as
MENTIONED
The Annual Report of
Case Western Reserve University
2015 I 2016
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FROM THE PRESIDENT

To the Case Western Reserve University Community:

Typically we take the occasion of our annual report to tell others about the highlights of the previous dozen months.

This time, we’re letting them tell our story.

From The New York Times to National Public Radio, Forbes to Fortune, Case Western Reserve drew notice all over mainstream media this year. The university was even more ubiquitous across social media sites like Facebook, Twitter and Instagram.

Organizations like Accenture and Microsoft, Cleveland Clinic and the Cleveland Metropolitan School District all applauded innovations like the holographic anatomy curriculum now under development, or the dental school’s efforts to provide well-fitted mouth guards to local student-athletes.

In addition, Professor Peter Shulman’s insights @HistOpinion and Professor Brooke Macnamara’s second look at the 10,000-hour rule drew national interest in the work of our faculty. Meanwhile, Northeast Ohioans took to social media to herald the opening of a new human trafficking law clinic.

You will see how those accomplishments were shared, liked and posted in the pages that follow. You also will learn how viewers responded to the Violins of Hope performance at the opening of The Maltz Performing Arts Center, how Adam Savage was awed by Sears think[box] in the Richey-Mixon Building, and how our partnership with Cleveland Clinic made the Health Education Campus groundbreaking possible.

Best of all, thousands of others did the talking for us.

To them, and to all of the members of our community who inspired them, let me just say thank you—and congratulations.

Barbara R. Snyder
At Case Western Reserve University, 2015–16 was a year of conducting life-changing work, breaking new ground and exceeding even our highest expectations.

But don’t take our word for it.

This year, stories about our faculty, staff, students and entire campus appeared more than 41,500 times in local and national media and 110,000+ times on Twitter, Instagram, Facebook, blogs and more.

See how people shared our story—through national headlines and viral posts, in photos and videos, and, often, in 140 characters or less.
THE HUFFINGTON POST
Sports practice accounts for just 18 percent of differences in performance

QUARTZ
These 25 schools are responsible for the greatest advances in science

Julia Chang
@julia365
Captain America: Civil War was AWESOME! Thank you Anthony and Joe Russo for coming back to @cwruru and showing it to #Cleveland!

elarrywong
CES
Visit the most cuddly booth at #CES this year: #parihug w/ #XylaFoxlin and #HarshitaGupta giving free hugs via Teddy Bear! ...easily two of my faves at #CES2016

The New York Times
Comparing Jewish refugees of the 1930s with Syrians today

Forbes
It’s official: Testing rape kits prevents assault and saves everybody millions

Connie Adams
A new massive health education campus to be built by Cleveland Clinic and CWRU. Thrilled for CLE!!
Case Western Reserve University is helping to revolutionize medical-science studies* with a new technology from Microsoft.

―EdTech

“Medical students will learn anatomy, pharmacology, surgery and other medical classes using virtual reality holograms that would make teenaged gamers jealous.”

―MedCity News

Fascinating: How @CWRU is changing medical science studies with Microsoft’s @HoloLens

Berci Meskó, MD, PhD
@Berci

HoloAnatomy app previews use of augmented reality in medical schools. #digitalhealth #meded

*Emphasis added throughout report.
Case Western Reserve University

“My mind was just kind of blown when I tried it on,” medical student Satyam Ghodarsa said of Microsoft HoloLens. “It was perfect.” Get a first look at how CWRU and Cleveland Clinic’s new HoloAnatomy app will change medical education.

Congratulations to @cwru for the first 3rd party holographic app for #HoloLens. We can’t wait to see who’s next.

Edward Motea shared Case Western Reserve University’s video

This is amazing! Proud to be a CWRU alumnus. I can’t wait to try it on and experience it firsthand. The whole world is going to benefit from this, and it all began at Case Western Reserve University.

Sharon Jeffers shared Case Western Reserve University’s video

The future of medicine is here now—in Cleveland.

Daniel Sabzehzar shared Case Western Reserve University’s video.

This isn’t just state-of-the-art, it’s state-of-the-future. This is revolutionary.
Congrats @cwrucomm & @ClevelandClinic on the recent groundbreaking of your new health education facility! #healthcare4all

—@RepMarciaFudge, Ohio Congresswoman Marcia L. Fudge

Eiran Gorodeski, MD
@EiranGorodeski

@cwrucomm @ClevelandClinic Medicine, nursing, and dentistry students together on one campus. This will be amazing.

clevelandclinic
Cleveland Clinic

THE PLAIN DEALER

Cleveland Clinic, CWRU break ground on $515M Health Education Campus including dental clinic in Hough

The glassy, light-filled, four-story building designed by the firm of Foster + Partners will house the Cleveland Clinic Lerner College of Medicine and Case Western Reserve University’s School of Medicine, School of Dental Medicine and Frances Payne Bolton School of Nursing.

"We want to encourage people to learn how to work in teams right from the very beginning," [Cleveland Clinic CEO and President Toby] Cosgrove said.

Connie Adams

A new massive health education campus to be built by Cleveland Clinic and CWRU. Thrilled for CLE!!

❤️ 204 likes
clevelandclinic #FutureOfHealthEdu coming along nicely. What a view!
Cleveland Clinic, Case Western Reserve’s new school at E. 93rd & Chester has grown—a lot.

Saad Mahmood
@saadhealth

Exciting times ahead for Case Western Reserve’s medical school!
@cwr @AAMCtoday @AAMCPreMed @ClevelandClinic
Case Western Reserve University unveiled think[box], their new seven-story makerspace in Cleveland, Ohio.

—Make: Magazine

Case Western Reserve University opens new think[box] innovation center

Sears name added to Case Western Reserve’s think[box] facility

At Think[box] at Case Western Reserve U for Thinkapalooza. Amazing 50,000 sq ft facility open to public for free.

54 likes

This walkway is awesome. Went to the new #thinkbox today with @mustbejust. It was so cool!! Definitely something worth checking out at #CWRU #CLE

@CWRU think[box]—one of the world’s largest university-based innovation/entrepreneurship centers—has new digs.
Mythbusters’ Adam Savage marvels at Cleveland’s maker enthusiasts, urges science geeks to “Stay curious” —The Plain Dealer

Andrew Coy of White House Innovations & Adam Savage of MythBusters speaking @cwrut think[box] @inthecircle

Chris Ronayne @chrisronayne

THE PLAIN DEALER

“I think of ‘making’ as the gateway drug to critical thinking. Kids are inspired by the fact that we’ve manipulated our world and made it a little better, and the faster a kid realizes that, the better.”

FRESHWATER CLEVELAND

Cleveland’s growing “maker movement” the focus of TV host’s visit

“It was my honor to be shown so many amazing people/places in lovely Cleveland!” —Adam Savage in a Reddit “Ask Me Anything” forum

3DPRINT.COM

It’s no myth: Makers are critical to the future, says Adam Savage
Proud of the **student entrepreneurs** from my alma mater @cwru making it happen at #CES2016

—@carmenfontana, Centric talent acquisition manager Carmen Fontana

---

Gone are the days of Teddy Ruxpin, walkie-talkies, and even kissy-faced emojis. They have been replaced by an upgraded mashup—long distance hugging technology in the form of cuddly teddy bears.

---

The story of this toy bear and its student inventor encapsulates an important trend in how colleges and students are changing the way they think about education—and about the value of getting a higher education on a physical campus.

---

elarrywong

CES

Visit the most cuddly booth at #CES this year: #parihug w/ #XylaFoxlin and #HarshitaGupta giving free hugs via Teddy Bear! ...easily two of my faves at #CES2016
“It’s basically tracking the position of my left hand in 3-D space,” student Tyler Eston explained in Major League Hacking’s Facebook video. “This is an ultra-low-cost position controller so a human being can interface with robotics applications.”

CWRU students install solar panels in Namibia.

The villagers now have light in their homes and can charge their cell phones, providing crucial links to their customers.

The exoskeleton robotic arm from Case Western Reserve #CES2016
EXPANDING THE ARTS

Completed renovation makes Temple–Tifereth Israel ready for Sunday debut as Maltz Performing Arts Center

—The Plain Dealer

It’s a win-win for all concerned, and especially for the public, which through CWRU programs and events will gain access to a spectacular performing arts venue that is both new and old.

CBS SUNDAY MORNING
“Violins of Hope” honor the music and the memory of those who perished in the Holocaust

THE PLAIN DEALER
“Violins of Hope” project left deep, long-lasting impact on Northeast Ohio

PBS NEWSHOUR
Restoring hope by repairing violins of the Holocaust

stonzcle
The Temple-Tifereth Israel

71 likes
stonzcle Such a privilege to attend the #violinosfhope concert at the recently renovated #templetiferethisrael #cleveland #maltz #cwru #shlomomintz #silverhall #violinscle #beethoven #ideastream #clevelandorchestrachorus #clevelandorchestra #universitycirclecle #universitycircle
@CleveOrchestra’s “Violins of Hope” concert proves musical, humanitarian triumph.

Though I’ve been home for several hours, I still hear violins—Violins of Hope—echoing through Silver Hall at The Temple-Tifereth [Israel.]

mattshifflerphoto Overtime detail [as a Case Western Reserve police officer] this week consisted of protecting the priceless violins used and restored from the Holocaust. Sometimes police work intertwines with some really interesting subjects. [As a “Violins of Hope” brochure puts it:] “When a visitor first brought Israeli violin maker Amnon Weinstein a violin for repair, explaining that it had helped him survive the Holocaust as he played for Nazi soldiers in the death camps, Weinstein saw only ashes. The ashes of Weinstein’s own 400 family members who did not survive the Holocaust.

“Three decades later, in 1996, Weinstein was ready to take on the project—one to which he would dedicate his life as he tracked down more and more of the violins Jewish musicians played during the Holocaust to sustain hope and life, often in death camps where musicians were accorded some privileges, including the privilege of life.” #casewestern #police #violinsofhope #thisiscle

Beyond that, [playing instruments recovered from the Holocaust and restored] demonstrated irrefutably that art always trumps hatred and violence.” Congrats to Cleveland Orchestra & Case Western Reserve University. Such a powerful performance and a great Violins of Hope Cleveland kickoff.

@thomashampson

Maltz Museum of Jewish Heritage
“Captain America: Civil War” directors to host advance screening at Case Western Reserve

Russo brothers to host “Captain America: Civil War” screening at Case Western Reserve

The Russo brothers [attended] Case Western Reserve before producing their first feature in 1997. The brothers went on to earn an Emmy ... before directing films such as 2014’s “Captain America: The Winter Soldier.” The screening will serve as a fundraiser for Phase Two of the Maltz Performing Arts Center renovation...

jewliajelly
Maltz Performing Arts Center

“We're deeply proud and excited to not only have the chance to showcase our newest film at such an exciting venue, but to also use the opportunity to further promote the Maltz Performing Arts Center and all that it offers the CWRU student body and the city of Cleveland.”

–Joe and Anthony Russo

13 likes
jewliajelly Thanks @cwru for the early showing of #CaptainAmerica! #CivilWar
Check out this ambitious and really exciting landscape project. Way to go @cwru and @ClevelandArt!

Cuyahoga Arts & Culture

The “innovative urban landscape project” is poised to be another great public space in Cleveland. #ThisIsCAC

LAND studio
@cleveLANDstudio

Stretching from the Tinkham Veale University Center through to East 101st Street, the Nord Family Greenway will include an event lawn, an amphitheater with sloped grass steps, a paved walkway and a cantilevered bridge and overlook of Doan Brook. Designed by Sasaki Associates, the 430,000-square-foot commons exemplifies the ideals of connection and community central to Case Western Reserve’s 2015 master plan.

—Architect Magazine
Why a history lesson about World War II refugees went viral

[Peter] Shulman, a historian and associate professor of history at Case Western Reserve University in Cleveland, Ohio, tweeted out a chart using data from a 1938 July issue of Fortune about attitudes toward European refugees, many of whom were Jewish and trying to flee Hitler. The resulting tweet, which he posted on Monday night, has more than 4,000 shares and likes, having struck a chord with followers who saw a parallel with modern attitudes about Syrian refugees.

US Jul ’38: What’s your attitude towards allowing German, Austrian & other political refugees to come into the US?

U.S. July, 1938
What is your attitude towards allowing German, Austrian and other political refugees to come into the United States

- 4.9% We should encourage them to come even if we have to raise our immigration quotas
- 18.2% We should allow them to come but not raise our immigration quotas
- 67.4% With conditions as they are, we should try to keep them out
- 9.5% Don’t know

Source: Fortune

NOVEMBER 2015

4,002 1,623
How America's response to Syrian and Jewish refugees is eerily similar

Following last Friday's terror attacks in Paris, Republican presidential candidates began criticizing America's ongoing efforts to resettle Syrian and Iraqi refugees.

A historian (@HistOpinion) explains how America's response to Syrian and Jewish #refugees is eerily similar

US Jan 20 ’39: Should the US government permit 10,000 mostly Jewish refugee children to come in from Germany?

U.S. January 20, 1939

It has been proposed to bring to this country 10,000 refugee children from Germany—most of them Jewish—to be taken care of in American homes. Should the government permit these children to come in?

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30%</td>
</tr>
<tr>
<td>No</td>
<td>61%</td>
</tr>
<tr>
<td>No opinion</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: American Institute of Public Opinion

Insightful analysis comparing current #refugeecrisis w/ 1939 US polls on taking in Jewish refugees, via @HistOpinion

A historian (@HistOpinion) explains how America’s response to Syrian and Jewish #refugees is eerily similar

How America’s response to Syrian and Jewish refugees is eerily similar

Following last Friday's terror attacks in Paris, Republican presidential candidates began criticizing America's ongoing efforts to resettle Syrian and Iraqi refugees.

fortune.com
Rape kit tests in Ohio find more than half of sexual assaults committed by serial rapists

After a test of 5,000 backlogged rape kits that had been taken between 1993 and 2010, scientists in Ohio have discovered that more than half of the sexual assaults studied were tied to serial offenders.

What local research about rape kits could mean for stopping serial rapists

Emerging research suggests that every sexual assault report should be investigated as a possible serial offense—shifting the focus to the accused, rather than treating reports as single incidents. “Police officers tend to look at a rape report in terms of how can I make this case,” said Rachel Lovell, a senior researcher with the Begun Center for Violence Prevention at Case Western Reserve University. “What needs to happen is they need to ask: What else has this guy done?”

Testing nearly 5,000 forgotten and backlogged rape kits in Cuyahoga County has led to indictments, prosecutions and more than 250 convictions.
We are so grateful for the legal services that CWRU Law Clinic provides for victims of human trafficking.

— @ramccafferty, Crain’s Cleveland Business reporter Rachel McCafferty

Cleveland Council on World Affairs

Thank you Judy Lipton and Maureen Kenny at CWRU School of Law for discussing the Human Trafficking Clinic and providing legal services for victims.

WKSU

Case Western Reserve University gets grant to establish a human trafficking law clinic

“I hope, on a very small scale, we can help at least one person at a time,” said [Law Professor Judith] Lipton. “And maybe on a [larger] scale … we can begin to address the bigger issues, begin to address how we most effectively stop the traffickers.”

CLEVELAND.COM

Case Western Reserve to launch human trafficking law clinic

The one-year grant is $131,169 and will allow law students, under faculty supervision, to represent victims of human trafficking and sexual assault.

We are so grateful for the legal services that CWRU Law Clinic provides for victims of human trafficking.
Players often share store-bought guards that injure their mouths, fall out and harbor harmful bacteria. “The custom mouth guards cushion blows during tackling and keep teeth from coming together fast and hard, which can result in a variety of injuries,” said James Lalumandier, chair of the Department of Community Dentistry.

Cleveland Metropolitan School District

Before football players from three CMSD high schools took the field this season, the Greater Cleveland Dental Society provided them with free examinations and fitted them for customized mouth guards.

“They took the time out of their day to make sure we have the proper mouth guards for football,” said John Hay senior safety/receiver Treyvon Akins (in background). “It felt good to know someone cared about us.”

ADA NEWS

Mouth guard program perfect fit for Cleveland dental society volunteers

Volunteers from the dental society and students from Case Western Reserve School of Dental Medicine provided more than 60 Cleveland public high school athletes with mouth guards—made complete with the colors and nickname of their respective schools, along with a dental exam and education on how to properly use and store a mouth guard.

Photo credit: Michael F. McElroy
Among elite athletes, practice isn’t everything

—Yahoo! News

NEW YORK MAGAZINE

10,000 hours of deliberate practice aren’t going to get you Olympic gold

There’s more evidence that the 10,000-Hour Rule is more of a rule of thumb than a law of the universe. It comes in the form of a new meta-analysis lead-authored by Case Western Reserve University psychologist Brooke Macnamara, whose team ... found that, on average, deliberate practice accounted for 18 percent of the difference in performance.

THE HUFFINGTON POST

Sports practice accounts for just 18 percent of differences in performance

"While practice is necessary for elite athletes to reach a high level of competition, after a certain point, the amount of practice essentially stops differentiating who makes it far and who makes it to the very top," Macnamara explains.

SCIENTIFIC AMERICAN

No one wins gold for practicing the most

BOSTON GLOBE

Beyond the 10,000-hour rule: Experts disagree about the value of practice

Psychology News

Practice might not make perfect after all: Could the famous ‘10,000 hours’ rule be wrong?
Can’t wait to see you tomorrow in #Cleveland, @VP, to talk #cancer screening solutions with @caseccc. #CanServe
How HIV became a treatable, chronic disease

—The Huffington Post

While we have a treatment regimen that can keep people living with HIV well, and even prevent transmission of the virus, many people, both in the U.S. and overseas, can’t access it.

—Allison Webel, assistant professor of nursing

Chase Ledin
@chaseledin

“HIV is not punishment; it’s an infectious disease. Fight the urge to cocoon” via @allisonwebelPhD #RethinkHIV

AIDSFree
@AIDSFreeGen

@CWRU nursing prof Allison Webel wrote a great piece in the @huffingtonpost on how #HIV became a chronic disease

The Conversation US
@ConversationUS

1/4 of people with HIV in the US are 55 or over. @cwru’s @allisonwebelPhD explains the health challenges they face
Indescribably grateful and joyful to be here. I love my school!

@sehick4

@CWRU ranks 11th most influential in science #STEMM #research

@CTSC_Cleveland

@JonOnorato

@CWRU and @UW are both on this list! These 25 schools are responsible for the greatest advances in science via @qz

adrianhattan

So happy to have been accepted to Case Western Reserve University - Class of 2020! #cwru #cwru2020 #accepted

Nick Lowe

"After the campus tour, @cwru seemed like a perfect place to help me reach as high as I aspire to reach." ...nice work @CWRUAdjmission
CWRU Study Abroad

CWRU is in the top 20 for schools that send the most undergraduates abroad. Almost 45% of our undergraduates study abroad. Why not you?

Hartwell Foundation names @cwru Top 10 #Biomedical #Research Centers and awards researcher for work with #autism

So proud to be a Hartwell Investigator and thrilled that CWRU was selected as a Top 10 Biomedical Research Center!!

@cwru ranks on @Forbes America’s Best Midsize Employers

Forbes asked more than 30,000 U.S. workers employed by companies with more than 5,000 staff members to determine, on a scale of zero to 10, how likely they were to recommend their employer to someone else.
## DEGREES AWARDED

<table>
<thead>
<tr>
<th>Degree Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelors</td>
<td>1,137</td>
</tr>
<tr>
<td>Masters</td>
<td>1,406</td>
</tr>
<tr>
<td>Phds</td>
<td>213</td>
</tr>
<tr>
<td>Other Doctorates (JD, MD, DNP, DMGT, DMA, SJD)</td>
<td>428</td>
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</table>

## DEGREES BY SCHOOL (UNDERGRADUATE AND GRADUATE)

<table>
<thead>
<tr>
<th>School Name</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case School of Engineering</td>
<td>625</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>726</td>
</tr>
<tr>
<td>Frances Payne Bolton School of Nursing</td>
<td>228</td>
</tr>
<tr>
<td>Jack, Joseph and Morton Mandel School of Applied Social Sciences</td>
<td>181</td>
</tr>
<tr>
<td>School of Dental Medicine</td>
<td>81</td>
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<tr>
<td>School of Law</td>
<td>172</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>579</td>
</tr>
<tr>
<td>Weatherhead School of Management</td>
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## ENROLLMENT (FALL 2016)

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<th>Enrollment Type</th>
<th>Number</th>
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<td>States Represented</td>
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<tr>
<td>Countries Represented</td>
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## CAMPUS

<table>
<thead>
<tr>
<th>Campus Feature</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (Full-Time)</td>
<td>3,360</td>
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<tr>
<td>Staff (Full-Time and Part-Time)</td>
<td>3,084</td>
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<tr>
<td>Campus Size (Acres)</td>
<td></td>
</tr>
<tr>
<td>University Circle</td>
<td>190</td>
</tr>
<tr>
<td>University Farm (Hunting Valley, Ohio)</td>
<td>400</td>
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### RESEARCH

<table>
<thead>
<tr>
<th>SPONSORED RESEARCH PROJECTS</th>
<th>1,278</th>
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<tbody>
<tr>
<td>SPONSORED RESEARCH PROJECT AWARDS</td>
<td>$312.4 million</td>
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</tbody>
</table>

### TECHNOLOGY TRANSFER

<table>
<thead>
<tr>
<th>NEW INTELLECTUAL PROPERTY DEALS WITH INDUSTRY</th>
<th>55</th>
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<tbody>
<tr>
<td>LICENSING REVENUES</td>
<td>$3.64 million</td>
</tr>
<tr>
<td>NEW INVENTIONS</td>
<td>263</td>
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</tbody>
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### 2016 COMPETITIVE SPONSORED RESEARCH PROJECTS

<table>
<thead>
<tr>
<th>PROJECTS AWARDED</th>
<th>AWARDED, IN MILLIONS*</th>
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<tbody>
<tr>
<td>353</td>
<td>NATIONAL INSTITUTES OF HEALTH</td>
</tr>
<tr>
<td>62</td>
<td>NATIONAL SCIENCE FOUNDATION</td>
</tr>
<tr>
<td>24</td>
<td>DEPARTMENT OF DEFENSE</td>
</tr>
<tr>
<td>11</td>
<td>DEPARTMENT OF ENERGY</td>
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<tr>
<td>9</td>
<td>NASA</td>
</tr>
<tr>
<td>64</td>
<td>OTHER FEDERAL</td>
</tr>
<tr>
<td>131</td>
<td>INDUSTRY</td>
</tr>
<tr>
<td>570</td>
<td>NONPROFIT, FOUNDATIONS, ASSOCIATIONS, SOCIETIES</td>
</tr>
<tr>
<td>54</td>
<td>OTHER GOVERNMENT</td>
</tr>
<tr>
<td>1,278</td>
<td>TOTAL</td>
</tr>
</tbody>
</table>

*NUMBERS HAVE BEEN ROUNDED.
FINANCIAL HIGHLIGHTS
July 1, 2015 – June 30, 2016

GIFTS AND PLEDGES FROM PRIVATE SOURCES

$ IN MILLIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount ($ millions)</th>
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<td>2008</td>
<td>103.3</td>
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<td>2009</td>
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<td>2010</td>
<td>115.5</td>
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<td>2011</td>
<td>126.2</td>
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<td>2012</td>
<td>138.4</td>
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<tr>
<td>2013</td>
<td>145.9</td>
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<tr>
<td>2014</td>
<td>151.6</td>
</tr>
<tr>
<td>2015</td>
<td>166.9</td>
</tr>
<tr>
<td>2016</td>
<td>174.1</td>
</tr>
</tbody>
</table>
TOTAL OPERATING SURPLUS*

$ IN MILLIONS

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Surplus</td>
<td>0.3</td>
<td>1.3</td>
<td>2.2</td>
<td>4.5</td>
<td>6.4</td>
<td>8.4</td>
<td>7.2</td>
<td>8.96</td>
<td>10.1</td>
</tr>
</tbody>
</table>

*SURPLUS INCLUDES REVENUE LESS EXPENSES AS WELL AS USES OF RETAINED SURPLUS.
UNIVERSITY TRUSTEES
As of Jan. 1, 2017

James C. Wyant
Chair of the Board
Virginia Nord Barbato
Linda Burnes Bolton
Timothy J. Callahan
Archie G. Co
Scott S. Cowen
Fred DiSanto
Thalia Dorwick
Geoffrey M. Duyk
Gregory L. Eastwood
Charles D. Fowler
Vincent A. Gaudiani
Julie Gerberding
Susie Gharib
Joie A. Gregor
Charles E. Hallberg
Daniel P. Harrington
Samir “Sam” Jadallah
Mary Ann Jorgenson
Hemant Kanakia
Charles “Bud” Koch
Toby D. Lewis
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Milton A. Marquis
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Theodore L. Schroeder
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Barbara R. Snyder
ex officio
Andrew Wasynczuk
Mark A. Weinberger

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