom-Bust Dynamics in China on PBS Newshour

In late January, Vikram Mansharamani ’92, PhD, was featured in a PBS Newshour segment that discussed the growing instability of China’s economy and its negative implications for the world.

In the segment, Dr. Mansharamani, a global equity investor, Yale University lecturer and author of Boombustology: Spotting Financial Bubbles Before They Burst, argued that the Chinese economy is unsustainably inflated. As a result of over-investing to avoid economic decline, the nation has an excess of infrastructure, such as malls and office buildings, with no businesses to fill them or corresponding economic activity.

“We see empty malls, empty ghost cities, excess real estate, millions and millions of units empty,” he told Paul Solman, the economics host of PBS Newshour.

But Chinese officials haven’t stopped creating new structures. “So we have got an example of a 7-year-old bridge with a 40-year use for life blown up and rebuilt. Why? Because you generate GDP credit for the explosives that you purchased, the construction crew that comes in to clean it up and the construction crew that builds the new bridge, the new steel and the new cement,” Dr. Mansharamani explained.

At some point, China will stop the unnecessary building and transition its economy to be more sustainable and consumption-led. Dr. Mansharamani predicts other countries will suffer when construction slows in China, eliminating the demand that has recently boosted commodities and the economies of nations supplying the raw materials to the Chinese building boom.

“As weird as that sounds, I actually think the pain will be felt outside [Chinese borders],” he concluded.

To watch the interview in full, please visit www.pbs.org/newshour/bb/business/jan-june13/makingsense_01-24.html.

CNBC Features Ty Schlobohm ’92 on Primetime Show ‘American Greed’

In late May, Arthur F. “Ty” Schlobohm IV ’92 was featured in an episode of CNBC’s primetime television show “American Greed.” The episode recounted the 2010 Ponzi scheme orchestrated by Trevor Cook, which Mr. Schlobohm helped the FBI to uncover. When he was approached about the “revolutionary” foreign currency trading deal, Mr. Schlobohm began researching the proposed agreement, which he quickly determined to be fraudulent. Upon learning about the operation, Mr. Schlobohm said he felt an obligation to reveal Mr. Cook and his dishonest actions. “This is on you, Ty. This is on you. Do something about it,” he told CNBC in an interview for a “Bounty Hunters” news segment in 2011. Mr. Schlobohm also addressed the Society of Skeptics on the topic in February 2011.

Posing as a major contributor to the fund, Mr. Schlobohm attended investor meetings while wearing a wire to record Mr. Cook and his partners’ actions. The information Mr. Schlobohm collected helped the FBI convict Mr. Cook for swindling more than 900 investors’ combined $190 million. Thanks in large part to Mr. Schlobohm’s whistleblowing, Mr. Cook was ultimately sentenced to 25 years in prison.

The full episode of “American Greed” featuring Mr. Schlobohm is available for purchase on iTunes. To watch an episode trailer, go to www.cnbc.com/id/100754548.
**Film Directed by Andrew Hutcheson ‘08 Screened at Local Festival**

This spring, *The Warren Reporter* published a story about *April Grace*, a feature-length film directed and produced by Andrew Hutcheson ‘08, which premiered at the Garden State Film Festival in early April. The movie, filmed mostly in Blairstown, was produced by Zandrak Productions, a film company that Andrew established in 2010.

Visiting Blairstown to film the movie reminded Andrew of the many Blair experiences that helped to launch his filmmaking career.

“At Blair, I learned that you can define success in a way that fulfills you,” Andrew explained. “There are 1,001 ways to judge your success, but you’re never going to be happy if you don’t set your own standards and make your own definition of success. Then you have to figure out how to make it happen. Believing that you can do what makes you happy, though, is the first step to being successful. Those are all good lessons that I took away from Blair.”


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**Blair Wrestler Featured in Sports Illustrated ‘Faces in the Crowd’**

*Sports Illustrated* highlighted Blair wrestler Brooks Black ’13 as an outstanding amateur athlete in its February 18, 2013, “Faces in the Crowd” column, which has been published every week in the magazine since 1956. The short piece gave an overview of Brooks’ accomplishments during the 2012-2013 season—which included winning heavyweight titles at the Ironman, Beast of the East and Powerade tournaments—as well as his future plans.

To read the column in full, please visit http://sportsillustrated.cnn.com/scorecard/faces/2013/2/18/index.html.
Since joining Blair’s faculty in 1989, Rita Baragona has taught drawing, painting and portfolio courses. In addition to her teaching responsibilities, she held the fine arts department chair position for four years, started student exhibitions in The Black Canteen and organized the annual Art Purchase Prize. By setting high standards and expectations for the School’s students and fine arts teachers, Rita devoted her skills to expanding the quality and breadth of the art department, propelling the program to be competitive with distinguished art programs across the county.

Both as a teacher and as a practicing artist, Rita has been an inspiration to Blair’s blossoming artists. Over the years, she has tried to help her students find their voice, while always teaching to the individual, no matter the level of interest or personality type.

For many years, her students called her “Mama B,” a testament to her guidance of young artists. In the fabric of Blair’s family, she was particularly important to “quiet,” less outgoing students.

“Being ‘quiet’ is not a bad thing that has to be corrected, as I thought so long ago,” Ms. Baragona explained. “It makes me a better painter and them better art students. I will miss that connection with the teenagers and the joy of imparting the passion and love I have for art.”

Following her retirement, she plans to paint full time, work on a book about teaching perceptual concepts and travel with her husband and fellow artist, St. Clair Sullivan. She will also stay connected to Blair by helping curate monthly exhibitions in The Romano Gallery, as well as painting gifts for faculty and staff members who have served the School for 25 years.
One lesson she has learned after 24 years at Blair is that “there is always another step in the creative journey, even if you achieve your goal,” she explained. “As you discover some truth, it leads to another more refined, more nuanced and yet closer to an all-encompassing unity.”

Blair Buck, who said he had “no knowledge of the degree to which my name would be coincident with the name of the school, the town, the founder and the mascot when I first came to Blair in 1996,” has taught advanced placement and honors biology throughout his 17 years at the School. In 2004, he also added a biotechnology class to the science department.

As a teacher, coach of the boys’ squash and track teams and a member of Flight Deck’s dorm staff, Mr. Buck made a strong impression on his students both inside and outside the classroom. But above all, he notes the profound impact that his students and the School left on him and his family.

“I love the sense of community that permeates the campus,” he said. “It is a place that really does value human relationships and student well-being, while striving to realize the highest levels of intellectual and social achievements for its student body. Most of all, I have enjoyed the students with whom I have had the opportunity to work in the classroom, on the squash courts, on the track and in the dorms. Their enthusiasm, curiosity and creativity have renewed my spirit each fall and made it a pleasure to work here.”

Edwidge Dorelien, better known as “Mr. D,” came to Blair in 1998 as a faculty member of the language department, teaching French and Spanish. In his 15 years at Blair, he advised students, coached the boys’ soccer and tennis teams, oversaw Blair’s International Awareness Club (BIAC), and addressed the students and faculty at Chapel talks. A most noteworthy accolade from his tenure at the School was the frequency with which he traveled with Blair students.

Organizing trips to Spain, Hawaii, Puerto Rico and Haiti each year allowed Mr. Dorelien to broaden many students’ horizons while introducing them to the world of community service. He established the Caribbean Cultural Experience program in 2010 to expose students to life in the developing world and to help them learn and cultivate their leadership skills through community service projects.

Though Mr. Dorelien is leaving Blair, he has plans to continue working in academia, having returned to Haiti over the summer to work full time on a project about which he is most passionate: Haiti Sustainable Education. In a 2010 Chapel talk, Mr. Dorelien explained his vision to build a school modeled after the one he has taught at for the past 15 years—an institution just like Blair. (To read more about this project, please visit www.hsehaiti.org.)

“Education is my passion,” he concluded. “My worries disappear any time I step foot in a classroom. The main reason I left Blair at the end of the academic year was to answer a personal call to service—to set the foundation for a quality educational program in my father’s village of Grand Bois, which lies east of Haiti’s capital, Port-au-Prince.”
Spring Break Trips Emphasize Community Service

In mid-March, two groups of Blair students traveled to Philadelphia and Haiti for alternative spring break community service trips.

The Rev. Cynthia Crowner chaperoned nine students to Philadelphia, where they attended a service at a Sikh Gurdwara, met with youth leaders at a Bahai temple, visited a South Asian mosque and took part in a Jewish Shabbat service and dinner. During the day, the group volunteered in community gardens and a food pantry, where they packed, served and delivered food. Students also worked at Philabundance, a massive warehouse operation that funnels large donations of food and distributes it to local food pantries in Philadelphia, a city in which one in four children is food insecure.

Organized by student leaders Elyse Pettaway '13 and Remi Annunziata '13, the trip left students with the sense that social change is needed and inspired them to become social change agents. “We worked really well together as a team, and we accomplished much more service than we expected,” Remi noted. “We also learned about the differences and similarities of the different religions and about tolerance. Most of all, we learned how to create an interfaith community.”

French and Spanish teacher Edwidge Dorelien offered another trip during the break to his home country, Haiti, as part of the Caribbean Cultural Experience program. During their week-long visit in La Vallee de Jacmel in the southeast part of Haiti, Mr. Dorelien, science teachers Jolene Schuster and Carl Christianson, French teacher Maria Bowditch and 15 students cleaned up trash from the streets, gardened and taught algebra and English to young Haitian students.

Students’ exposure to Haiti and service-oriented projects in the developing world left lasting impressions, as well as a desire to do more. “It was so amazing to be a part of a different culture—even if it was just for a short amount of time—and to see how other people live on a day-to-day basis in a developing country,” Sophia Elghanayan ’15 explained. “I think I am speaking for everyone who went on the trip when I say that we honestly wished we had been able to stay longer.”
On April 30, Alex Rubenstein ’92 delivered the annual Herman Hollerith Lecture on Innovation and Entrepreneurship at Blair’s weekly Society of Skeptics series.

Since graduating from Blair in the early 1990s, Mr. Rubenstein founded a small Internet-providing company in northwest New Jersey, which he still owns and operates alongside his original business partner. Mr. Rubenstein, whose expertise in technology and Internet services spans the telecommunications industry, discussed how he has built his company, Net Access Corporation (NAC), from the ground up into an Internet service provider (ISP) powerhouse.

During his talk, Mr. Rubenstein recalled important learning moments that have helped him adapt and evolve NAC throughout nearly 20 years of technological advances and changes since it was founded in 1995.

“The key experiences for me were learning that I’m an entrepreneur, … being able to respond to market changes and see the things that are changing and evolving in the environment around us and being able to take advantage of as much as we can,” he explained to the crowd. Mr. Rubenstein also noted luck as an important contributor to his success, as he often found himself in the “right place at the right time” throughout the growth and development of NAC.

According to its website, NAC “has become one of the largest regional ISPs in the U.S., serving tens of thousands of local and international businesses, educational institutions and residential customers.” Mr. Rubenstein acts as NAC’s chief operating officer, a job that has been both rewarding and challenging.

“One of the hardest things to learn as an entrepreneur was when to let go of control,” he said, explaining that he found it difficult to authorize others to manage his business and employees. Once Mr. Rubenstein achieved a balance between maintaining control and delegating responsibilities to others, his company flourished.

According to Mr. Rubenstein, NAC turns over about $25 million a year, a tremendous increase from the $8,000 a year it netted in the late 1990s.

To watch a video of Mr. Rubenstein’s presentation, please visit www.blair.edu/alex-rubenstein-skeptics.

Senior Class Dedicates Yearbook to Chan & Monie Hardwick

During the final Chapel talk of the year, the class of 2013 dedicated volume 96 of the ACTA to Chan and Monie Hardwick. Reminiscent notes from assistant head of school for student life Ryan Pagotto ’97, Council Dawson ’13, former assistant headmaster David Low and Pat Togno, who served as Mr. Hardwick’s administrative assistant for 23 years, detailed the profound impact the Hardwicks had on the School during their 24-year tenure.

“Rarely is an educational institution blessed with the strong leadership not of one leader, but rather of a remarkable duo,” Council wrote in the dedication. “Through humble diligence and honest compassion, Mr. and Mrs. Hardwick transformed the Blair community and shaped its spirit.”

Mr. Pagotto added, “Blair will miss the Hardwicks, and I know they’ll miss the School they’ve grown to love these past 24 years.”
Blair’s Varsity Athletes Achieve Success During Spring Season

Blair’s spring athletics started early for several of the School’s 11 varsity teams with trips to Florida and South Carolina during spring break to jump-start their seasons and begin training before returning to campus. With many teams garnering Mid-Atlantic Prep League (MAPL) and N.J. Prep “A” State Tournament (States) titles, the spring season was another successful chapter for the School’s athletics program.

The boys’ varsity lacrosse team trained in Florida for pre-season, where the Bucs fine-tuned their skills and worked on team-building. This spring, the team had a memorable win over rival Peddie School under the lights on Hampshire Field. The victory was Blair’s first against the Falcons in more than 10 years. The team looks forward to several returning players, including Matt Collins ’14, who earned all-MAPL recognition for his achievements on the field this spring. Skilled midfielder Matoko Noudehou ’13, who was a leader both on and off the field, and Matt were this year’s recipients of Blair’s Lacrosse Award.

Girls’ varsity lacrosse opened its season with a 17-13 win over Peddie at home, during which the squad’s new keeper, Mia Lambo ’15, recorded 11 saves. After an emotional and hard-fought loss to the Hun School in the final seconds of the States game, the team rallied and concluded the season with a four-game winning streak and a record of 8-7. At the end of the season, two players celebrated exciting career milestones: captain Council Dawson ’13 recorded her 200th career goal in the team’s end-of-the-season win over North Warren Regional High School, while Paige Bykowsky ’14 tallied her 100th goal in a game versus Princeton Day School.

Finishing with a record of 9-7, the boys’ varsity golf team celebrated several highlights throughout its season. Captain Lucas Ludgate ’13 and sophomore standout Nick Rencis ’15 had many strong showings. Most noteworthy was Nick’s two-under-par score of 70 strokes at States, at which he earned second place out of 80 golfers and helped the team edge out the Lawrenceville School for third overall. Grant Resnick ’15 excelled at States as well, coming in at 78 strokes. To close out the season, Lucas and Nick represented Blair at the Metedeconk Prep Challenge in May, finishing sixth out of 18 schools.

The girls’ varsity golf team nabbed its third-consecutive States title this spring. In many matches throughout the season, the team had landslide victories, often defeating its opponents by 20 or more strokes. (To read more about the girls’ season, please turn to page 64.)

Finishing their season with a fourth-place finish at the USRowing Youth National Championships held in Oak Ridge, Tenn., in June, the girls’ crew team recorded another successful season for Blair crew. (To read more, please see turn to page 62.)

The boys’ varsity crew team had a strong season, garnering dual racing wins in the varsity...
boat (comprised of Martin Yu ’13, Clay Dundas ’13, Kris Patane ’13, Graham Merrifield ’14 and Robert Kimmelman ’13) over Peddie and Hun in early April. The team traveled to West Windsor, N.J., for the Mercer Sprints, where the Bucs earned wins in the preliminary heats. The boys looked strong, but the wind was even stronger, and the referees canceled the final races of the day. At the MAPL championships, an early bobble at the start of the race meant the varsity boat had to claw its way through the competition, ultimately finishing behind Lawrenceville for second place. The Founder’s Day Regatta, USRowing Mid-Atlantic Championships and Stotesbury Regatta capped off the season with strong races from every rower and boat.

The boys’ varsity tennis squad had a challenging season, but came out on top with a winning record of 6-5. The team’s highlight was its eighth-place finish in the New England/Mid-Atlantic Tournament in Maryland, where the Bucs faced some of the best teams in the Northeast. In addition, Blair finished second in the MAPL Tournament. Captains Jeremy Joachim ’13 and Graham van der Lee ’13 and junior Sam Loring ’14 made all-MAPL.

The girls’ track team enjoyed another successful season this spring during which several school records were broken. At the MAPL meet, Elyse Pettaway ’13 won the 400-meter dash, and the 4x400-meter team of Elyse, Ali Surdoyal ’13, Maiya Gibbs ’15 and Morgan Klein ’13 also took first place. At States, Elyse won the 400-meter race again, breaking the school record that she set last year. Rebecca Cooley ’14 ran a gutsy race at States, winning the mile run. The 4x400-meter team won first again and clocked a blazing time of 4:01, which was the group’s best time in its career at Blair.

For boys’ track, many of the Bucs achieved personal records, including standout 400-meter-dash performances by Brennan O’Connor ’14 in which he broke his own records at the MAPL and State tournaments. At MAPLs, he clocked an impressive 51 seconds, and then at States he bested that record, finishing the race in 49.89 seconds. Captain Kelvin Serem ’13 also had some standout performances in his events. At MAPLs, he won the 800-meter run at 2:00.47 and anchored the relay team, comprised of Darrius Campbell ’13, Na’im Pretlow ’15, Brennan and Serem, which also earned first in the 4x400-meter relay at 3:33.48.

The varsity baseball team had a stellar season, which was capped off by an N.J. Prep “A” State Championship title to become the most successful team in Blair baseball history. (To read more, please see turn to page 63.)

The varsity softball team had a fine season, finishing up at 13-7 with some notable performances. The 2013 team collected 13 hard-fought wins, many in extra or late innings over some tough competitors. Highlights of the season included victories over Hun, Hunterdon Central, North Hunterdon and North Warren high schools. Freshman Jade Assad ’16 had her first perfect game against Mount Saint Dominic Academy, leading the Bucs to a 10-0 victory. Sophomore Rachel Hoffman ’15 stood out at the plate and shared the Stowell Softball Award with captain Ana Greik ’13, the athletic and technically sound shortstop. The Bucs will miss five seniors who graduated in May, but the team will return to the field with some great players (including two pitchers) next year.
Girls’ Crew Team Places Third at National Championships

In June, the girls’ crew senior four captured a third-place finish at the USRowing Youth National Championships in Oak Ridge, Tenn.

The invitation-only regatta features the best scholastic and club programs from across the country. To attend the event, a crew must place at their respective regional qualifying race; the Bucs earned their bid by winning the Mid-Atlantic Regional Championship on May 11. The athletes, Ashley Zimmermann ’13, Rachel Cooley ’14, Anna Kalfaian ’13, Annika Rollock ’14 and Catherine Perez ’13, traveled to Tennessee from June 6 to 9 to compete in the championships and earn national ranking.

On Thursday, June 6, the crew warmed up on the course, preparing for the next three days of 2,000-meter racing progressions. Blair placed second with a time of 7:03 in Friday morning’s preliminary heats to a strong Holy Names Academy crew from Seattle in fast conditions, earning them a place in Saturday morning’s repechage. The Bucs won Saturday’s repechage in dominating fashion over a fast Atlanta Juniors crew, advancing them to the AB Semifinal race later that day. With the field narrowed down, the Bucs won the semifinals in a time of 7:42, granting them a top lane in Sunday’s A Final race against the fastest six of the 19-boat field.

The A Final field consisted of perennial powerhouse Manhasset High School from Long Island, N.Y., Holy Names, Capital Christian School and Pacific High School from Sacramento, Calif., and the Bromfield-Acton-Boxborough Rowing program from Boston.

The Bucs placed third with a time of 7:33. Rowing a gutsy and disciplined race, they separated themselves at the 1,000-meter mark and secured a spot on the medal dock.

The race capped off a season that included a bronze medal at the Stotesbury Cup Regatta, a first-ever Mid-Atlantic Prep League (MAPL) championship title for the first boat, a Mid-Atlantic championship title, a bronze medal at The Founder’s Day Regatta and an undefeated dual-race season.

“Head Coach Stephanie Guilmet and I are so proud of this group,” said assistant coach Tom Dougherty. “They all have been training hard for this since last summer, and they really deserved to have success at this level.”

Correction: In the spring 2013 issue of the Blair Bulletin, the story titled “The Atlantic on How the Sabols Taught America to Watch Football” erroneously stated that Ed Sabol ’36 never “played or coached the game.” Ed indeed played football during his years at Blair, a fact that was overlooked by the magazine.
Following the baseball team’s annual spring training trip to Vero Beach, Fla., the Bucs started strong with a three-game winning streak. It would be another three-game sweep that would lead the team to clinch its second-straight N.J. Prep “A” State Championship title. The boys finished the season as the winningest baseball team in Blair history with a final record of 20-4.

Following the Bucs’ opening streak, the number three continued to appear throughout the season. According to Coach Jim Stone, a trifecta of excellent pitching, strong defensive play and timely hitting was the key to the team’s triumph. The pitching staff, led by Teddy Cillis ’13, Jake Spezial ’13, Sean Lubreski ’14 and Christian Suk ’15, was outstanding every time a player took the mound, setting up the defense for success on the field. The defense was anchored by standout shortstop Liam Sabino ’14, along with infielders Chris Mezzanotte ’14, Eddie Lebr ’15 and Christian. The outfield was handled by Teddy, Jake, Sean and Brett Lubreski ’14, while catcher Kyle Jacksic ’14 managed every game from behind the plate.

From the top of the batting order to the bottom, each player contributed to the offensive success of the team. Countless batters recorded clutch hits throughout the spring, which led to eight come-from-behind wins by the end of the season. Following three big victories over the Hill and Lawrenceville schools, as well as Newton High School, the Bucs headed to the state championship rounds with solid momentum.

After defeating the Peddie School 3-0 in the first round of the state tournament, the Bucs faced the Hun School in the winners’ bracket game. Blair fell to the number-one-seed Raiders 6-3, which meant the Bucs would have to win three-straight games to capture the state title. Blair faced Lawrenceville next, battling hard in the early innings. In the fourth, the team came alive, earning three runs to pull ahead. By the ninth, the Bucs added six more runs to the scoreboard, sealing their fate in a 9-1 victory.

The Bucs then prepared to face their final opponent, Hun, who they would have to defeat twice to clinch the championship title. The first game went smoothly, with Teddy striking out 11 Raiders. The win put the Bucs in a rematch against the Raiders with a state title on the line. Despite Hun’s one-run lead in the bottom of the first, the Bucs fought hard to come out on top, beating the Raiders 6-3. The win capped off the most successful season in Blair baseball history as the boys took home their second state title in a row.
Girls’ Golf Tops State Prep Tournament for Third Time

The girls’ golf team had another successful season, finishing with a 12-1-1 record and capturing its third-consecutive N.J. Prep “A” State Championship. Falling only to the Hill School by two strokes, and tying with the Peddie School, the Bucs had a strong showing on the green, beating most of their opponents by 20 or more swings. At the state tournament, Paula Hong ’16 placed first overall and Angelina Guan ’13 took third. Paula also took the title at the Red Devil Classic, an 18-hole event considered one of New Jersey’s top golf tournaments, in which the Bucs competed and won for the first time this year. The girls earned competitive scores in the MAPL tournament as well, placing second overall by two strokes. Coach Paul Clavel ’88 noted that the contributions of every player on the team were crucial to its success. The team graduated two seniors and looks forward to a strong spring in 2014 with several returning athletes.

FROM THE ARCHIVES

The ‘Betty Lamp’

In the 1930s at Blair, Mrs. Breed, wife of Headmaster Charles H. Breed, and Dr. Raymond Wing, the school physician, organized a wide range of exhibits of art, historical artifacts and scientific specimens for the benefit of students. Ranging from stamp collections to Native American artifacts, the objects on display were sometimes lent by collectors or given to the School outright to become part of an on-campus museum.

This “betty lamp” dates back to the 18th or early 19th century. It is probably the one referred to in a Blair Breeze article called “Iron Betty Lamp Gift to Blair Collection,” dated Friday, Dec. 7, 1934. The story reads: “Mrs. John I. Blair, of Tuxedo Park, New York, wife of one of the Trustees [a grandson and namesake of founder John I. Blair], has presented a beautiful iron Betty Lamp…to the museum. The lamp is a splendid addition to the collection of Early American Lighting Devices.”

A betty, derived from the German word for “better,” burned animal fat through a lamp wick. Those interested in seeing the lamp in person should stop by the Head of School’s office in Locke Hall during their next visit to campus.
Blair Recognizes Outstanding Winter & Spring Athletes

In early April, Blair’s most accomplished student athletes were recognized by athletic director Jim Stone, Headmaster Chan Hardwick and the coaches of the ski, swim, squash, winter track, basketball and wrestling teams for their outstanding efforts and accomplishments during the 2012-2013 winter season. From the ski slopes and the basketball and squash courts to the wrestling room, indoor track and swimming pool, the following awards were given to the individuals who performed exceptionally well in their respective sports.

**Merit Ski Award:** Annelies Browse ’13
**Captain’s Trophy – Swimming:** Ashley Zimmermann ’13
**Captain’s Trophy – Swimming:** Jack Januszewski ’13
**Blair Squash Prize:** Lauren Hitchner ’14
**Blair Squash Prize:** Tae Hwi An ’14
**Blair Squash Prize:** Sam Giddins ’14

**Blair Winter Track Award:** Michaela Keegan ’13
**Haskins Basketball Prize:** Marial Shayok ’14
**Brooks Basketball Prize:** Ana Greik ’13
**Jamieson Wrestling Prize:** Russ Parsons ’13
**Jamieson Wrestling Prize:** Brooks Black ’13
**Lieberman Wrestling Prize:** Jack Wedholm ’13

**Brooks Baseball Prize:** Liam Sabino ’14
**Brooks Baseball Award:** Jake Spezial ’13
**Brooks Baseball Award:** Teddy Cillis ’13
**Stowell Softball Award:** Ana Greik ’13
**Stowell Softball Award:** Rachel Hoffman ’15
**Blair Lacrosse Prize:** Council Dawson ’13
**Blair Lacrosse Prize:** Matt Collins ’14
**Blair Lacrosse Prize:** Matoko Noudehou ’13
**Paul Tennis Award:** Jeremy Joachim ’13
**Paul Tennis Award:** Graham van der Lee ’13
**Anzel Tennis Trophy:** Andrew Litvin ’14
**Hurley Crew Prize:** Clay Dundas ’13
**Hurley Crew Prize:** Martin Yu ’13
**Kemp Crew Prize:** Ashley Zimmermann ’13
**Kemp Crew Prize:** Anna Kalfaian ’13
**Pender Track Award:** Morgan Klein ’13
**Pender Track Award:** Elyse Pettaway ’13
**Pender Track Award:** Kelvin Serem ’13
**Blair Girls’ Golf Award:** Paula Hong ’16
**Zimmerman Golf Trophy:** Sam Giddins ’14

At the year’s final School Meeting, Coach Stone and Mr. Hardwick recognized student athletes for their many accomplishments during the 2013 spring season. The coaches of the baseball, softball, tennis, and boys’ and girls’ crew, lacrosse, golf and track teams awarded the following individual team members for outstanding efforts.
In early April, the Blair community engaged in a conversation with John C. Bogle ’47, Chairman Emeritus of the Board of Trustees, at a special “Skeptics on the Road” presentation in New York City.

After recalling how he came to Blair as a scholarship student in the mid-1940s, Mr. Bogle shared some memories from his days as a student with the crowd of more than 150 alumni and parents, emphasizing the importance of a Blair education in his own life.

“I could not possibly underestimate what the power of a first-class education would do for me during the rest of my life,” Mr. Bogle noted. “The fact is that one, writing and communication; two, mathematics; and three, some sense of leadership have defined my career. Each one was nourished at Blair Academy.”

Turning to his topic for the evening, “How Wall Street Has Failed Main Street,” Mr. Bogle expressed his concerns about Wall Street’s focus on short-term speculation over long-term investment. During his presentation, Mr. Bogle stressed the importance of working to reverse that trend and to support the everyday investor, something about which, as a leader in the mutual fund industry, he has been very vocal.

What follows is an excerpt from his speech.
We all broadly understand that the principal role of our financial system is to facilitate capital formation. Yet trading activity—call it speculation—represents 99.2 percent of the activity of our financial system. Capital formation—investment—represents the remaining 0.8 percent. What is almost universally understood to be Wall Street’s mission of long-term capital formation has been crowded out by the staggering volume of speculation in which, by definition, half of the traders win, and half lose. But the Wall Street croupiers—the men in the middle—always win. Their “take” simply diverts a large portion of the stock market’s returns from their clients to themselves.

Today’s mutual fund industry reflects—indeed, magnifies—that focus on short-term trading. We have changed our primary focus from long-term investment to short-term speculation, and it has ill-served mutual fund shareholders. I have loved this business ever since I first studied it all those years ago, but today I have a “lover’s quarrel” with it. When I entered the fund business in 1951, it was largely a profession with elements of a business; today, it is largely a business with elements of a profession, and not enough of those elements. Aggressive marketing has largely crowded out traditional asset management, and salesmanship has largely crowded out stewardship.

To watch a video of Mr. Bogle’s full presentation, followed by a question-and-answer session, please visit www.blair.edu/conversation-with-jack-bogle.
Mark Gottesman '62 is a talented, humorous fellow with a big heart for Blair. Best known for his witty letters to classmates filled with entertaining tales of suburbia alongside pleas for Blair Fund gifts, Mark has served the School faithfully as a class representative extraordinaire since 1969. A gifted communicator, his annual letters and personal outreach helped keep his classmates connected to the School and to one another, fostering the spirit of the Blair community with poise and grace for more than four decades. For these and other efforts, the School honored Mark at his 50th reunion by naming him the 2012 Alumnus of the Year.

Those who know Mark personally, however, know that it is not public recognition he seeks, but rather an opportunity to make a positive impact on the lives of others. For this reason, Mark took the lead in spearheading his classmates’ efforts to fund two important gifts to the School: the Class of 1962 Scholarship and the Class of 1962 Teaching Fellow. Soon after his reunion, Mark and his wife, Janet, established a Charitable Gift Annuity (CGA), in part to help his class reach their reunion class goals.

When asked why he chose a CGA (apart from the fact that he was simply taking the wise advice of a good friend), his response was twofold: “I like the fact that I’m still alive to appreciate the impact my gift is making on the School and financially, it just makes good sense.”

Grateful for the Blair education he received “way back in the ’60s,” Mark also cites the School’s visible progress and forward momentum as another motivating factor toward his decision to give. “I feel good about the School’s overall growth in terms of its expanded facilities, excellent teaching faculty and increased financial strength. It’s certainly not the same school as when I attended, but I can personally identify with the impact it has on young generations of students.”

With inimitable style and generosity of heart, Mark’s decision to establish a planned gift helps both Blair and himself—a wise investment for both a loyal alum and a top-notch school.
In memory of…

1930

Daniel Bushnell. At the age of 102, Mr. Bushnell was the oldest living Blair alumnus at the time of his death. A gifted athlete, he attended Blair for three years and was captain of both the varsity tennis and hockey teams as a senior. Upon graduation, he attended Cornell University and worked as a labor relations specialist with Exxon and T exaco prior to his retirement. Mr. Bushnell continued to play competitive tennis into his mid-90s and remained loyal to Blair throughout his long life. Bushnell Court, part of the new outdoor athletic complex completed in 2008, is named in his honor. Mr. Bushnell is survived by his son, Davis, four grandchildren and eight great-grandchildren.

1932

Charles W. Kunkle Jr. A decorated World War II veteran, Mr. Kunkle served on the world’s first night aircraft carrier and was awarded the Legion of Merit while in combat in the South Pacific. During his one year at Blair, he played on both the varsity tennis and basketball teams before matriculating at Duke University, where he became captain of the basketball team. Known as “Kunk” to his family and friends, Mr. Kunkle was founder and chairman of Laurel Holdings Inc. and Laurel Management Co.; he also founded Laurel Technologies Inc. He is survived by his wife of 75 years, Dorothy, his son, Kim, and two grandchildren.

1937

Frederick H. Heinbokel. Mr. Heinbokel attended Blair for two years and was known as “Fritz” to his classmates. An excellent student and avid sprinter on the track team, he continued his studies at Dartmouth College and eventually earned his MBA from the Tuck School of Business. After serving in World War II, Mr. Heinbokel spent his entire professional career at Armstrong World Industries before retiring in 1986. He is survived by his two children, John and Harriett, and one grandchild.

1937

Milton V. Hoos Jr. Described as “one of the most agreeable fellows at Blair” in the 1937 ACTA, Mr. Hoos attended Blair for four years and served in the U.S. Navy during World War II. A longtime resident of Branchville, N.J., he later became the owner and manager of Hoos and Fletcher Inc., a local lumber company. Mr. Hoos is survived by his wife of 70 years, Virginia, two children and three grandchildren.

1940

William E. Belser. A one-year student at Blair, Mr. Belser attended Lehigh University before interrupting his studies to serve in the armed forces during World War II. Awarded the Purple Heart for his outstanding service, Mr. Belser completed his education at Lehigh University and graduated with honors in 1946. He spent his entire career working as a CPA with KPMG LLP in New York and Washington, D.C. Mr. Belser is survived by his second wife, Shirley Suchart, five children and nine grandchildren.
1941

Robert E. Ward. An accomplished student-athlete, Mr. Ward was a member of the football and basketball teams and an honor roll student during his one year at Blair. Upon graduation, he enrolled at Williams College, attending for two years before leaving to serve in the Army during World War II. Wounded at the Battle of the Bulge, Mr. Ward eventually returned to the U.S. and earned his bachelor’s degree in chemistry from Williams College in 1947. He continued his studies at the Newark College of Engineering. After a successful 35-year career in chemical manufacturing, Mr. Ward started a second career in real-estate sales that spanned two decades. He is survived by his wife, Anne, three sons, seven grandchildren and one great-grandchild.

1944

Louis F. DiPaolo. Mr. DiPaolo was an intelligent, well-liked student and co-captain of the football team during his two years at Blair. A veteran of World War II, he served in the U.S. Marine Corps and fought in the Pacific Theatre at the Battle of Iwo Jima. He graduated from Princeton University and joined the family business, Reprostat Corporation, which later became GSO Graphics, retiring in 1996. He was a member of the Rotary Club of New York and director of the Boy Scouts of America’s Manhattan Council. A native of Tenafly, New Jersey, he was active in town government for 31 years. In his spare time, Mr. DiPaolo enjoyed bike touring and cycled across the country multiple times in fundraiser road races. He is survived by his wife of 47 years, Germaine, eight children and 10 grandchildren. He shares his alma mater with his brother, Frank A. DiPaolo ’43, and his son, Gary D. DiPaolo ’74.

1945

Vincent A. Walker. Known for his witty remarks and good sense of humor, Mr. Walker attended Blair for one year before going to Cornell University. He enjoyed a lengthy and successful career as a chemical and nuclear engineer. Mr. Walker is survived by his wife of 58 years, Dorothy; five children and 13 grandchildren. Two of his grandchildren are also Blair graduates: Jennifer Cable ’03 and Matthew Cable ’09.

1948

James L. Cochran. A lifelong resident of Hackettstown, N.J., and standout basketball player, Mr. Cochran attended Blair for a single year as a postgraduate student. He continued his studies at both Rider College and Nichols College and played semi-professional basketball in the tri-state area. Mr. Cochran owned and operated the Cochran Funeral Home in Hackettstown for more than 40 years, overseeing the family business, which was originally established in 1899. He was also one of the founders of Skylands Community Bank and a devoted member of Hackettstown First Presbyterian Church. He was predeceased by his wife of 57 years, Shirley, and survived by two children and four grandchildren. His daughter, Laura Morris ’75, also graduated from Blair and was a member of the Board of Trustees from 2003 to 2009.

Peter W. Dulken. A six-year man at Blair, Mr. Dulken was best known for his golden voice as a member of the Blair’s choir and glee club. He attended Johns Hopkins University and joined the Air Force at the start of the Korean War. A commercial pilot for 36 years, Mr. Dulken flew for Pan American Airways and United Airlines. In his down time, Mr. Dulken enjoyed alpine skiing and served as an instructor at the Winter Park Ski School for many years. He is survived by three children.

1949

Bernard Jaffe Jr. Mr. Jaffe spent three years at Blair and was best known for his intellect, charm and passion for life. A graduate of Syracuse University, he served in the Korean War as a Second Lieutenant in the Air Force before starting his long career on Wall Street at Loeb Rhoades and Smith Barney. Mr. Jaffe enjoyed traveling and spending time with his family and friends. He is survived by two children and two grandchildren.

1950

Frank D. Desiderio. Known as “The Bear” according to the 1950 ACTA, Mr. Desiderio was a well-liked and respected member of his class. He attended Blair for six years and participated on the varsity football and wrestling teams. For many years, Mr. Desiderio owned and operated a 28-acre horse farm, Desiderio Ltd., in Chester, N.J., along with his wife, Gerri, who predeceased him in 2009. He belonged to the International Arabian Horse Association and the American Horse Show Association. His two brothers, Dominick Desiderio Jr. ’52 and Robert J. Desiderio ’52, also graduated from Blair as did his nephew, Dominick Desiderio III ’80. Mr. Desiderio is survived by six children and 11 grandchildren.

1952

Pierre H. Wallack. An avid runner, Mr. Wallack was a member of both the cross country and track teams and served as the cross country team captain during his one year at Blair. He graduated from Providence College and earned a master’s degree in U.S. history from Colgate University in 1963. Mr. Wallack also served in the U.S. Army from 1956 to 1959 as a Chinese linguist. A high school history teacher and track coach for 26 years, Mr. Wallack retired from the Beaver River Central School in 1989. He is survived by his two sons, Matthew and Eric, and a granddaughter, Madison.

1954

Allen H. White. A gifted singer, musician and thespian, Mr. White was a member of Blair’s glee club, dance band, choir and theater group. He also played soccer and ran track. After spending two years at Blair, he attended Washington and Lee University and eventually earned his master’s degree from Seton Hall University. Mr. White established a career in human resources, working for several major companies, including Avon and CBS. He is survived by four children, several grandchildren and his longtime partner, Bill.
1955

James C. Cole. Mr. Cole was co-captain of the varsity swim team his senior year and was a member of the spring track team. A resident of Cornwall, N.Y., for 40 years, he worked as a banker for Fishkill National Bank and served in the U.S. Army, retiring as a major. An active community member, Mr. Cole coached both swimming and Little League baseball and participated in several organizations, including the Newburgh and Cornwall Jaycees and the Free and Accepted Masons. He is survived by his wife, Barbara, two children and two grandchildren.

Walter Curtis Pickett III. Cmdr. Pickett, a four-year student at Blair, participated in the choir, glee club and quartet, in addition to being a member of the swim team. A graduate of Brown University, he joined the U.S. Navy as an ensign and earned a master’s degree in international relations from Boston University through the Naval War College. After several overseas tours and submarine missions in the Pacific during the Vietnam War, Cmdr. Pickett retired from the Navy in 1983. He then started his own company, Safe Harbour Realty, Inc., which he owned and operated for 17 years. Cmdr. Pickett is survived by his wife, Joan, with whom he shared his love of music for more than 50 years, three children and three grandchildren.

1957

Carlo R. Brunori. Mr. Brunori was a member of the varsity football and track teams during his postgraduate year at Blair. He attended Cornell University and earned a B.S. in biology and wildlife management. His 31-year career began at the Maryland Department of Natural Resources and included work in wetland preservation, water quality, code enforcement and wildlife management. As an avid outdoorsman and hunter, he belonged to both the National Rifle Association and the National Wildlife Society. Mr. Brunori is survived by his wife, Carol, and his son, Carlo.

1961

George S. Saunders Jr. A graduate of C.W. Post College, Mr. Saunders attended Blair for two years and served in the U.S. Army Intelligence Division from 1965 to 1968. He worked as the chief executive officer of the Carleton-Stuart Corporation for 25 years, from 1975 to 2000. He also served on the advisory board of the Carrier Corporation. A 30-year member of the New York Athletic Club, Mr. Saunders ran for the varsity track team as a Blair student. He is survived by three children and five grandchildren. His brother, Carleton Saunders III ’62, is also an alumnus of the School.

1965

Evans K. Anderson Sr. Captain of the varsity swim team, Mr. Anderson also participated in the glee club and drama club during his three years at Blair. He attended Washington and Jefferson College in Washington, Pa., and earned a master’s degree in public administration from the University of Pittsburgh. His career spanned several business and management roles at numerous telecommunications and technology companies. He also served as a first lieutenant in the U.S. Army during the Vietnam War. Mr. Anderson is survived by five children and two grandchildren.

1969

H. Clifford Greene. Mr. Greene attended Blair for four years. As a student, he managed two soccer teams and was a member of both the rocket and Spanish clubs. He matriculated at the University of Denver.

1982

Charles Keller Oberle. A postgraduate student, Mr. Oberle was a member of Blair’s national championship wrestling team. He matriculated at Appalachian State University, where he continued to wrestle and study sociology, psychology and criminal justice. Years later, he developed his own investigating business. His hobbies included skiing, camping, fishing and traveling. He is survived by his wife, Deborah, two sons and a daughter.

Former Trustee

William L. Clayton. Mr. Clayton served on the Blair Board of Trustees from 1984 to 1990. A 55-year veteran of Wall Street, he became executive vice president of E.F. Hutton and is credited with the creation of the famous ad campaign “When E.F. Hutton talks, people listen.” Mr. Clayton graduated from Lehigh University in 1951, where he met his wife, Carol, with whom he had six children. He and Carol have maintained close ties with the School through numerous family connections. Their son, Christopher L. Clayton graduated from Blair in 1984 and another son, Kevin, is currently a member of the Board of Trustees and serves as Chair of the Investment Committee. Seven of their grandchildren have attended Blair including Todd F. Haselton ’03, Jessica (Shupp) Hess ’03, Kathleen L. Haselton’05, Patrick M. Clayton ’09, Alexander W. Starkman ’09, Taylor Starkman ’10 and Chelsea Starkman ’15. Mr. Clayton also helped to establish the Henry B. Cowan Scholarship, named in honor of former faculty member Henry Cowan, who was one of Christopher’s teachers. A devoted family man and loyal supporter of the School, he is survived by Carol, six children, 13 grandchildren and one great-grandchild.
Your support helped us raise more than $2 million. In addition to every member of the class of 2013, 81 percent of parents and 34 percent of alumni participated this year. The Trustees, students, faculty and staff of Blair Academy say “THANK YOU” to each and every donor.

Your gift directly impacts Blair’s strong academic, artistic and athletic programs and is greatly appreciated.

With our deepest gratitude—Thank You again!

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“Let us leave this stage of our lives with the confidence, curiosity, compassion and courage that Blair has instilled in us. Let us happily confront life and every challenge. Let us boldly face uncertainty in the future. Let us embrace every moment from this point on. Let us go out and impress the world.”

Excerpt: Remarks to the class of 2013 by commencement speaker Ziqi An ’13, May 23, 2013