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Minimizing Risk
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COMMENTS?

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We'd love to hear what you think about the stories in this Bulletin. We may edit your letters for length, clarity, and content, but please write.

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ON THE COVER

Taft's familiar entrance gate and buildings framed by spring flowering trees. Headmaster Willy MacMullen '78 said in his 2019 Convocation talk, "Trees it turns out, are continually helping each other. Trees are really interdependent....We are all like the roots beneath the soil. totally and tightly connected in all we do." ROBERT FALCETTI

EDITOR'S NOTE: Please keep in mind, as you enjoy reading our spring issue, that many of these articles were written in February, a time well before the global challenges of the COVID-19 pandemic for our wider community, including our appreciated readers, and for Taft.

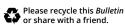
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A WORD FROM HEADMASTER WILLY MACMULLEN '78



In This Together

WITH THE COVID-19 PANDEMIC, WE HAVE ENTERED A NEW WORLD AT TAFT. THE CHANGE CAME WITH ASTONISHING ALACRITY, A SIGN OF HOW DYNAMIC AND UNSTABLE THE LANDSCAPE WAS. OUR WINTER TERM ENDED AS IT ALWAYS HAS, WITH HAPPY AND TIRED STUDENTS AND TEACHERS LEAVING THE MAIN HALL FOR VACATIONS AND WITH THE EXPECTATION WE WOULD SEE EACH OTHER AGAIN SOON. THREE WEEKS LATER WE WERE A CLOSED CAMPUS WITH REMOTE LEARNING. WHAT FOLLOWS IS AN EXCERPT FROM MY LETTER TO FACULTY AS WE PREPARED FOR OUR FIRST WEEK OF REMOTE LEARNING IN LATE MARCH

Colleagues:

This new COVID-19 world is all new for me, just as it is for you. It's a big challenge today, and it will be so tomorrow, but we are going to get through it, and with the commitment, compassion, and courage of all of you, we are going to look back one day and realize we are an even stronger, better school.

I begin here: with deep concern and support for all of you. Were we all on campus, we know what we would be doing: lots of handshakes and hugs, "How are you doing?" questions in the Main Hall, gathering together in the faculty room to pray, reflect, share, and plan. Were social restrictions different, we would be meeting in worship places, bonding in reading groups and gym workouts, visiting with our extended families, sharing meals in the dining hall.

All this we cannot do, and so it is more important than ever that we find other ways to connect. And that is already happening, in wonderful ways. We have to acknowledge how difficult these days are for every one of us, living our own unique lives with our diverse professional, personal, and familial challenges. I am thinking of our individual and collective health: physical, mental, emotional, and spiritual. In an urgent way, I am sending my love and compassion to each of you, and I hope that you will reach out—to me, to a friend, to a mentor—so that you feel supported. Put simply, Taft has always been a close community, perhaps even family, and we can and must have the faith that, with courage and resolve, we still will be. You are not alone, even though there will be times you feel that. Remember: We are In This Together (ITT).

There have been countless meetings and conversations among all faculty. I have been deeply inspired by what I witness and hear, as all of you are leaning into this new school we are becoming: department chair meetings, department meetings, multi-section course meetings, small ad hoc groups, phone calls of support, offers to help. The Taft faculty has always been amazing, and you are all now stepping up in an incredible way. What I see is simply astonishing, and yet I know it is only a fraction of the energy, optimism, and commitment actually happening. I wish I could personally thank you, give a high five, offer a hug!

"We should enter into [this moment] with absolute hope and unshakeable faith, with courage and eagerness, with creativity and resolve, with compassion and connection—and with the knowledge that Taft has always found ways to get better, especially when we are tested."

2 Taft Bulletin / SPRING 2020 Taft Bulletin / SPRING 2020 3 I see connection. I see ample evidence that we refuse to let this virus separate us and weaken our communal ties. I see collaboration and sharing happening with people in completely new ways. I see pedagogical expansion and innovation in all departments and at all levels. I see honest expressions of need and generous offers of help. I see a faculty pulling almost magnetically together despite the forces that may be spinning us apart.

Classroom teachers will begin remote learning next week, but you all have been working almost round the clock already to prepare and plan. I'm guessing that there have been a thousand collective hours of labor in the past five days alone, and that is no doubt conservative. We should recognize that every teacher is basically teaching a brand-new class, and students will be learning in a totally new way. I hope we have Taft's normal high standards, but I also think it is critical that we are reasonable in our expectations, that we are really careful not to overwhelm students or ourselves, that our first steps are small ones, that we maintain a marathon and not a sprint perspective, and that we accept the fact that we will make mistakes. I have complete faith in the skill, expertise, and passion of each one of you; and I know we will look back in June and feel very proud of what we have done—and having learned some profound lessons.

Advisors, your work is critical. You will no longer be having a weekly lunch or catching up in the office, but Taft's advisor system has always been special. Advisees will need you. Class deans will continue to function as always: overseeing the whole of a student's life.

We will continue our work in creating a shared, communal experience for students. Mark Traina and Lindsay Leal are leading our efforts, already working with school monitors and other students, as well as many of you, to find ways we can continue to have an inclusive, caring, energetic, healthy, respectful, and fun student culture. This will be a big challenge, but a wonderful one: "How do we continue all our work around student life and culture even as we no longer have some of our most effective tools and traditions?" Now that is a great opportunity!

We have numerous ways in which we support students, including affinity groups. Andrew Prince is leading here, exploring ways these students can have ways they can gather with peers and their faculty advisor. This may be more important than ever. The college counseling office has already sent an FAQ document to all upper mids and seniors, updated families on decisions being made by the College Board, and connected with counselees. The Health Center will continue to offer advice and guidelines as we move forward and as conditions inevitably shift. CFO Jake Odden '86 is already beginning the very difficult task of managing our finances in a world utterly different than only four weeks ago. We are now working with an endowment significantly lower than a month ago, but we learned important lessons from the financial crisis of 2008, we have a school built upon a strong fiscal foundation, and our history is one of disciplined and efficient operation.

I close here: Let's put this moment in context, and let its gravity inspire us. I might argue that next to Horace Taft moving campus to Watertown in 1893 and the school going coeducational in 1972, this moment represents just as profound a challenge and opportunity for us individually and collectively. It is that dramatic a change, that bold an experiment. I think we should enter into it with absolute hope and unshakeable faith, with courage and eagerness, with creativity and resolve, with compassion and connection—and with the knowledge that Taft has always found ways to get better, especially when we are tested, and that our goal is that we will one day look back and say, "We will now even more successfully meet our mission, more deeply live out our motto, more creatively teach our classes, and more compassionately connect as community."

I hope this helps. I'm thinking of each of you. We will make it!

Non ut Sibi and ITT,

Willy

"We will now even

more successfully

meet our mission.

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teach our classes,

compassionately

William R. MacMullen '78

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Follow @thetaftschool on Facebook, @taftschool on Instagram and Twitter for daily glimpses of Taft life.





Campus closure allows us to donate some of our medical supplies to area hospitals facing dangerous shortages. Dr. Fountas delivered masks, gowns, gloves, and other lifesaving supplies from the Health Center, the training room, and our classrooms to hospitals this week. #nonutsibi





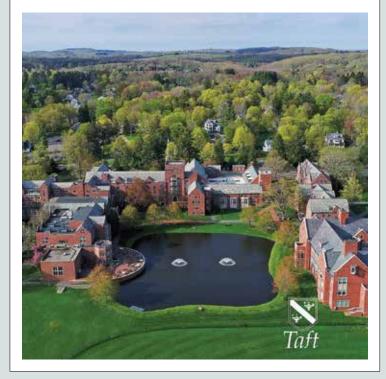


Students in Carly Borken's Aquatic Sciences class are spending three days in Woods Hole, MA, home of the renowned Woods Hole Oceanographic Institute and the University of Chicago's Marine Biological Laboratory. The course covers the basic properties of freshwater and seawater, the general categories of organisms and their environmental and ecological relationships, and the impacts of humans on the world's aquatic systems.

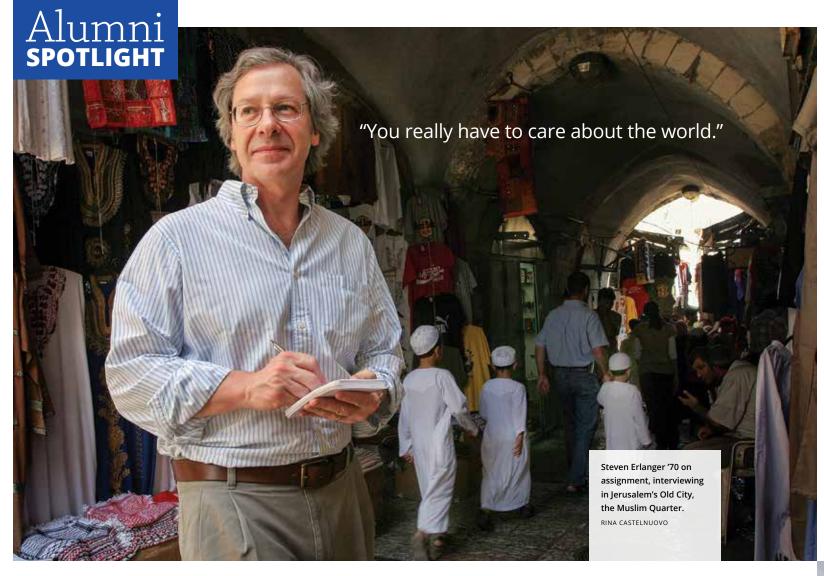


Instagram

Throughout the United States and across the globe, bright, talented, motivated students received notification of their acceptance to Taft today! Congratulations to all, and welcome to the Taft family! #taftlife #whytaft #mytaft



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Since 2017, Erlanger has been based in Brussels, the headquarters of the European Union. He has traveled to more than 120 countries during his odyssey. "Some of them of course have disappeared since then," he says. Case in point: Burma is now Myanmar.

Erlanger has been *The Times'* envoy to the world, having served as bureau chief in London, Paris, Jerusalem, Berlin, Prague, Moscow, and Bangkok.

"I said to them, 'I'm going abroad. You're hiring me to go abroad," says Erlanger, who joined *The Times* in 1987 after 11 years at The Globe.

The Gray Lady upheld her end of the bargain, but first Erlanger had to pay his dues for a year on the Metro desk, where he says The Times gave him high-profile assignments. One of them captured the mood in the Bronx over "The Bonfire of the Vanities," the Tom Wolfe satire that depicted the borough in a most unflattering light. He interviewed the radical civil rights lawyer William M. Kunstler over a tongue sandwich in the Court Deli near the Bronx courthouse. The story's headline was:

Right: At the G20 summit in Hamburg in 2017, just after the New York office ordered up a late-night news analysis. (Chancellor Angela Merkel is on the closed-circuit TV.)

"Bonfire in Bronx!!! Wolfe Catches Flak!!!" "I think it still has a record for having

more exclamation points in a Times headline ever," says Erlanger, who grew up in Waterbury and graduated from Harvard.

A year from the day that Erlanger joined The Times, he was off to Bangkok, where the "bureau" was a bedroom in a house. There was a secretary who was a translator, plus a gardener, a cook, and a driver.

The world was less connected. The internet hadn't germinated. Twitter was decades away.

Erlanger delivered scoops nevertheless from Southeast Asia, including from Vietnam and Cambodia after the war even when Phnom Penh, the capital of Cambodia, was under a curfew. "I stayed up all night because there was no time when Phnom Penh wasn't under a curfew and The New York Times was awake," he says.

—continued on next page

"I have long admired Steve Erlanger's career. It is extraordinary, our school motto writ large, and across so many years and so many places. Steve has been one of the world's great journalists and correspondents, a writer of impeccable quality, clarity, and courage. It is impossible to overstate how important he has been for millions of readers in telling and making sense of some of the most important stories of the past 40 years."

—Headmaster Willy MacMullen '78

"As one of our most distinguished alumni, Steven Erlanger has excelled in an outstanding career in journalism at The New York Times and is an exceptional recipient of this year's Horace Dutton Taft Alumni Medal. Honored twice with a Pulitzer Prize, he has served as The Times' bureau chief in several locations around the world before becoming chief diplomatic correspondent in Europe. It is an honor to bestow Steven with this well-deserved award."

-Wink McKinnon '60, chair of Horace Dutton Taft Alumni Medal Committee



The World View

As Shaped by Steven Erlanger '70

2020 Horace Dutton Taft Alumni Medal Honoree

BURMA BANISHED HIM. Then there was a scolding by Slobodan Milošević, the former Yugoslav president tried for war crimes.

And as if that wasn't enough of a journalism crucible, Steven Erlanger would be remiss if he didn't mention the time he was mugged and shot in Ottawa while he was writing for *The Boston Globe*. "He had a gun in his windbreaker, which I never saw," Erlanger says of his attacker,

who pushed him down as he was, ironically, reaching to pick up a newspaper.

A Reuters journalist came to his aid and called for help. Erlanger, now The New York Times chief diplomatic correspondent in Europe, wrote a magazine piece about his scare called "Getting Shot." "I felt like now I could go anywhere without getting hurt," he says.

Erlanger's enduring newspaper career

is rich with vignettes of a nomadic life of warzones, far-flung capitals, language immersion programs, and contrasting cultures. It's spanned more than 40 years, from the Iranian Revolution starting in 1978 to the breakup of the Soviet Union and now Brexit. It has been filled with a disparate cast of world leaders, cabinet ministers, despots, revolutionaries, and, naturally, memorable editors.



Alumni spotlight

ERLANGER continued from previous page—

Erlanger went to a post office to use the telephone to call *The Times* and dictate a story. The call got bounced from Moscow to Cuba to New York. "The cost, by the time I finished dictating, was \$300," Erlanger says.

Nowadays, WhatsApp, the popular Facebook-owned calling and messaging app, makes Erlanger, who is married and whose wife has accompanied him on much of his journey, sound like he's in the next room.

Erlanger reported on the war in Kosovo, which he considers to be some of his strongest work. In 1986, he covered the Reagan-Gorbachev summit in Reykjavik, Iceland. When the authoritarian Communist regime put Poland under martial law, Erlanger was there. He's bounced around to Turkey, Northern Ireland, Australia, Indonesia, and China.

"You really have to care about the world," Erlanger advises young journalists. "I think it helps to be a little bit angry about something, not to be complacent with the world as it is. You have to be driven to journalism. You have to be interested in people. Learning when to shut up is really important."

Erlanger's voice has earned him substantial clout in the journalism world.

In 1982, he was the inaugural recipient of the Robert Livingston Award for international reporting for a series of stories he wrote on Eastern Europe. Twice, Erlanger has shared the Pulitzer Prize with his colleagues at *The Times*, first in 2002 for explanatory reporting for his coverage of Al-Qaeda, and again in 2017 for international reporting for a series about Russia. In 2013, the French government made him a chevalier of the Légion d'honneur for his contributions to journalism.

Erlanger says paying it forward to up-and-coming journalists is "what we do." One piece of wisdom he shares: Study economics and learn one or two foreign languages. "You think differently in a different language," he says.

-Neil Vigdor '95



Lifesaving Public Health

"SIX MONTHS AGO, A LOT OF PEOPLE may not have known what an epidemiologist does," admits Dr. Liz Temkin '83, pointing out that the coronavirus pandemic has brought increased attention to her field. An epidemiologist with Israel's National Center for Infection Control and Antibiotic Resistance since 2011, Temkin focuses on how to control the spread of antibiotic-resistant bacteria, how to limit unnecessary antibiotic use, and how to respond to the fact that few new antibiotics are in development. "It's incredibly rewarding," she says. "Because of the work of my unit, we have saved countless lives."

Long before joining the Israeli Ministry of Health, Temkin was drawn to a career in health care. "In college, I became interested in women's health, and I met midwives who really impressed me," she says. "I went to Yale for a master's in nursing and then began my first career as a nurse-midwife." But after a decade of this dedicated work, Temkin was looking to broaden the scope of her impact.

"I was working at Planned Parenthood in Bridgeport, Connecticut," she continues. "I decided that I wanted to try to change things on the structural level rather than on the individual patient level, which led me to earn a doctorate in public health from Johns Hopkins, where my research focused on sexually transmitted diseases. And now in Israel, I am able to continue working in infectious diseases, albeit in a slightly different context."

Every day, Temkin and her team stay vigilant, hoping to detect warning signs of a possible outbreak before it occurs. "My unit was formed in 2007 to respond to an epidemic of an antibiotic-resistant bacteria, carbapenem-resistant *Klebsiella pneumoniae*, in hospitals across Israel. The situation got out of control very quickly because there was no one in charge of infection disease surveillance at the country level. We don't ever want to be surprised again.

"I helped set up two nationwide surveillance systems—one for antibiotic resistance and one for antibiotic use," she says. "Each month, every general hospital in Israel sends us a report of all the bloodstream infections caused by seven major bacteria, including whether they are resistant or susceptible to certain antibiotics. We also monitor the rates of antibiotic-resistant infections, and if we see that rates are rising, we can intervene.

"With increased use of antibiotics, bacteria develop resistance to antibiotics that makes it harder and harder to treat infection," Temkin notes. "This problem has existed since the 1940s, but the danger has increased in recent We then compare each hospital to itself over time and to other similarly sized hospitals. If one hospital is using noticeably more antibiotics than the others, it is probably overusing. If another hospital is using much less than the average and we know that more patients are not dying of infection there, that tells us that the other hospitals could safely reduce their antibiotic use."

Temkin's work has helped to curb the overuse of antibiotics in the Israeli healthcare system, with the amount of antibiotics dispensed having decreased by 14 percent in intensive care units, 16 percent in internal medicine and surgical wards, and 44 percent in post-acute care hospitals since 2012. She stresses that each of us can also

"Antibiotics are different from every other medication because taking them has an impact not only on you. Every time you take an antibiotic, you increase the risk that the antibiotic will not work for someone else in the future."

years as fewer new antibiotics are being released by drug manufacturers.

"From 1983 to 1987, there were 16 new antibiotics approved by the FDA. Between 2008 and 2012, just two new antibiotics were approved by the FDA," she explains, "and since 2017, only eight new antibiotics have been approved, but most are variations on already existing drugs and do not target antibiotic-resistant bacteria."

For these reasons, Temkin closely monitors the prescription of antibiotics throughout Israel. "In 2012, I helped write national guidelines for antibiotic stewardship to promote smart use of antibiotics," she says. "Each year, every general hospital, post-acute care hospital, and health maintenance organization in the country sends us data about the antibiotics they've dispensed.

contribute to the reduction of antibiotic overuse. "Antibiotics are different from every other medication because taking them has an impact not only on you. Every time you take an antibiotic, you increase the risk that the antibiotic will not work for someone else in the future," she cautions. "It's up to us not to demand antibiotics when they are not needed, such as for viral illnesses like the common cold."

More than anything, though, Temkin emphasizes one vital skill: thorough handwashing. "The best way for us to not need antibiotics is not to get sick, and the absolute most important way to do that is to wash your hands often. I really can't stress that enough."

—Christopher Browner '12

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"Advertising in general felt like it never really accurately reflected my family or my experience [as a person of color]....I decided I needed to become a part of this world, to help create change from the inside."

AS PRESIDENT OF THE T BRAND

portfolio—the marketing services division of The New York Times—Amber Guild '95 helps brands engage with audiences in effective and innovative ways. Guild joined The Times in late 2017 after spending over two decades at leading advertising agencies including Ogilvy & Mather, Saatchi & Saatchi, The Martin Agency, and more.

Working in advertising was not something Guild originally envisioned when she thought about her career. A psychology major and women's studies minor at Boston University, Guild was set on working either as a psychologist or in the nonprofit sector.

"My career goals changed one college summer when I worked as a secretary at an ad agency," Guild says. "I was doing it to make some extra cash—I needed money and always worked throughout my Taft and

college years—and I ended up falling in love with the world of advertising. I thought it was such a cool intersection of writers, artists, and businesspeople, all collaborating in this extremely influential way."

What Guild also observed about the industry—and what she found quite glaring—was the lack of people of color, especially women, in roles other than secretarial.

"This really stood out to me," Guild recalls. "Also, advertising in general felt like it never really accurately reflected my family or my experience [as a person of color]. It felt biased; there was a notable disconnect. I decided I needed to become a part of this world, to help create change from the inside."

Guild continued to work and intern at agencies throughout the rest of college, and after graduation began her career on the

account management side of the business.

"I worked at a number of agencies," Guild says. "I wanted to make sure I was always in an environment that was continually transforming how they reached their audiences, especially with the rapid growth of technology and social media."

Guild's hard work paid off. In 2016 she was named one of Ad Age's Women to Watch. A year or so later, a friend connected Guild to The New York Times, which was looking for someone with strong agency experience to lead T Brand, its branded content studio—a studio that produces material more editorial in nature than traditional advertising. The timing was perfect for Guild.

"Think of T Brand as the creative agency arm of The New York Times," she explains. "And underneath that is T Brand Studio, our branded content studio, and Fake Love, our experience agency. We have offices around the world."

T Brand's primary objective is to help brands tell their most powerful stories while connecting them to *The Times*' vast and devoted audience. It partners with clients across every industry, delivering branded content, which is content funded by the advertiser. This can exist in a wide variety of forms—videos, social media, short-form narratives, influencers, experiences, and more—which goes to show how drastically the world of marketing and advertising has changed in recent years.

And Guild has done tons to evolve T Brand in her two years as president, keeping the company well ahead of the curve when it comes to the industry's fast-changing landscape. Particularly noteworthy is her creation of a more cohesive work environment.

"When I started, the advertising



Guild interviewing the IPG CEO Michael Roth at the 3% Conference on How Holding Companies Are Upholding Change.

> department was organized in silos—we needed to move to a more agile and collaborative way of working," Guild explains. "I've worked hard to integrate the different

silos, and the result has been amazing. When you have writers, journalists, and strategists all working together, the outcome is very powerful for clients."

And the outcome has been incredible for Guild, as well. "I've never felt so fulfilled in my career," she shares. "Every day I walk into The New York Times and feel so proud to be a part of a company whose mission is to seek the truth, and who does so in such a meaningful and respectful way."

Guild, who lives in Ridgewood, New Jersey, with her husband and two children, remains in close touch with her Taft friends. "There are eight of us who take a girls' trip together every year," she shares. "Despite the constant demands of work, kids, and life, we make an annual long weekend happen. Friendship is so important."

Guild is glad to report things are moving in the right direction with more representation from women and people of color. She serves on the board of the 3% Conference, an organization founded because only three percent of creative directors were women or people of color. This year, that number has jumped to 29 percent—proof that things are, finally, changing.

—Carola Lovering Crane '07

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A CURRENT SENIOR AT STONEHILL

College, Jeremiah Vargas '16 is busy—he's finishing up his finance degree, captaining Stonehill's baseball team, and working diligently for Tater Bats, a baseball bat and accessories company he cofounded with his father and brother in 2015.

Tater Bats was born of the Vargas family's genuine love of baseball, and the company has come a long way since its inception. What started in a backyard shed four years ago has become a 3,500-square-foot workshop and storefront in Waterbury, Connecticut, Vargas's hometown. In addition to custom wooden baseball bats, Tater now produces and sells batting gloves, fielding gloves, and other baseball gear to players all over the country,

Vargas and his brother, Freddie, Jr., at the Tater Bats shop in Waterbury, Connecticut, with some ex-Stonehill College teammates of Jeremiah's and their father; pictured are Sal Gozzo, who plays professionally for the Phillies; Paul Gozzo, who plays for UConn; and their father, Mauro ("Goose") Gozzo, who played in the MLB for several years.

our bats last year, and that number is on the rise," explains Vargas. "Tater has been licensed by the MLB for two years now; we're currently going into our third season."

Major League players aside, several hundred professional players—in the minor and independent leagues—bat with Tater. This creates ample work for Vargas, his father Freddie, and his older brother, Freddie, Jr., who all work or study full time outside of Tater Bats.

"My dad is the one leading production," Vargas shares. "The workshop is in the back of the store, and that's where he cuts and sands the bats. A family friend does the painting, and my brother and I focus on the rest—financials, customer service, fulfilling orders, and developing new products. My mom helps out a lot, too."

Clearly, family is a huge part of Tater Bats' ethos. In addition to an uncompromised focus on crafting high-end bats, Tater prides itself on being a family company, through and through.

"Being a family business, we treat all of

attitude my dad instilled in my brother and me from the very beginning."

Players who bat with Tater praise the company for its superior quality bats, which are each handmade from premium woods including maple, birch, and ash, and are all fully customized. The production time for a single bat—from cutting to sanding to painting to engraving—is between seven and 10 days.

Freddie, Sr. got the idea to start Tater Bats—named after the slang term for a home run—after producing a training bat with Darren Bragg, a Waterbury native who played for the Yankees and Red Sox. At the time, Vargas was an upper mid at Taft and a star player on the baseball team, which quickly began batting with Tater.

Today, Vargas proudly uses his company's bats at Stonehill, where he is a pitcher, infielder, and captain of his team. And though he's determined and excited to pursue a career in finance post-graduation, Vargas

plans to keep working for Tater Bats on the side, as he has throughout college.

"My family and I are working on continuing to build Tater into a bigger brand," he emphasizes. "Freddie, Jr. and I have always talked about going full time with the company one day, when and if that becomes possible. This year will be a big year for us in determining the potential for Tater's growth."

Given their other full-time commitments, running and growing Tater Bats is a lot of late-night and weekend work for the Vargas men. But they do it for the love of the game, and that passion—and dedication to creating the highest-quality bats—has proven instrumental to the company's success.

"Everything is through word of mouth," Vargas says. "And our players are very loyal to us. That's how Tater is expanding."

-Carola Lovering Crane '07



12 Taft Bulletin / SPRING 2020 Taft Bulletin / SPRING 2020 13 "I was raised to believe that government service was an honorable line of work."



Fiona McFarland '04, a 2020 candidate for Florida's House of Representatives.

"But the only way that we can change what we don't like about the world is to take hold of it ourselves."



folks were dealing with on the state level."

McFarland became increasingly involved in political clubs and got to know a number of legislators, so when a seat for her district representative opened up, she saw a place where she could really make a difference. "Our population has expanded at a very rapid rate," she points out. "Just under 1,000 people move to the state every day. The state leadership definitely has the responsibility to plan to accommodate this expansion—from infrastructure and roads to something as mundane as the sewage system—and I want to be a part of that process."

McFarland acknowledges that she has her work cut out for her—especially since, only a few months into the campaign, she and her husband welcomed their first child. "It's really anybody's race," she says, "but no matter what, it's definitely going to be an exciting year."

—Christopher Browner '12

Drawn to Service

"IT CERTAINLY WASN'T INTENTIONAL

at the time, but in retrospect, my draw to the Naval Academy was completely in line with Taft's motto," admits Fiona McFarland '04. "My upper mid and senior years especially, I was very aware of how lucky I was, and I wanted to give back for all that I had been given."

This desire to serve, which first took hold during her time at Taft, has gone on to drive many of McFarland's life decisions, including her most recent ambition: being elected to the Florida State House.

After graduating from the United States Naval Academy in Annapolis, Maryland, in 2008, McFarland spent eight years on active duty, including six and a half years at sea. "We patrolled parts of the Western Pacific and South China Sea and later supported Operation Enduring Freedom in the Middle East," she says. "My team and I were in charge of all of the engineering equipment—from powering the ship's propulsion to working with onboard systems like electricity, pumps, air conditioning, and auxiliary equipment to provide fresh water. We also powered the combat systems and weapons."

Even as she rose through the ranks, McFarland also prepared for her eventual transition back into civilian life. While assigned to a ship that was in the process of being constructed, she took advantage of the downtime and earned an online MBA from UNC Chapel Hill. Then, in 2016, when she went on to reserve duty, McFarland landed a position with the

management consulting firm McKinsey & Company. "We advised companies from every industry, so it was a great opportunity for me to see as much of the private sector as I could," she says. "At that point, all I had known was government work. Every different client project that I took, I wanted it to be in a different industry, be that consumer products, pharmaceuticals, chemical companies, you name it.

"The work was really engaging, and we had fantastic clients," she adds, "but I started to miss service." When she again found herself looking to give back, McFarland realized that involvement in local government might offer an opportunity. "I was raised to believe that government service was an honorable line of work,"

she says. "My mother, K.T. McFarland, started as a typist in college during the Nixon administration. She worked her way up to become Henry Kissinger's research assistant and protégée and then served as deputy assistant secretary of defense for public affairs under Reagan."

Initially, though, Fiona McFarland was hesitant to follow her mother's path. "I saw all of the partisanship on Capitol Hill, and it wasn't what I believed governance should be," she says. "But the only way that we can change what we don't like about the world is to take hold of it ourselves, so I started to show up and look for ways that I could plug in to the local issues.

"This is super nerdy," she says, "but one weekend, I went up to Tallahassee and visited the State Capitol. I just sat in the Capitol Gallery and watched the state representatives debate legislation. It was fascinating, and I really wanted to get involved and know what

Midshipman McFarland in 2008 at the U.S. Naval
Academy with Rear Admiral Cynthia Thebaud '81,
recipient of Taft's 2013 Horace Dutton Taft Alumni
Medal, and Admiral James Stavridis (Ret.).

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TAFT LIFE During COVID-19

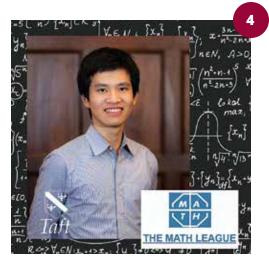
As we worked to finalize this issue of the *Bulletin*, COVID-19 was declared a global pandemic. Taft responded quickly by planning and transitioning to a remote teaching and learning model. The majority of this issue reports on school news from the first half of the spring semester, a time when Taft faculty and students still filled the school's halls and classrooms. The following four pages tell the story of Taft—its academics, campus, community, and *Non ut sibi* spirit—during the earliest days of remote learning.

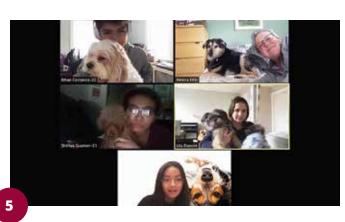
Academic Life









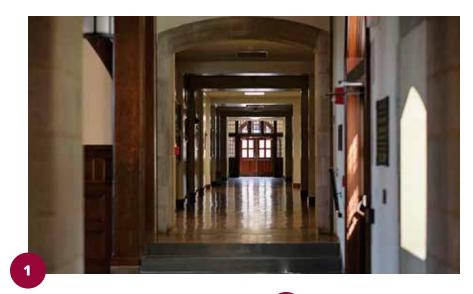






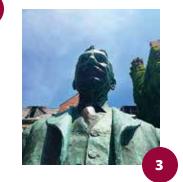
- For Mathematics Teacher Steve
 McCabe, remote learning looks a lot like
 classroom learning: detailed whiteboard
 work, high energy, great enthusiasm.
- 2 Taft's department heads Zoomed in on strategic planning, practical programming, and innovative instruction before launching our remote teaching and learning model.
- 3 Accelerated Biology students would typically collect specimens and prepare sketches to use in a dichotomous key activity. To accommodate quarantines and differing geographical biomes, Science Department Chair Shannon Guidotti collected and photographed samples for students instead.
- 4 Academic life goes on, and Tafties continue to excel. Ben Le '21 recently earned a spot among the highest scorers in the annual New England Mathematics League competition. As a team, Taft finished fifth among the 150 competing schools and ahead of peer schools, including Hotchkiss, Deerfield, and St. Paul's.
- **5** Remote acting class with Helena Fifer: pups welcome.
- 6 Office hours are as important as ever and happen just as often (Spanish Teacher Baba Frew).
- 7 The first week of remote art instruction produced stunning collaged color wheels from the Introduction to Drawing and Design classes.

AROUND CAMPUS





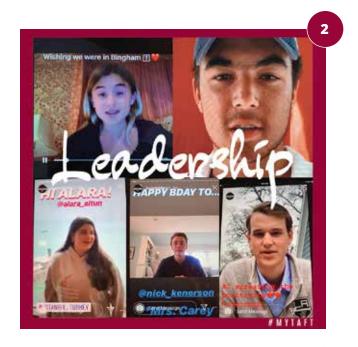




- 1 From the Headmaster: "The Main Hall at Taft is sacred real estate. It's where so much connection occurs. It's the architectural backbone of our community. Here's what it looks like now. We are reminded in this image—in this time of loss—of how blessed we are to live, teach, and learn at this school. I can't wait until the day we are back, the bell ringing and teachers and students heading off to class! It will happen, and that will be a happy day."
- 2 Associate Dean of Students Lindsay Leal captured April's Super Pink Moon over Taft's turf field.
- 3 Now more than ever, perspective matters—keep looking up, Rhinos.
- 4 A sign of the times.

Community











- 1 Headmaster Willy MacMullen '78 delivered a series of video greetings on social media, offering words of wisdom, inspiration, and virtual fist bumps.
- 2 Before the start of remote classes, Taft's monitors built a strong and deeply connected student community through a private Instagram group. They use the space to hold virtual assemblies; share memories and words of encouragement; celebrate birthdays; come together for virtual yoga classes, coffeehouses, and TikTok challenges; reflect on their time at Taft and more. It allows students to remain deeply connected, even when they are worlds apart.
- 3 Messages of hope and positivity flood our community, even from the youngest (and perhaps wisest) members.
- 4 Taft paused for a social [media] moment to honor those in our alumni community working on the frontlines of the global health-care crisis.
- 5 Taft held its first virtual all-community Assembly on April 1, uniting students from 39 countries from all over the world.



6 Life lessons from the Guidotti family:
Keep smiling.
Keep your loved ones close.
Never stop communicating.
Stay connected.
Get outside and breathe the air.

Living Our Motto







- 1 When Athletic Trainer Sergio Guerrera looked around the Training Room and saw a large collection of medical supplies that he wouldn't use while campus is closed, he started a movement. School Physician Dr. Diane Fountas delivered masks, gowns, gloves and other potentially lifesaving supplies from the Martin Health Center, the Training Room, and our classrooms to area hospitals. Then something extraordinary happened: Taft parents, friends, and families responded in kind, sending steady shipments of essential medical supplies for those on the frontlines of the battle against the coronavirus from across the globe. Almost as quickly as we get them, Dr. Fountas puts them in the grateful hands of area health-care providers.
- 2 Near or far, Tafties continue to engage in creative ways to live our school motto, Not to be served but to serve, including taking part in a virtual run to support our longtime community partner, the Connecticut Food Bank.
- 3 At Taft, serving the community is our mission and a way of life: It doesn't stop, even when we're social distancing. When our hometown built an online network offering service and support to our neighbors, History Teacher (and Town Council member) Rachael Ryan was quick to step in and become part of this meaningful initiative.





For more information, visit www.taftschool.org/news

Taft at the Forefront

Young Women Lead the Way in Computer Science

THE COLLEGE BOARD HAS RECOGNIZED

Taft as one of the top schools in the nation for young women studying computer science at the advanced placement (AP) level. Only four percent of the 20,000 institutions offering AP computer science courses earned the College Board AP Computer Science Female Diversity Award, which recognizes high female representation in those courses. Fewer than one percent—Taft among them—were recognized for high female representation in AP Computer Science A.

"This is an exciting time for students of all genders to be engaged with our dynamic computer science curriculum," notes Dean of Academic Affairs and Mathematics Teacher Jennifer Kenerson. "But we are especially proud to be recognized as a school that is on the leading edge of preparing and empowering young women to compete in STEM and computer science fields."

Announced late in February of this year, schools earning the AP Computer Science Female Diversity Award achieved either 50 percent or higher female representation in AP computer science courses during the 2018–19 school year, or the percentage of female computer science examinees met or exceeded that of the school's female population. Taft is one of only four schools in Connecticut to earn the award, and stands alone among its peer schools in receiving the honor.



"Taft has effectively created an environment that encourages women to pursue careers in STEM fields," says Julia Kashimura '20, whose studies at Taft have included courses in web development, game design using Java, iOS app design, and AP and post-AP computer science. "While those fields have been traditionally dominated by men, Taft has done a great job of providing equal opportunities for students to learn computer science regardless of gender."

AP Computer Science A students

Diversity Award to honor schools actively engaging more female students in their AP computer science classes and for the work they are doing to close the gender gap in computer science and STEM fields.

"The Taft School is empowering young women to see themselves as creators, innovators, and problem-solvers," says Stefanie Sanford, College Board global policy chief. "We hope to see even more high schools inspire female students to harness the potential of an AP computer science education."

Oullette took full advantage of that opportunity for exploration throughout her Taft career. Her computer science studies at Taft included Honors C Programming for Hardware and Embedded Systems, Honors Mathematics for Computer Science and Computer Engineering, Post-AP Computer Science, AP Computer Science A, and Computer Graphics & 3D Design.

"I can definitely say that Taft's computer science course offerings have shaped my career path," says Cierra. "I



learn to design and implement computer programs that solve current, real-world problems. The number of young women taking the course—and the exam—has grown steadily, up nearly 60 percent in five years. Recognizing that female students have too often been left behind in computer science studies and careers, the College Board created the Female

Providing female students with access to computer science courses is necessary to ensuring gender parity in high-paying technology jobs and to drive innovation, creativity, and competition. A 2014 study conducted by Google found that women are more likely to pursue computer science if they are given the opportunity to explore it in high school. Taft senior Cierra

came into high school with an immense passion for computer science, but I was unsure of the direction I wanted to take with my future work. Taft's continuously expanding computer science course offerings allow all Taft students—including a large group of passionate young women—to be a part of the fastest-growing and most profitable career fields."

Around THE POND

Of Trembling Winter,

The Fairest Flowers O' Th' Season



FROM THE DARKEST DEPTHS OF

winter spring fair flowers of joy and celebration each year, when the classrooms, stages, hallways, and common spaces at Taft begin to resemble London's Globe Theatre. Taft's winter exploration and reimagining of Shakespeare's finest works is a tradition that brings energy and enthusiasm to our school, touching every student in our community.

One of the hallmarks of Taft's Shakespearean winter is the lower mid *Macbeth* soliloquy recitations, which begin in individual classrooms and culminate in a night of great fun and great spirit with the classroom finalists facing off in a full-grade gathering. It is a beloved Taft tradition. It is also, he always says, one of Headmaster Willy MacMullen's favorite nights of the year.

This year, there were 11 finalists competing for the top prize. The distinguished panel of judges-English Teachers Zana Previti and Caitlin Hincker and mids Jin Min, Leo Kaplan, and Tiger Peng-had their work cut out for them, as all of the competitors delivered fun and impassioned performances. In the end, they rewarded Claire Roberts and her "Yet here's a spot" soliloquy with the night's top honors. Louisa Zhang ("The Raven himself is hoarse...") and Harry Yuan ("Tomorrow and tomorrow and tomorrow...") were the second and third place finishers, respectively. Finalists Haley Sharpe, Ronald Ceesay, Kaitlin Ip, Jack Johnson, Ryan Timberlake, Ashley Wright, David Ma, and Ben Osset rounded out the competition. You can watch all of the performances at bit.ly/20LMMac.

Left: Third-place finisher Harry Yuan recites the "Tomorrow and tomorrow and tomorrow" passage, spoken in the work by Macbeth himself.

Magic! Revenge! Power!

The magic and intrigue that are Shakespeare's *The Tempest* filled the Black Box during the winter theater spectacle.









Around THE POND Around THE POND

Tafties Stand Out at Yale Model UN



STUDENTS IN MEGAN VALENTI'S

Honors Model United Nations made their mark during the 46th session of the Yale Model United Nations Conference in January.

Each year, nearly 2,000 students from 80 schools and 40 countries gather on the Yale University campus to explore a wide range of contemporary global issues, while positing and debating actionable solutions to social, economic, political, humanitarian, cultural, environmental, and technological problems. This year, Taft students Nicholas Baird '20, Alice Lander '21, and Kunchok Palmo '20 were all recognized by Yale for their exceptional committee work.

"I can think of no better way for our students to fully realize the vision of Taft's Portrait of a Graduate than through their work in Model UN," says Valenti. "The opportunity to attend a conference such

as this, with students from all over the world, and in which they are pushed to think and debate critically, consider varying perspectives, and work to find solutions effectively exemplifies what we want students to take away from a Taft education."

Taft's yearlong Honors Model United Nations course explores the basic workings of the United Nations and its diplomatic role in the global community. Students research, discuss, debate, and unpack a range of issues—from human rights and global warming to the complexities of war, peace, and economic disparity. They bring the knowledge and skills developed in the Taft classroom to a number of student-led Model UN conferences each year, including the four-day event at Yale, the Harvard Model United Nations Conference, and the Cornell Model UN Conference.

Left: Senior Nicholas Baird was honored for his committee work as a delegate during the 46th session of Yale's Model United Nations Conference in January.

Non ut Sibi: For the Children

FOR MORE THAN 10 YEARS, Taft's Red Rhino Fund has worked to create positive change for children in the Greater Waterbury community. The fund's board members are charged with learning about not-for-profit trusteeship, growing the fund's endowment through new and innovative fundraising initiatives, creating marketing strategies, and awarding grants to community organizations. This year they awarded nearly \$10,000 in grant money to six area organizations: Reach Out and Read, United Way of Greater Waterbury, Save Girls on F.Y.R.E., Inc., Greater Waterbury YMCA, Police Activity League of Waterbury, and Waterbury Youth Services. Red Rhino Fund Treasurer Diky Izmirlian '20 presented the Reach Out and Read organization with a \$2,000 grant to support their efforts to build a foundation for success by incorporating books into pediatric care and encouraging families to read aloud together. The organization provides new, developmentally appropriate books and early literacy guidance during regular pediatric checkups to 6,500 children and families in Greater Waterbury.





Girls in Math at Yale:

A Rhino Coup d'État

FOUR YOUNG WOMEN FROM TAFT

traveled to Yale University in February to compete in the third annual Girls in Math at Yale competition. Team Taft arrived as the reigning champions and left with their title intact: For the second consecutive year, Taft took home top honors at the event. Upper mids Linh Vu, Anna Serbina, Felicia Wang, and Coco Zhang dominated the team portion of the competition.

"The group chose the name 'Female Coup d'État," said Mathematics Teacher and Mathematics Team Coach Joseph

Zipoli '84. "And in the words of the organizers, they 'toppled the competition."

Conceptualized by the Math Majors of America Tournament for High Schools, Girls in Math at Yale was introduced in the fall of 2018 with the goal of cultivating "a love for math and the sciences in a younger generation and celebrating the diversity that is already present in these fields at the university level." The inaugural event drew 50 students. Zipoli notes that the "steadily growing" competition now draws competitors from public and

private high schools across New England.

The 2020 program featured both team and individual rounds of competition. It also included time for competitors to explore the university and hear members of the Yale community share their thoughts on opportunities for women in STEM fields.

"In addition to the mathematics competition, we had a great day in the school of architecture, hearing from Yale students and professors, and even attending a concert in one of the galleries," says Zipoli. "In all, it was a great day for our students."

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an administrator in the **Emergency Medical** Department at Waterbury Hospital, spent time at Taft sharing details of her experiences as a student, first at Choate and Yale, and later in both medical and law schools. Her visit

was hosted by Mosaic, Taft's Black/LatinX female affinity group.

DR. VANESSA BROWN,



NORTON A. SCHWARTZ is a retired United States Air Force General who served as the 19th Chief of Staff of the Air Force from 2008 until his retirement in 2012. As chief of staff, he was the senior uniformed Air Force officer responsible for supplying, training, and organizing nearly 700,000 active-duty Air Force, Air Force Reserve, Air National Guard, and civilian forces serving in the United States and overseas. As a member of the Joint Chiefs of Staff, Schwartz served as military adviser to the secretary of defense, National Security Council, and the president. He is currently the president and CEO of the Institute for Defense Analyses, and this winter he was the Rear Admiral Raymond F. DuBois Fellowship in International Affairs speaker at Taft.





STUDENTS IN CARLY BORKEN'S AQUATIC SCIENCES COURSE TRAVELED TO WOODS HOLE, MASSACHUSETTS home of the renowned Woods Hole Oceanographic Institute and the University of Chicago's Marine Biological Laboratory—for three days of hands-on learning. The course covers the basic properties of freshwater and seawater, the general categories of organisms and their environmental and ecological relationships, and the impacts of humans on the world's aquatic systems.

Around THE POND

Honoring Dr. Martin Luther King, Jr.

Simplicity of Message, Complexity in Application

TAFT'S 2020 WEEKLONG CELEBRATION of the life, work, and vision of Dr. Martin Luther King, Jr. featured a series of workshops, performances, and speakers built around themes at the heart of The 1619 Project, published last year in *The New*

York Times Magazine to mark the 400th anniversary of the beginning of American slavery. Through a series of stories around topics as diverse as capitalism, health care, American music, the wealth gap, mass incarceration, and hope (to name a few),

the Project reframes our country's history by placing the consequences of slavery and the contributions of black Americans at the center of our national narrative. The goal of all of the week's events? Education, inspiration, and a call to action.











Boys' Basketball 13-12

NEW ENGLAND CLASS A QUARTERFINALS

The Rhinos finished the regular season with a record of 13-12 and made the postseason for the first time since 2013. Taft faced their rival Hotchkiss in the first round of the NEPSTA Class A tournament and lost in a close contest (47-55). Important wins over Suffield Academy, Avon Old Farms, Noble and Greenough, and St. Sebastian's helped Taft solidify their postseason bid. The team was led in scoring by Aaron Latham '20 (17.5 ppg) and Michael Ramos '20 (12.1 ppg). Taft's defense, ranked among the league's best as they held opponents to just 50 points per game, was led by Skyler Bell '21, often defending the opposing team's best guard, and Michael Spencer '20, tasked with defending the opposition's best forward. Behind this strong perimeter defense stood Blessing Agbonlaho '21, who added much-needed protection at the basket. The squad played extremely hard and were on the same page all season long. The table for success was set by captain Michael Yamin '20, who added energy and threepoint shooting for much of the season.

Girls' Basketball 8-15

With just one senior, co-captain Anna Koziol '20, on the roster and having graduated three future college players in the last two years, girls' basketball struggled to find consistency on the hardwood. But the young team stayed positive and fun-loving, and proof of their improvement came in the season's last two games: comeback wins on the road over Berkshire and Hotchkiss. That doubledigit win over Hotchkiss, led by Koziol's 13 points, was especially sweet as it avenged an 18-point home loss to the Bearcats just two weeks prior. Four starters return next year—rising senior captain and leading scorer Natalie Hodak '21, second leading scorer Eliza Ford '22, and defensive specialists Tessa Graebner '21 and Lauren Villanueva '22—so the team's future appears bright.







This season's wrestling team roared back to its winning ways, including decisive wins over Hotchkiss (54-24), Loomis (48-30), Choate (54-30), Salisbury (66-18), Williston (78–6), and Hamden Hall (54–30). Led by a trio of seniors, Gavin Pintro '20 (15–5 at 132), co-captain Eugene Acevedo $^{\prime}20$ (10–9 at 152), and co-captain Sean Cummings '20 (8-4 at 182), Taft was able to field a wrestler in all 14 weight classes for the first time in memory, which gave them an advantage over most other teams. At the Western New England tournament,

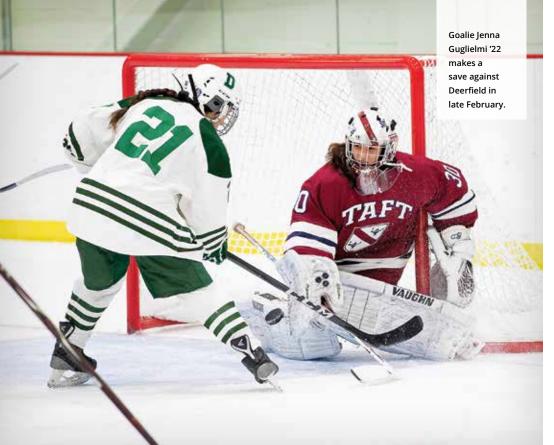
Taft had medalists at 106 (Anishka Perera '23, 6th), 120 (Ethan Costanzo '22, 3rd), 132 (Pintro, 3rd), 152 (Acevedo, 6th), 160 (Lachlan Hawes '23, 6th), and 285 (Mason Frank '21, 6th). This was good enough to finish in the top half of the league. At New Englands, all of the qualifiers—Costanzo, Pintro, Hawes, Cummings—won a match, again for the first time in recent memory.

Boys' Hockey 8-16-1

The season started with a strong third-place finish at the Lawrenceville tournament and

a rousing home victory versus the eventual New England Champion, Salisbury (3–2). A mid-season 5–3 win against New England small school champs Gunnery was another highlight. Zack Tonelli '20 led the team in total points, followed by Henry Molson '20 and Tristan Fasig '20, and the leading goal scorer was postgrad Nick Cullinan '20 with 11 goals. Max Willard '21 led the fundraising effort for the D'Arco Cup with proceeds going to benefit #TeamKatie. Katie Kennedy, daughter of Brunswick head coach, Mike Kennedy, is undergoing chemo treatment, and the donation will go toward her recovery.





Girls' Hockey 7-15-1

Gaining nine new players, including six lower mids, the Taft Rhinos' season was all about growth and development. Senior captains Kristina Cornelio '20 and Olivia King '20, along with seniors Piper Desorcie '20 and Margaret Milardo '20, were key in helping to advance a culture of hard work and cohesiveness. Mid goalie Jenna Guglielmi '22 saw the majority of time in the net, emerging as one of the top goalies in the New England Prep School League, and was selected as a Founders All-League Player, along with Desorcie. The Patsy K. Odden Hockey Award winners were Cornelio and King. The team bids farewell to four seniors, but looks to take a significant leap forward with an exciting and dynamic group of young returning players, led by tri-captains-elect Jenna Guglielmi '22, Ciara Halloran '21, and Melody McAtee '21.



Girls' Squash 9-7

Led this year by tri-captains and returners Carolina Salvatore '21, Sadie Pollock '21, and Tiffany Tam '20, the team was composed of returners Lulu Bradley '21, Julissa Mota '22, Annabel Pick '22, and new players Maddy Meister '21, Lulu Brauer '21, and Katie Salnikoff '21. Taft relied on solid depth

to defeat opponents, even when missing players. The team made constant improvement as the year progressed, culminating in a fifth-place finish at Division II of the High School Nationals, where Taft defeated Horace Mann, then lost to second-place finisher St. Paul's School before defeating Milton Academy and Poly Prep. Taft also had a very strong performance at the New

England B tournament, with the Rhinos taking second place behind perennial rival Hotchkiss, despite forfeiting the sixth flight. Meister finished in second place in Pick each took third in the #3, #4, and #5 flights, respectively. Taft looks forward to lenging the best in the country with a solid group of experienced returning players.

Boys' Squash 6-6

With a balanced lineup from top to bottom, the team built the 6-6 record with wins over Choate, Loomis, and Westminster, while dropping close matches to Hotchkiss and Hopkins. Marwan ElBorolossy '21 #1, Mark Naguib '20 #2, and Harris Ramlee '21 #3 made for a very strong top of the ladder all season, while Jesse Brew '22 #4, Peter Denious '20 #5, Spencer Shin '21 #6, and Teddy Schoenholtz '21 #7 rounded out the next four. The Rhinos played some of their best squash of the season at the New England Class B Championships, defeating Berkshire (6–1) in the first round, then Nobles (7-0), before falling by a matter of a few points to eventual champion St. Paul's 3-4 in the finals.





Alpine Skiing

The season presented less than ideal weather conditions, greatly influencing the experience of the skiers, but thankfully not keeping them from training or racing. The girls finished the Brigham Ski League season with a regular season record of 7-5 and sixth overall in the two-race championship series. At the New England Prep School Championships, the girls placed 6 of 14 in a strong field. The boys' regular season was 12-2, followed by a strong fourth-place showing in the championship series. At the New Englands, the boys

finished 7 of 13. Logan Clew-Bachrach '20 of the girls' team and Alex Lo Faro '21 of the boys, both earned All New England honors for their strong skiing and top 10 finishes. The team will miss a capable group of seniors, led by captain Sophie Savage '20. Four-year seniors Jonathan Cheng '20, Avery Mason '20, Sophie Savage '20, and Sarah Steber '20, and three-year seniors Merrill Bright '20 and Morgan Malcolm '20 have done much to move the alpine ski team forward, and they leave a wonderful legacy for next year's captains Alex Lo Faro '21 and Alicia Maag '21 to build on in our quest for speed.



WINTER ATHLETIC AWARDS

Boys' Varsity Basketball

James Paynter Logan Memorial Basketball Trophy Michael Yamin '20

Girls' Varsity Basketball

1978 Girls' Varsity Basketball Cup Anna Koziol '20

Girls' Varsity Hockey

Patsy K. Odden Award Kristina Cornelio '20 Olivia King '20

Boys' Varsity Hockey *Angier Hockey Trophy*

Nikita Kovalev '20 Nick Cullinan '20

Coach's Hockey Trophy Zack Tonelli '20

Skiing

Ski Racing Award Logan Clew-Bachrach '20 Avery Mason '20

Boys' Varsity Squash

Boys' Squash Award Peter Denious '20

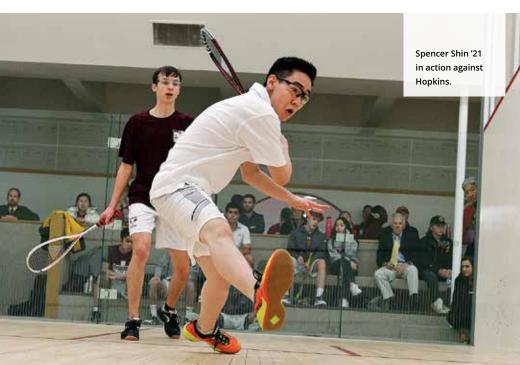
Girls' Varsity Squash

Girls' Sauash Award Carolina Salvatore '21 Sadie Pollack '21

Wrestling

John L. Wynne Wrestling Award Eugene Acevedo '20

Harry F. Hitch Wrestling Award Sean Cummings '20 Gavin Pintro '20



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Minimizing Risk

Fred Kneip '92 in the Land of Cybersecurity

You might find this hard to believe, says Fred Kneip '92, but hackers are lazy. He knows this doesn't sound right. Because in the news of late, it sounds like they've been busy. Security breaches, data leaks, ransomware—terms that we never knew existed a decade ago are now as familiar as the morning alarm clock, and no less jarring, because the companies we trusted behaved carelessly with our most personal details.





As the chief executive officer of an award-winning cybersecurity firm, Kneip understands this frustration better than most. What he will tell you is that companies understand it, too. The largest and most successful spend millions fortifying their networks against intensifying cyber threats. But that's still not enough to safeguard against more than half of all breaches.

Take Apple, as a hypothetical. They make the iPhone. But in reality, they don't really make anything. It's their design for the iPhone that gets sent to manufacturers and suppliers, companies they trust, who compile the myriad components into that beloved smartphone. And Apple rightfully treats that design like the crown jewels, spending whatever is necessary on its in-house IT apparatus to keep the unblemished halo around it from getting penetrated by hackers, who want to make knockoff iPhones.

And see, this is where the laziness comes in. The nicer word would be methodical. Hackers know they can't scale the Apple fortress easily. But maybe one of those manufacturers, one of the partners to whom Apple sent its iPhone designs, maybe they are slightly more vulnerable, less rigorous, and less diligent about their network defenses; maybe there's a way to steal the goods from them. Apple trusts its partners. But how can it be so sure?



Kneip began thinking about this problem while serving as the head of cybersecurity at Bridgewater Associates, a hedge fund in Westport, Connecticut, in 2014. Before that, he had spent seven years at the global consulting firm McKinsey & Company,

The largest and most successful companies spend millions fortifying their networks against intensifying cyber threats. But that's still not enough to safeguard against more than half of all breaches.



The explosion of outsourcing has also made the global economy phenomenally more complex, and "companies are no longer self-contained," says Kneip. "The term we use is a digital ecosystem."

traveling the world and talking with large industrial and manufacturing companies about their strategies and concerns. The threat of hacking wasn't as blaring as it is today, but it was quickly coming on their radar. Kneip could see that the present cybersecurity procedures were unfit for the modern economy.

"In the last 10 to 20 years, the explosion of outsourcing has allowed people to focus on their own core competency and outsource the remainder—manufacturing and other things," says Kneip.

"That has accelerated business in ways we can't even imagine."

It has also made the global economy phenomenally more complex, and "companies are no longer self-contained," says Kneip. "The term we use is a digital ecosystem. People aren't cutting their own checks anymore; they use ADP. They don't have their own in-house counsel; they've outsourced it to a law

firm. Marketing tools will run all your analytics for you."

The proliferation of business-to-business companies and third-party relationships has also widened companies' bellies of exposure to possible attack. And hackers have noticed.

"The Dragonfly attacks on critical infrastructure," says Kneip, referring to 2016 malware attacks allegedly perpetrated by Russian cyber actors on commercial energy facilities across the U.S., "if you read the notes between these guys, they're actually saying, 'OK, let's find who the third parties are that supply the systems to these utilities; those are the guys we have to go after.' It's clear that this was an attack path of choice."

How was Delta Airlines attacked in 2017, leading to a massive data breach of credit card information of up to 850,000 customers? A third-party chatbot on the carrier's

The proliferation of business-to-business companies and third-party relationships has also widened companies' bellies of exposure to possible attack. And hackers have noticed.

website. The problem is worsening: 57 percent of network breaches are now caused by third-party vendors.

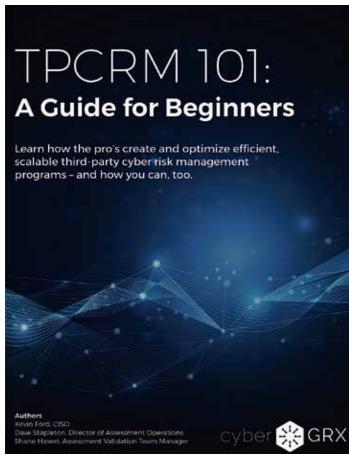
Kneip saw that the way that companies determined the cybersecurity strengths or weaknesses of their downstream partners was by sending an Excel file questionnaire with questions like, "Do you update your software?"

"Then someone has to fill it out," Kneip says. "And someone has to read that and respond and determine if that's appropriate for their level of engagement. This is fine if you have 25 or 30 third parties, but a typical Fortune 500 company now has about 10,000." (Kneip's largest client, a multinational health-care conglomerate, has roughly 127,000.)

As he was thinking about this issue, around five years ago Kneip met Jay Leek, the chief information security officer at Blackstone Group, the investment giant. "He and I were talking," Kneip says, "and he said, 'I have this idea, would you be interested?"

Leek held a quarterly conference call with companies within Blackstone's portfolio, about 120 in all, including some as





large as Hilton Hotels. About 90 percent of them, he realized, were using ADP as their payroll processor. Half of them were sending a team on site to ADP each year to do a security evaluation at a cost of around \$5,000 to \$10,000 apiece. "That's 50 companies spending \$10,000 each," Kneip says. "He's like, OK, that alone is ridiculous, and that's just one company!"



Kneip had his epiphany. With Leek's help, he started CyberGRX in Denver, Colorado, in 2015 with \$9 million in funding. Just over four years later, the company has raised more than \$100 million with the latest funding round led by ICONIQ Capital, an investment firm known for its ties to Mark Zuckerberg, and boasts 125 employees and over 100 enterprise clients,

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including Blackstone, ADP, Aetna, and MassMutual.

The GRX stands for Global Risk Exchange. Kneip's company is a platform where clients and third parties can support each other, knowing the suppliers have had their cybersecurity procedures vetted and verified.

Instead of a large company sending out thousands of time-sucking questionnaires, or spending thousands to perform on-site security evaluations over and over, CyberGRX handles the due diligence and has partnered with Deloitte to perform validation. The results get shared onto the exchange for an enterprise to evaluate and monitor.

"A simple analogy," Kneip says, "is if you had to raise capital in a debt market 100 years ago, every bank and investor would come and do their own due diligence, and it would be a nightmare process. Then there was the invention of these concepts called Standard & Poor's, or Moody's, or Fitch that will review all the detail and data around the financial stability of this company and give it a credit rating. People say, 'OK, I'm going to go read that report and get everything I need.' We're providing effectively the same concept in cybersecurity."

The platform saves a lot of headaches for the large clients, who now have the reports at their fingertips. It also benefits the third parties, more than 60,000 of whom, according to the company's website, now can receive a single comprehensive assessment and then "never have to complete another spreadsheet again." Kneip even talked to the team at Intuit who designed TurboTax to make the questionnaire process more tolerable. "We felt like if they could make tax preparation tolerable, somebody can help make a security questionnaire better," Kneip jokes.

Each company's individual answers to the questions are presented in a sortable dataset, which also helps the large clients scanning for vendors on the platform. "When you've got 4,000 third parties, you need to be able to sort and filter in some sort of way," Kneip says. "Now you can filter by law firms or data protection controls or access management controls and index that against how much they bill. This helps them make decisions about who to work with.

"We call ourselves a dual-sided platform," Kneip adds, "because it creates value on both sides."



Kneip comes from a family of Tafties, including brothers Will '96 and Robert '04. He captained the squash team at Taft before studying civil engineering at Princeton and had never considered starting his own business. His career path, starting at Merrill Lynch out of college before getting into private equity and earning an MBA at Columbia University in 2004, took him to varying and disparate corners of finance and management, which at times left him gasping, "What am I doing here?" But that background also gave him tools to put his own stamp on something unique.



"I'll never go back to a large organization again," Kneip says. "This is without a doubt the most fun I've ever had."

"I look back and, you know, I wish I'd gotten into startups or on the entrepreneurial track earlier on; it's just so much more fun and fulfilling, and the energy is so great," Kneip says. "But I'm happy with the trajectory. I wish I could tell you it was planned."

His experiences at established global firms helped
Kneip lay the foundation for what he's most proud of about
CyberGRX: the culture. He drew upon "a lot of things I
liked about Bridgewater," as well as "a lot of things I didn't
like." There is also a fellow Taftie, Mark Herrlinger '84, who
serves as the company's director of exchange services.

After being born and raised in Brooklyn and living mainly on

the East Coast, Kneip has mostly adjusted to the altitude difference in Denver with his wife, Greer, and their three boys, Freddy (12), Rylan (9), and Graham (5), who enjoy skiing, hiking, and, of course, playing squash. "The family loves it," Kneip jokes, "although at times I'm still winded going up stairs."

Kneip says he wanted to build something that offered real value, made him excited to go to work every day, and posed problems on a recurring basis that were complex and stimulating. So far, he has checked all those boxes.

"I'll never go back to a large organization again," Kneip says. "This is without a doubt the most fun I've ever had."

Zach Schonbrun '05 is a senior editor for business and technology at The Week magazine and author of the book The Performance Cortex.

Cybersecurity Tips

How can you protect yourself from hackers?

Cybersecurity expert Fred Kneip '92 says that the way Fortune 500 companies are looking at security is similar to the way you should be thinking about it too.

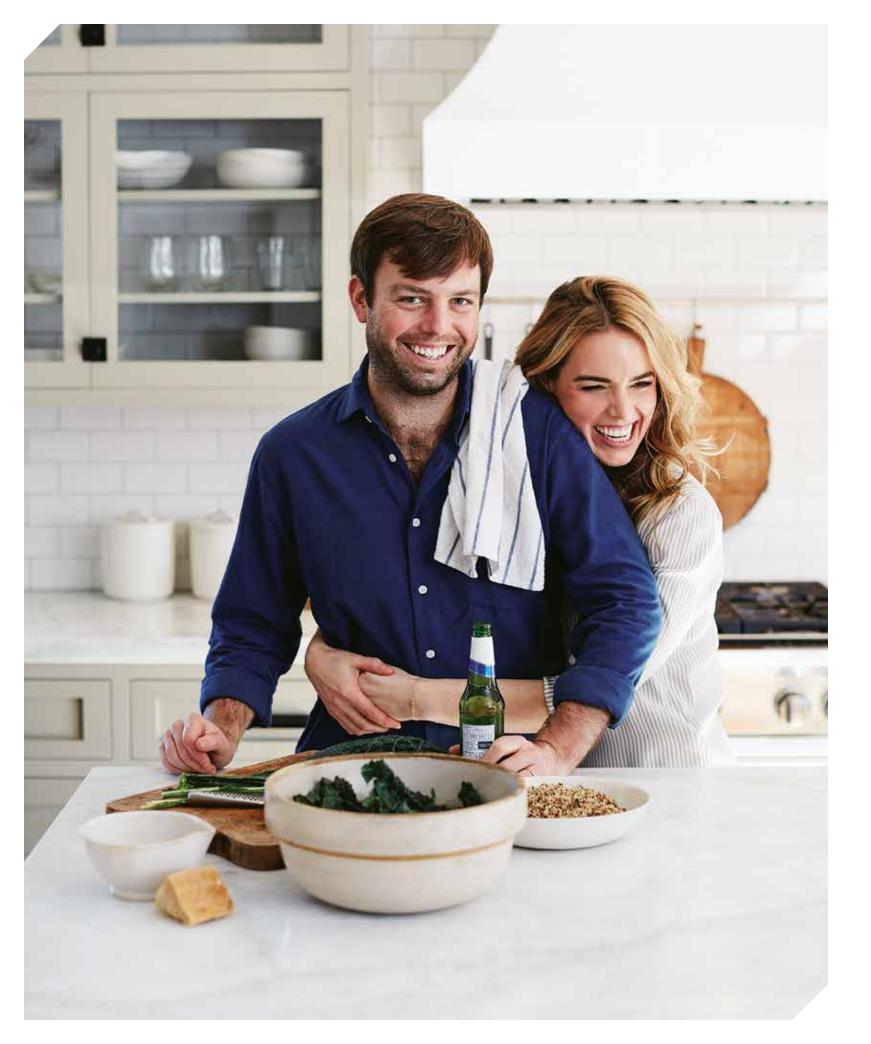
Update your software. The vast majority of breaches can be prevented by basic hygiene. When you get a notice on your iPhone that says "new software available," it almost always means Apple discovered a vulnerability in its software and "patched" it. If you don't update, you're leaving yourself exposed. So do it. Don't delay.

Don't reuse passwords. Once hackers have one password combination, they have tools they can use that use that combination to try to log in on Facebook, Wells Fargo, Bank of America, etc. If you've reused that password set, if it's compromised in one spot, you've exposed it in all the other places. Even if it's a great password, if it's exposed once, it's exposed in all these other places. There are these programs like 1Password or LastPass you can use to manage that.

If possible, use two-factor authentication. It is an available option in most major apps today. It may sound like a little bit of an annoyance, but it's a massive safety tool.

Learn about phishing. Ninety percent of breaches start with a phish. What is it? It's when you receive an email saying "CLICK HERE" to see some video or some contest. If you do, you may end up downloading malware onto your machine. If it's not from someone you know, if it's not something you're expecting, then don't click on it. One of the telltale signs is it creates a false sense of urgency, designed to make you act before thinking.

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APPROACHABLE

How Serena Wolf '05 Continues Her Mission of Healthy, Fun Eating and So Much More

By Bonnie Blackburn-Penhollow '84

Left: Food writer. blogger, and private chef Serena Wolf '05 with her husband, Logan Smith Unland. HARPER WAVE AND MATT ARMENDARIZ

n any given day, Serena Wolf '05 can be found in her kitchen, experimenting with recipes for healthy main dishes, new twists on classic cocktails, or lightenedup desserts. Or she's testing out new products to endorse on her blog, *Domesticate Me*, which started as a way to keep in touch with family and friends while studying in Paris a decade ago.

"It started as a fun, creative outlet, with funny stories about throwing dinner parties," Wolf says. "I felt no pressure or need to be overly formal in my writing since I felt like I was writing for my friends and family. I try to be accessible, funny, and approachable. When I first launched my blog, a lot of the blogs were Martha Stewart-esque.

"Entertaining people, making people laugh, and making them feel like cooking doesn't have to be a chore are always my goals. Honestly, my writing style is modeled almost exactly on the way I speak—it's conversational. Approachable. No posturing. I haven't 'crafted' it as much as I've just gotten comfortable showing up on the page as I do in real life."

That blog has turned Wolf into a full-blown social media maven, complete with podcasts, Instagram fame, television appearances, more blogging, and two cookbooks.

After graduating from Harvard in 2009, Wolf enrolled in Le Cordon Bleu Paris, receiving her cuisine diploma in 2011.

"It is somewhat funny that I ended up at

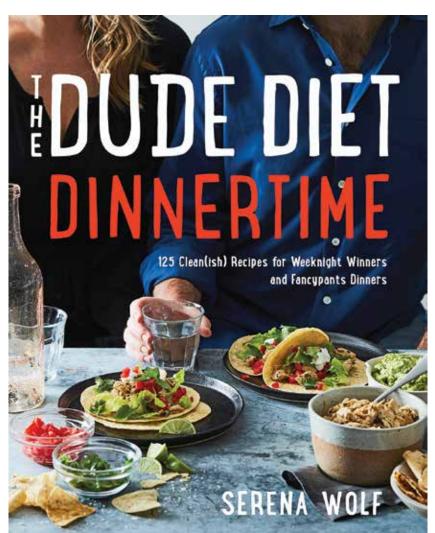
Le Cordon Bleu," Wolf says with a laugh. "I did minor in French at Harvard, and I went to Paris to be a writer." Wolf says her plan behind going to the famed culinary school was simply to master some "killer domestic skills," in addition to practicing her French and enjoying Paris.

"I ended up falling in love with cooking," she says. "Le Cordon Bleu teaches traditional

French cooking techniques, and I apply them every single day. I was really lucky that I had no experience. I was starting with a clean slate and was able to learn the correct techniques, knife skills, how to work with flavor and protein."

"After a few months, I had become a completely different person," she writes on her blog, domesticate-me.com. "I was gutting and

I ended up falling in love with cooking...Le Cordon Bleu teaches traditional French cooking techniques, and I apply them every single day. I was really lucky that I had no experience. I was starting with a clean slate and was able to learn the correct techniques.



filleting fish, deboning chickens, breaking down whole rabbits, and whipping up hollandaise sauce without breaking a sweat. The most insane part? I loved every second of it. Realizing that I'd found my (very unexpected) calling, I enthusiastically signed on to complete the full diploma program and never looked back."

Career Takeoff

Wolf's blog up to that point had been mostly confined to news for her friends and family, but she began adding recipes and growing a following. Her writing and recipes have been featured in various print and online outlets, and she has appeared as a guest on the *Today* show, *Dr. Oz*, and *The Chew*, among many others.

She has two cookbooks out, *The Dude Diet* and *The Dude Diet Dinnertime*, both of which take on previous unhealthy foods she saw her boyfriend (the "Dude") inhaling without regard to nutrition or his expanding waistline. That sparked her desire to make unhealthy foods healthier by tweaking the ingredients and preparations while keeping the recipes simple enough that even the most culinarily challenged guy (or gal) is able to pull them off. (She and the "Dude" recently married, and he's lost pounds and inches following her intervention.)

BUFFALO CHICKEN AND WHITE BEAN CHILI

Serves 4

For the chili:

Two 15-ounce cans Great Northern beans, drained and rinsed

- 2 tablespoons extra-virgin olive oil
- 2 medium carrots, minced
- 1 celery rib, minced
- 1 medium yellow onion, minced
- 5 garlic cloves, minced
- 2 teaspoons smoked paprika
- ½ teaspoon ground cumin
- 1/4 teaspoon freshly ground black pepper
- ¼ cup plus 3 tablespoons Frank's Red Hot Buffalo Wing Sauce, plus extra as needed
- 2 cups low-sodium chicken broth

Two 8-ounce boneless, skinless chicken breasts

½ teaspoon dried dill weed

Kosher salt to taste

For serving:

½ cup crumbled blue cheese or grated sharp cheddar 2 whole scallions, thinly sliced

1 celery rib, thinly sliced crosswise into half-moons

Instructions:

- > Place half of the beans in a large bowl and roughly mash them with a fork. Set aside.
- > Heat the oil in a medium Dutch oven or heavy-bottomed soup pot. When the oil is hot and shimmering, add the carrots, celery, onion, and garlic and cook for about 5 minutes, until the vegetables have softened and the onion is translucent. Add the paprika, cumin, and black pepper and cook for 1 minute just to toast the spices. Add the wing sauce, mashed beans, whole beans, and chicken broth and bring to a simmer.
- > Slice the chicken breasts in half crosswise (to help them cook more quickly) and add them to the pot. Cover the pot with a lid and simmer for 15 minutes, or until the chicken is cooked through.
- > Carefully transfer the chicken to a cutting board. Shred the meat with two forks, then return it to the pot. Stir in the dill and simmer, uncovered, for 10 minutes more, or until the chili has thickened slightly.
- > Taste and season with a little salt or extra wing sauce if necessary.
- > Ladle the chili into bowls. Garnish with the cheese, scallions, and celery, and get after it.

Just the Tip:

Save prep time by using your food processor to finely chop the carrots, celery, onion, and garlic.

Recipe from *The Dude Diet Dinnertime*, reprinted with permission from Harper Wave.

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"I wanted to write a cookbook right after I graduated from culinary school. I think my inspiration was wrong out of the gate though. Originally, I wanted to write a cookbook because I thought it was the right career move," she recalls. "I wrote a proposal for a book called 'Food That Doesn't Suck' when I was 24, and it was almost bought by a publisher. Thank God it wasn't. It just barely didn't suck, and I didn't have the culinary or recipe development experience necessary to write a cookbook at that time.

"It wasn't until almost three years later (during which time I grew my blog, taught classes, and was the private chef for players on the New York Giants) that I wrote my next book proposal for *The Dude Diet.* That proposal was written from the heart by an experienced cook who had honed her recipe development skills and wanted to share recipes that would make healthy cooking accessible to people who might not otherwise be motivated to eat well. The Dude Diet

"Diet culture has become so extreme...I don't think restriction [of certain foods] is sustainable. I think those diets can be really effective for immediate weight loss, but I don't think we have it in us to only eat specific things, barring illness or allergy."

Her husband, Logan Smith Unland, is one of her taste testers for her recipes, and the couple had a rule while she was perfecting recipes for *The Dude* Diet Dinnertime, which came out in 2019. She only gets three tries on a recipe before she needs to move onto another concept. Her inspirations come from Unland and what she sees in restaurants. She particularly enjoys making over traditional American "comfort food" with an eye to healthful eating.

Example? She overhauled Unland's prized Buffalo chicken wings, swapping out heavy breading for whole wheat Panko crumbs and baking the wings, rather than deep frying them.

"I mostly love that food brings people together,"

I'm also so passionate about dispelling the ridiculous myth that healthy eating is boring. I truly believe that meals made with nutrient-dense whole foods can taste insanely delicious and indulgent. which makes eating healthily long-term sustainable. And exciting! ">>

> started as a column on my blog. I wrote a one-off post about my then-boyfriend (now husband) Logan's ridiculous eating habits and how I was convincing him to eat a little bit better. The response to that column was so strong that I knew I was onto something with this 'middle of the road' healthy eating approach."

Healthy Eating's Not Boring

Eating sensibly is at the core of Wolf's philosophy.

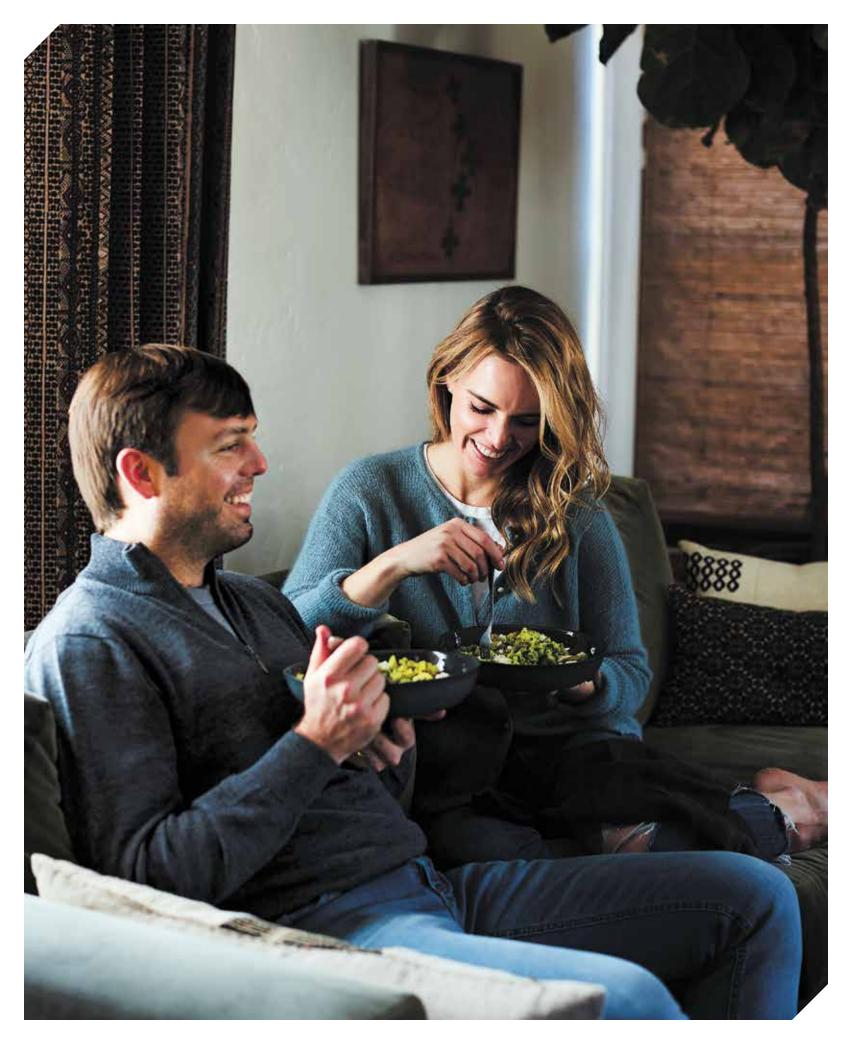
"What I love about the way I cook and eat, which is nonrestrictive, healthy eating, is that I am able to nourish myself and the people I love and never feel like I'm on a diet in any way," she says.

Wolf says. "It's the centerpiece of celebrations big and small, and I love that my recipes allow me to play a small part in bringing happiness to other people's lives and celebrations. I'm also so passionate about dispelling the ridiculous myth that healthy eating is boring. I truly believe that meals made with nutrientdense whole foods can taste insanely delicious and indulgent, which makes eating healthily long-term sustainable. And exciting! On a personal level, I also find cooking to be so soothing. It's meditative for me."

Wolf says she has no formal nutritional training, just her deep knowledge of how foods can be made delicious and nutritious.

"I am a whole food enthusiast. I'm just hoping to provide recipe inspiration. I try to make the recipes as flexible as possible. If you happen to be gluten-free, Paleo, or dairy-free, all the recipes are adaptable. You do get options," she says.





The Dude Diet started as a column on my blog. I wrote a one-off post about my then-boyfriend (now husband) Logan's ridiculous eating habits and how I was convincing him to eat a little bit better. "?"

Success Not So Easy

One thing you'll notice about Wolf if you read through her blog is that she seems to be always smiling. But that's not always the case. In fact, Wolf has anxiety that at one time triggered major panic attacks. But she's learned coping skills that include nutrition,

[From *The Dude Diet Dinnertime:*]

A LITTLE PEP TALK

Before you run off to make dinner, I'd like to quickly remind you that The Dude Diet is a lifestyle and should be treated as such. It's not a crash diet or a get-thin-quick fix. You won't wake up after a week with Timberlake abs and a free pass to crush Domino's for the rest of the year. Sorry. However, if you embrace The Dude Diet's basic commandments and rely on the cleanish recipes in this book and its predecessor, you will undoubtedly feel better and look hotter long-term. That's a pretty sweet deal given that you're still able to enjoy epic meals without having to count calories or give up entire food groups/your life. Not to mention the fact that spending some quality time cooking for yourself and the people you love is guaranteed to up your culinary street cred and boost your confidence both inside the kitchen and out....

The Dude Diet Bandwagon is awesome—it's packed with happy people...and there's a bunch of nutritious and delicious food being served.

Go forth and conquer, dudes.

You Got This.

supplements, exercise, and meditation. Her anxietycentric podcast, "Spiraling," is launching its second season, and she's had countless messages of appreciation from her followers.

"It was a little bit nerve-wracking," she says of "outing" herself on the blog. "It put me in an extremely vulnerable position. But once I got it out in the open, it was oddly liberating. To share that part of myself helped me be more authentic in everything else I was doing. Trying to hide it was anxiety-producing in itself. So many people have reached out and shared their own stories and sent wonderful messages. Unfortunately, anxiety and depression are portrayed in the media as a negative defining characteristic and are stigmatized.

"I don't think having anxiety and having a successful and fulfilled life are mutually exclusive," she adds. "I've developed a lot of management techniques, and I'm doing my best to help break the stigma. But there's still a long way to go. What's really wonderful is that being open about my experience makes people feel less alone and that they're not 'crazy."

That connection with her followers is one Wolf treasures. As an "influencer," Wolf partners with different brands to cross-promote lifestyle items, including beauty, fashion, and home accessories.

"It's really amazing," she says. "There are many pitfalls to social media, but Instagram made it a lot easier for people to reach me with direct messages and a click of a button. I'm really, really proud of the community I've built on Instagram. It's really important to me to have that connection. The people who read my blog and follow me, they are incredibly loyal, and they are incredibly supportive. I do a Q&A at the end of the month and people can ask me questions, and I tackle those honestly. Just being myself has been really wonderful via Instagram. I can have my own cooking show. I can have in-depth discussions."

What's next for this busy social influencer? More growth, she says, adding, "I've had a ton of failures, and I've learned a lot from those. I've never really been able to see exactly where my path is going. I've stopped trying to see miles down the road and just go with the flow."

Looking Milestone for the Potter Gallery



It has been almost 20 years since the Mark Potter Gallery was opened. This bright spot off the Charles Phelps Taft hallway has hosted an amazing array of shows in that time, including the creation of a multicultural mandala by Buddhist monks (twice) and numerous student, faculty, and alumni art exhibits. The Taft community has come together to celebrate the works of visiting artists, as well as those of local children in this beautiful space.

> —Beth Nolan Lovallo '93 The Leslie D. Manning Archives

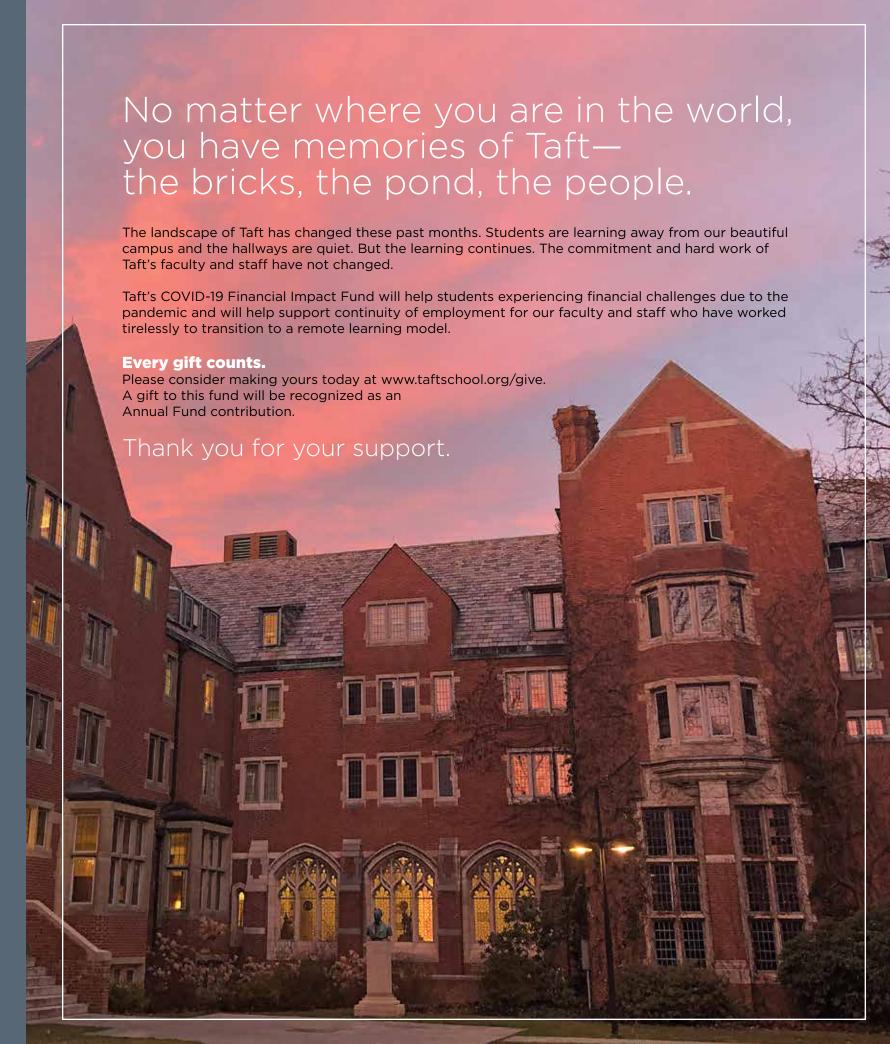
Left: A drawing by Graham Gund Architects for the envisioned gallery, which opened in 2000.



Above: The gallery's entrance in 2020.

Right: A 2017 Potter Gallery opening





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