

## The Princeton Charter Club

Established 1901

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2014-2015  
ANNUAL REPORT

## MESSAGE FROM THE PRESIDENT



Jean-Carlos Arenas '16  
Undergraduate President

Incomparable. Innovative. Indestructible. When Rory Fitzpatrick — Charter's Vice President — and I had to come up with a concise way to describe the Princeton Charter Club, that was what we came up with. Since joining Charter my sophomore year, these have been the defining pillars of my experience here.

Charter truly is like no community I have ever had the honor and privilege of being a part of. Never have I encountered a group of people so focused on cultivating a culture of care, friendship, and mutual respect as I have at Charter. At the Princeton Charter Club (the grandest of them all), the food is superb because of the wonderful staff that

works day and night to provide an unrivaled culinary experience. The undergraduate officers and our esteemed Club Manager, Steve Moskow, work tirelessly to provide an unparalleled level of service to all proud Chartans. The members care deeply for one another and support one another, as is evident in their daily interactions. Whether it is collaborating on problem sets in the Upstairs Dining Room or celebrating job offers and graduate school acceptances at Charter events and parties, the members of this club are always there for each other. As such, if there's anything that makes this club incomparable, it's the amazing people who I am fortunate enough to call my friends and colleagues.

As the membership evolves, so does what the Club is doing. This year's officer corps and our junior officers have brought new ideas and projects to Charter.

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## MESSAGE FROM THE CHAIRMAN EMERITUS

The Princeton Eating Clubs may be entering into a new era of cooperation with each other, and with the University. Just last week, Charter signed an agreement with seven other clubs to form an LLC for the purposes of buying insurance as a group. The signing marked the end of eight months of careful study and negotiations between the clubs and insurance providers. The remaining three clubs are likely to join the group as their current policies terminate over the next year.

Getting the clubs to come to a common point was not easy. The expression "like herding cats" comes to mind, with tigers being a particularly independent species. The effort was led by the Graduate InterClub Council (GICC), energized by legal and insurance experts from the various club boards, and guided by the talents of Megan Adams, the University's Director of Risk Management. It took a while, but eventually we prevailed.

The results were significant. All of the clubs reduced their insurance premiums considerably. Most improved their coverage dramatically. Charter, as it turned out, already had one of the better policies on the Street, but the new policy was comparable in coverage and the savings were significant. Charter will save about \$150 per member. With the rising cost of a Princeton education, every bit is important.

With this success under our belts, the clubs want to turn their attention to other areas where we can leverage our combined buying power. The University has offered to give us access to their experts and, where appropriate, let us piggyback off of their vendor relationships. All of this is being done with the purpose

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John Bruestle '78  
Board of Governors  
Chairman Emeritus



## THE BOARD OF GOVERNORS

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### GRADUATE BOARD OFFICERS

John H. Beers '76 Chairman  
James J. White Jr. '98, Vice Chairman  
Adam J. Kait '84, Treasurer  
Douglas B. Rubin '81, Secretary

### GRADUATE GOVERNORS

Kenneth L. Demarest '57  
Peter R. Brinckerhoff '64  
Roderick M. McNealy '72  
John H. Beers '76  
Douglas B. Rubin '81  
Jordan M. Corn '84  
Adam J. Kait '84  
Carol C. Cronheim '86  
Tania N. Shinkawa '97  
James J. White Jr. '98  
Stephen J. Berger '01  
Dean R. Scott '07  
Justin A. Knutson '11  
Travis W. Pfander '11  
Samantha B. Halpern '14  
Adam C. Smyles '15

### LIFE GOVERNORS

Robert N. Ridolfi '70  
John H. Bruestle '78  
Robert W. Klein '78

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### 2014-2015 UNDERGRADUATE OFFICERS

Joshua A. Zimmer '15, President  
Quan Zhou '15, Vice President  
Emma E. Glennon '15, Treasurer  
Andrew Y. Jeon '15, Social Chair  
Gabriel E. Baraban '15, Kitchen Manager  
Damir A. Golac '15, Kitchen Manager

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### 2015-2016 UNDERGRADUATE OFFICERS

Jean-Carlos Arenas '16, President  
Rory S. Fitzpatrick '16, Vice President  
Robert A. DeNunzio '16, Treasurer  
Daniel N. Dore '16, Social Chair  
Megan S. Abbott '16, Kitchen Manager  
Cynthia A. Tremonte '16, Kitchen Manager

## PRESIDENT'S MESSAGE *(continued from page 1)*

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This spring, we organized the first Charter-Colonial Olympics. There was a cornucopia of competitions to cater to the various interests of our diverse membership, and many members who attended praised this as one of their favorite events of the semester. Our new gear items, including Charter crewnecks and laptop decals, were very popular additions to our already expansive catalog. New, inventive pub night menus are not uncommon in the dining room. In just about any aspect of Club life, we have continued finding ways to elevate and innovate.

I am optimistic about the future of Charter. The Class of 2016 officers have been working hard since day one, and the 2017 section is remarkably engaged and has already demonstrated a commendable level of initiative. I am sure that they will continue Charter's tradition of excellence when the time comes. After all, it's the community here that truly makes this place what it is — Indestructible.

I look forward to seeing you all at Reunions — wearing as much maroon and gold as orange and black — for many years to come. ♦

## CHAIRMAN'S MESSAGE *(continued from page 1)*

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of reducing the cost of being a member of a club. That benefits everyone — the clubs, our members, and the University.

Another change has occurred at Charter Club. This September, Peter Brinckerhoff '64 and I ended our respective terms as Vice Chairman and Chairman. We have been succeeded by John Beers '76 and Jim White '98. John and Jim are both long-time board members — John for eight years and Jim ever since his graduation. John was a senior when he introduced me to Charter Club my sophomore year. His son Theo '09 was a Charter member. The combination of John's legal expertise, experience as a Charter parent, and his warm heart bestows him with a keen perspective on running Charter. Jim has been the guardian of the clubhouse for seventeen years, making sure that every repair and renovation respects the timeless and classic beauty of our building. We are in the best of hands.

I would like to thank Peter for his intelligent and enthusiastic service as Vice Chairman. He is Charter Club's biggest cheerleader and most loyal supporter. We were both lucky to be backed by a talented and devoted board, all of whom have my gratitude. The undergraduate officers that served the Club during my term were remarkable. They were creative, hard-working, and fanatically dedicated to Charter. Finally, there is you — the Charter Club alumni — your continued support and concern for the Club's well-being has been important, and is appreciated. Many thanks. ♦

## ADAM SMYLES '15: GRADUATING GOVERNOR

Adam Smyles served as an Assistant Social Chair at Charter during the Spring 2014 and Fall 2015 semesters. This May, he was elected to serve as the Class of 2015's Graduating Governor. The Graduating Governor is a member elected from the graduating section of the Club each year to serve a one-year term on the Club's Board of Governors. This is a role in which Adam intends to work diligently to keep the Charter experience the best it can be for all Club members.

**What did you study at Princeton (major and certificates)?** I majored in Operations Research and Financial Engineering (ORFE).

**What were your other activities on campus, other than being an assistant social chair at Charter?** I played Ultimate Frisbee all four years. Beyond that, my hobbies and activities included video games, working out, and trying to find some time for sleep.

**What motivated you to run for graduating governor?** I would say for the same reasons I decided to be an officer. This Club and its members have had a very positive impact on my last two and a half years at Princeton and I would like to do what I can to ensure this club continues to be an awesome environment for future generations of Chartans, just as it was for me.

**How do you think Charter has changed in the time you've been here, and where do you see it going in the future?** Actually, I think one of the great things about Charter is that it has not changed much in recent years. Across the entirety of my time at Charter, the club has consistently been a place where I could relax and play a game with friends, get work done, or enjoy great

food. In fact, most recent alums who visit note how little has changed. Members can still be found playing board games and video games in the Upstairs Dining Room or Computer Cluster, hard at work in the library, thesising in the Stewart room, or working on group projects in the Great Room, just as it was in the past when they were here. Some minor or mundane things have of course changed over the past three years, but the best thing about Charter is that it has remained the same awesome club I was thrilled to join my sophomore year. I, of course, do not know what the future holds for Charter, but I think this trend of stability will continue into the future. However, one change I would like to see is a widening of the range of people the club appeals to. There are certainly people who we would enjoy having in the club who do not fit the narrow stereotype our club has of "nerdy engineers."

**Aside from being graduating governor, what are your plans for next year?** I'll be working as an investment analyst for Prudential in Newark, N.J. You can expect I'll be taking advantage of my proximity to Princeton and Charter to visit often.

**Do you know what you would like to be doing in the longer term?** Not really. As I'm working in finance this year, and I majored financial engineering, there's a high probability I stay somewhere in the financial industry, but I'll cross that bridge when I get there. ♦



Adam Smyles '15

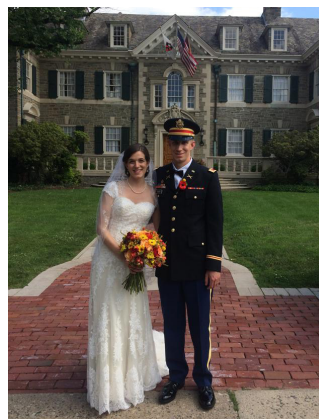
## JUST MARRIED: CHRISTINA DIGASBARRO '12 & JOHN CAVES '12

John Caves '12, former Vice President of Charter Club and now First Lieutenant in the Army, and Christina DiGasbarro '12, former House Manager of Charter Club, married on June 6, 2015. They had their rehearsal dinner at the Clubhouse the day before — a choice that was a no-brainer for the couple.

"Charter was such an important part of our time at Princeton that we couldn't imagine having [the rehearsal dinner] somewhere else once we decided to have the wedding in Princeton," Christina said.

While serving as officers together, some of their favorite moments included running pickups, cleaning out the Vice President's closet together (a process Christina likened to a "mini-treasure hunt"), and tagging along when one of them was on duty to make duty more fun. Christina said she greatly enjoyed going to Houseparties and Lawnparties with her friends, and John noted that some of his fondest experiences with his friends at Charter included "raging with the bros in [his] common room before heading out to Charter Friday."

Several Charter alumni from the Class of 2012 were in the



Courtesy of Christina and John Caves

wedding party. Among the groomsmen were Adam Wiktor, Micah Joselow, and Gabe Frieden; among the bridesmaids, Amy Bohac, Lucy Lin, and Addie Mena.

John popped the question while he and Christina were hiking through the woods in Alaska as night was falling. When they stopped at their turnaround point to take in the view, John took the ring out of his backpack and proposed.

"It was winter, though, so it was so cold that I couldn't put the ring on until we got back to the car and got it warmed up, or else I would have gotten frostbite!" Christina added.

In describing the rehearsal dinner itself, the newlyweds had the following to say: "It was great! The weather was good so we got to have the dinner on the back porch, so it felt just like old times. It was so nice to have that time to relax and be with family and friends before the wedding in a familiar place with lots of good memories." ♦



## EMMA GLENNON '15: FULBRIGHT GRANT RECIPIENT



Emma Glennon '15

**E**mma Glennon served as Charter's Treasurer during the Spring 2014 and Fall 2015 semesters. She has repeatedly demonstrated an unparalleled commitment to excellence both as an officer of the Club and as a Princeton student. With a passion for scientific inquiry, quantitative analysis, and innovative research, it is no wonder that

she found herself as a recipient of a prestigious Fulbright Grant. Through this program, she will be able to take her extraordinary talents abroad to engage in impactful work in the field of epidemiology.

**What did you study at Princeton (major and certificates)?** I studied Ecology and Evolutionary Biology, with a certificate in Global Health and Health Policy.

**What originally motivated your interest in those subject areas?** My dad was a biology major, so I grew up listening to stories about the evolution of finches and going to museums where dinosaur bones seemed like the coolest things in the world. During a year off from Princeton in the middle of my freshman year, I went to India for a semester and accidentally gave myself a tour of the health care system. I saw firsthand the prevalence of preventable diseases and other systemic public health problems, and I started reading about public health and health systems around the world and back at home. Back at Princeton, I put my interests in biology and public health together and discovered that I am fascinated by the quantitative study of infectious disease, which was the focus of my thesis (specifically as applied to cholera).

**What were your other activities on campus, other than having been Charter's treasurer?** I was one of the Vice Presidents of the SHARE (Sexual Harrassment/ Assault Advising, Resources, and Education) peer program, and I also worked all four years at Princeton, first with Dining Services and the Student Design Agency and later as a Student Technology Consultant.

**Have you received any other honors for your undergraduate work? If so, what are they?** I received a few departmental awards, including the senior book prize and a thesis prize for the category of disease. I was also named a Global Health Scholar as a junior, which gave me a great opportunity to receive some mentoring in health-related field work as well as helped support my trip to Bangladesh last summer.

**What inspired you to apply for the Fulbright program?** I spent the summer of 2014 at the International Centre for Diarrhoeal Disease Research, Bangladesh (icddr,b) working on an epidemiological study of cholera in a peri-urban community just outside of Dhaka. I found this field work fascinating from both scientific and cultural perspectives, but was limited in how much I could do by the short amount of time I had and my weak language skills. I thought it would be wonderful to go back to Bangladesh when I had more time and skills, so I could both be a more effective researcher and interact on a deeper level with the people and place.

**What was the application process like for you?** The application process is pretty reasonable, but very long. I have to admit it was pretty stressful waiting to hear back well into April, months after most of my friends had found jobs. Once you're through, the program is very supportive; I actually just got back from my pre-departure orientation in Washington, DC where I met some amazing program alumni and State Department people and got help with my research plans.

**When and how did you find out you had been awarded the grant?** About a week before my thesis was due, I was anxiously awaiting an email from my adviser and got the acceptance email instead.

**What was your initial reaction?** I was definitely excited and relieved, but I think I delayed the celebration until my thesis was done.

**Where will you be going with your Fulbright grant, how long will you be there, and what exactly will you be researching?** I'll be based in Dhaka, Bangladesh and affiliated with the Centre for Communicable Diseases at icddr,b, with which I will be studying the human and ecological factors driving the emergence of Nipah virus. The research grant is nine months, but I head over a few months early to start intensive language study.

**Do you know what you would like to be doing after you finish with this specific research project?** I'm hoping to start graduate school in the fall of 2016.

**Update: Emma's Fulbright was transferred to India because of terrorism risk in Bangladesh. She will be in Delhi working with the Public Health Foundation of India. ♦**

## NEIL HANNAN '15: LATIN SALUTATORIAN

Neil Hannan served as Charter's Community Service and Sustainability Chair during the Spring 2014 and Fall 2015 semesters. Throughout his undergraduate career, he has demonstrated an commendable commitment to scholarship, culminating in his selection as the Class of 2015's Latin salutatorian.

**What did you study at Princeton (major and certificates)?** At Princeton, I was a Classics major, with a certificate in Finance.

**What originally motivated your interest in those subject areas?** My interest in these areas of study certainly developed over the course of my college career. As I began Princeton, I was highly interested in economic policy and intended to major in the Woodrow Wilson School or Economics. During my first semester, however, I decided to take a Latin seminar on a whim. I soon clicked with the professor and the material of the course. I then took another course with the same professor the next term, a course that went to Rome for spring break, and from there I grew more and more interested in Classics for the deep questions it allows one to engage with and the extraordinary professors who teach the subject at Princeton.

**What were your other activities on campus, other than having been Charter's community service and sustainability chair?** In addition to my position at Charter, I was a portfolio manager at the Business Today Investment Team, which oversees the organization's approximately \$2 million endowment. I also tutored economics at the McGraw Center, and I was a peer academic advisor for incoming freshmen in Forbes. Finally, I was an undergraduate fellow of both the James Madison program, which hosted speakers and events about American political issues, and the Behrman society, which met monthly to discuss topics in the humanities.

**Have you received any other honors? If so, what are they?** I have been fortunate enough to have received several other honors at Princeton. At the beginning of senior year, I was a co-recipient of the George B. Wood Legacy Junior Prize, presented for extraordinary academic work in the junior year. Additionally, I was awarded highest honors by the Classics Department, I was elected to the Phi Beta Kappa society, and on Class Day I was a co-recipient of the Phi Beta Kappa prize, awarded by the Princeton chapter of the society for extraordinary academic work during one's undergraduate career.

**When did you find out you had been selected as**

**the Latin salutatorian?** I first learned that I would deliver the salutation during a meeting with the Dean of the College, Valerie Smith, during the final week of classes. I was actually helping to plan a lecture by Dean Smith at the time, and so I did not know that she would deliver this news until I arrived at the meeting.



Neil Hannan '15

**What was your initial reaction?** When I first found out that I would deliver the Latin address, I foremost felt extremely grateful to everyone who had helped make my Princeton experience so positive, especially the professors who have supported me throughout my academic work at Princeton. I was also excited to have the opportunity to speak to my class on so significant a day for all of us, and I was determined to try to make the speech meaningful, even if it was in Latin. I frequently received the advice to be brief, and so I decided to write in verse, composing eight Alcaic stanzas that welcomed the administration, the faculty, my classmates, and their guests to the graduation.

**Can you describe the experience of delivering the Latin salutatory oration at Commencement?** Delivering the address at graduation was an extraordinary experience. Unfortunately the weather was uncooperative for Commencement, with moderate rain continuing for much of the ceremony. As a consequence of this weather, my speech was moved near the end, so that the actual graduation could occur at the beginning in case the weather required an early end to the event. As I gave the address I was aware of just how large the class was; speaking before so large an audience was intimidating at the beginning, but it became exhilarating when the students would react to my speech.

**What are your plans for next year?** Next year I will be performing macroeconomic research for Bridgewater Associates, a hedge fund in Connecticut.

**Do you know what you would like to be doing in the longer term?** In the long term, I hope to study how individual preferences and values act as drivers of economic behavior, on both a microeconomic and macroeconomic level. I have appreciated the opportunities that Princeton has provided to pursue those questions in an academic setting, and I look forward to continuing to pursue these questions through my work at Bridgewater. ♦

## TOM LEIGHTON '78



Tom Leighton '78

Tom Leighton '78, former Social Chair of Charter Club, is the current CEO and co-founder — with the late Danny Lewin — of Akamai Technologies, an Internet content delivery network based in Cambridge, Mass. Akamai has experienced growth as a cloud infrastructure services platform and has been expanding into cyber security and wireless network traffic management.

**What was the entrepreneurship culture like at Princeton and at Charter when you were an undergraduate?** I don't really have a recollection of companies being started at Princeton then, perhaps because I had no desire to start a company. If there were entrepreneurship programs, I wouldn't have known about them and probably didn't gravitate to them. I spent my time doing mathematics and computer science and academic work, and wasn't engaged in programs like that. Charter Club was an eating club, and I became the social chair there, so my job was making sure they had good parties — nothing to do with entrepreneurship. I don't recall anything entrepreneurial about Charter. Princeton provided a very supportive culture for whatever you wanted to do, so they could well have had entrepreneurship and I just didn't know about it.

**When Dr. Tim Berners-Lee posed the problem of addressing web congestion, did you expect that you and your team would find a solution that would become such a revolutionary commercial service?** Certainly not a commercial solution. We weren't thinking about commercial applications in the sense of starting a company, but it was a very interesting problem because it was applied, it was right in our wheelhouse, and the fact that it had applications would help us get grant funding. Being mathematicians and theoretical computer scientists, it was a struggle to get funding for your graduate students and funding to do research. We focused on finding theoretical solutions, and didn't have any thoughts about starting a company.

**When did you realize you and your team had developed technology with significant commercial potential?** That happened during the \$50K Contest at MIT. I started the research in 1995. Danny Lewin came in 1996, and ultimately wrote a prize-winning master's thesis on algorithms for consistent hashing. It was in the fall of '97, inspired by Danny's next-door neighbor, that we entered the Sloan Business Plan Competition, now called the \$100K contest. We entered not with the idea of starting a company, but with the idea of learning about how to write a business plan, and with the idea of trying to win. I think Dan-

ny thought initially that if he won that he could use the prize money to pay off his student loans. But it turned out that if you won, you didn't receive \$50K, but \$35K, and you had to use the money to start a company.

During the year-long competition, we met venture capitalists, industry experts, and with potential customers, and that's when we started to gain an appreciation that, "Hey, this really could work in practice." It took us some time to flesh out the business model. Initially, we were thinking about licensing the technology to major carriers but we discovered through talking to them that (at that time) they weren't interested. They didn't think that distributed computing could work in practice and they had bigger problems to deal with. Then we started talking to the big content providers, and they were interested in using the technology, but it meant that we had to start our own company and create a service as opposed to just licensing or giving the technology away to the carriers.

**Whereas a lot of today's startup attempts originate as primarily business ventures, Akamai developed from the solution to a research problem. How do you think this intersection between extensive research and business has contributed to Akamai's long-standing success?** I think it's critical. We're here working on really hard problems because we want to solve the problems. That comes from the research perspective, developing solutions for really hard problems that'll make a difference. Of course, if we do that, we'll derive business success, but the fact that we're working on really hard problems attracts people who like to work on really hard problems, and that like to work as a team because you need teamwork to solve them. I think that's what drives our success. The business aspect is critical, of course, and so we'll do whatever it takes to make the customer happy. We really care about the business but we're not here just to make money. We're here to make a difference and that's a great motivator and attracts really strong talent and I think that's what helped us persevere through the really dark days of the bubble bursting and losing Danny.

**What advice would you give someone trying to start their own entrepreneurial venture?** If you believe in the idea, go for it. There'll be naysayers. You should listen to what they have to say and process it, but if you believe you're still on the right track you should stay on that track. Be prepared to work really hard. It literally is 24 by 365 — at least that was my experience. There'll be plenty of challenges. You can't be afraid to make mistakes, because you're going to make mistakes. The key is to correct your mistakes as quickly as possible. You've got to move with a sense of urgency because if you do have a good idea, other people are going to catch on to it, and they're going to want a piece of the pie and so you've got to move fast to stay ahead. ♦



# AND ENTREPRENEURSHIP

## CHRISTIAN THERIAULT '07

Christian Theriault '07 has found great success as an entrepreneur. Christian has received recognition and various awards for his entrepreneurial ventures over the years from entities including the University's Keller Center Innovation Forum, the Siemens Corporation, and R&D Magazine. He has also served as a guest lecturer for University entrepreneurship courses. In 2011, he co-founded TAG Optics, Inc. — an adaptive optics company of which he is the CEO.

**How did you initially get interested in entrepreneurship?** My curiosity was first piqued during my junior year at Princeton — one of my friends was a member in the E-Club and was telling me about his plans for a new venture. Interestingly enough, it was not the prospect of the new venture that attracted me to the entrepreneurship scene, but rather the passion and conviction with which he spoke. During my senior year, I made a significant shift in my coursework which enabled me to take ELE491: High Tech Entrepreneurship in addition to some general economics classes and from there was hooked. Upon graduating with my degree in mol bio, I was then allowed to transfer to the MAE department for an MSE during which I took classes on process optimization, business simulation, etc. and got involved with the E-Club, including participating in the 2008 Tiger Launch.

**What did you think of the entrepreneurship and start-up culture at Princeton, and specifically Charter, when you were a student?** Even though it was not that long ago — things on campus are very different! The financial crisis seems to have catalyzed and organized a new era of entrepreneurial activity on campus in a way that I could only dream about while I was on campus. For example, when I participated in Tiger Launch '08 there was barely a dozen students interested in submitting ideas for the competition; now you have nearly a dozen making it to the final after two to three rounds of judging. Entrepreneurship was something that existed on campus, but it was far from mainstream and wasn't necessarily something that was, well, celebrated.

I believe that entrepreneurship entails both innovation and leadership and I think that Charter has been at the forefront of both for sometime now. Whether it be the introduction of Charter Friday (or re-introduction, depending on what class you are from), the Charter fall (wine & cheese) and spring (wine & desert) wine tasting events or, the more recent introduction of a club-sponsored hackathon, Charter seems to have benefited from a streak of officers and a supporting graduate board that have embraced the idea that innovation, leadership, and thus entrepreneurship are important values to uphold. ♦

## JUSTIN KNUTSON '11

Justin Knutson '11, former President of Charter Club, worked on the TonightLife mobile platform as the lead Android developer with fellow Chartans Cesar Devers '11 and Valeri Karpov '11. This project, designed for same-day spontaneous event discovery, was funded by the 2012 TigerLabs summer accelerator program. Justin is currently the Director of Product at Eleven James — a start-up founded in 2013 that provides private membership service for enthusiasts of luxury watches.

**How did you get initially interested in entrepreneurship?** I'm going to give you a bit of an esoteric answer, but hopefully it gets to the point. I think this question often gets asked as if entrepreneurship is some tangible thing. You might ask a philosopher, "how did you get initially interested in philosophy?" And he might say something along the lines of "I started asking questions about the nature of things," or "I heard about the ontological argument for God's existence and I wanted to know more." A chemist might take issue with the nature of matter or why certain things fluoresce. An entrepreneur starts much the same way — "I saw that this market was under-served, and I felt I could do it better," or "How the hell has nobody thought of insert-product-here!?" Personally, I thought the service industry and collaborative consumption (e.g. Netflix, Rent the Runway, AirBnB, etc.) were attractive markets to be in, and instead of jumping on board with an established company, I thought I could go out and build a better boat, so to speak. Or at least a different one. Entrepreneurs are all cut from the same cloth — we don't sell shovels; we want to dig for the gold.

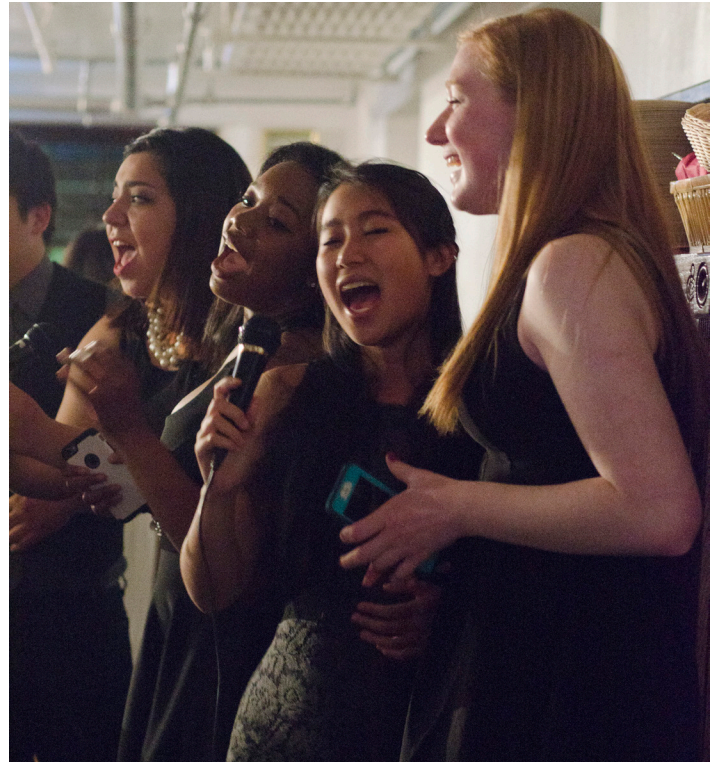
**What was it like to be part of the 2012 TigerLabs summer accelerator program?** Fantastic, in a word. TigerLabs dropped into our laps like something out of a movie, when we were most desperately seeking funding and good guidance. Money is always nice, but what TigerLabs did that in hindsight I have a ton of appreciation for was to put our noses to the grindstone. It takes a lot of concerted effort to eek out even a mediocre product, and that, I believe, is something a lot of people don't see with the glitz and glam of the entrepreneurs who have made it big. It takes a lot of work. It also involves a lot of networking, and to that, even though we are no longer directly involved with TigerLabs in any way, I still find myself going back to them both to offer help and to get help. It's a very close-knit circle, entrepreneurship is, however you look at it. In summary, it was an amazing experience with a very talented and motivated group of investors who showed me (us) the real meaning of productivity. ♦

Visit [www.charterclub.org](http://www.charterclub.org) for the full versions of all of these interviews.





*Class of 2016 Officers at Charter's Houseparties.*



*Members singing karaoke at Houseparties.*



*Members at the Brazilian Rodizio grill Houseparties semiformal.*



*Members dining outdoors at the Houseparties semiformal evening.*



*Members playing pool and conversing at Houseparties.*



*Some of the Class of 2015 Officers at Houseparties.*





*Class of 2017 junior officers.*



*Attendees enjoying Echosmith's performance at Fall Lawnparties.*



*Members at Fall Lawnparties.*



*Above and at right, members at Spring Lawnparties.*



*If you'd like to make a donation to Charter, visit the Giving page at [www.charterclub.org](http://www.charterclub.org).*







*Charter members in front of the Clubhouse.*

## CLASS OF 2016

Megan S. Abbott, Fair Oaks Ranch, TX  
 Jean-Carlos Arenas, Newark, NJ  
 Andra L. Bailard, Menlo Park, CA  
 Curtis L. Belmonte, Shrewsbury, MA  
 Kelsey L. Blair, Moorestown, NJ  
 Eric C. Blum, New York, NY  
 Cara P. Cavanaugh, Morris Plains, NJ  
 Paul Chang, New York, NY  
 Jeremy R. Cheehan, Pittsford, NY  
 Dorothy S. Chen, Pine Brook, NJ  
 Carol W. Chiu, Los Angeles, CA  
 Anirudh Dasarathy, Highland Heights, OH  
 Robert A. DeNunzio, Greenwich, CT  
 Daniel N. Dore, Malvern, PA  
 Riley M. Fitzgerald, Phoenix, AZ  
 Rory S. Fitzpatrick, Westfield, NJ  
 Damini Ghosh, Dubai, United Arab Emirates  
 Kristin L. Goehl, Princeton, MA  
 Natalie D. Hejduk, Waco, TX  
 Yuriko A. Inaba, Fort Lee, NJ  
 Angeline C. Jacques, Nashua, NH  
 Ghassen Jerfel, Sousse, Tunisia  
 Max A. Kaplan, Torrance, CA  
 Liam J. Kelly, Hillsborough, NJ  
 Ilya Krasnovsky, River Edge, NJ  
 Kenny Lin, Edison, NJ  
 Kathryn C. Long, Boca Raton, FL  
 Mo Luo, San Jose, CA  
 Saahil S. Madge, Ledgewood, NJ  
 Eve R. Matthaey, Great Neck, NY  
 Lucas J. Mayer, Burr Ridge, IL  
 Nicholas S. McAfee, Baltimore, MD  
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## IN MEMORIAM

### GARRETT M. HEHER '56



It is with deep sadness that we report the passing of Garrett M. Heher '56, who was Chairman of the Charter Club board from 1970 until 1997. As chairman, Garry advanced Club operations into the modern era and strengthened our ability to serve the undergraduates of Princeton University. He oversaw the introduction of coeducation at the Club, the conver-

sion of Charter to an open club, the hiring of current Club manager, Steve Moskow, and even the installation of Charter's first Internet connection. Garry used his legal expertise and negotiating prowess to guide the Club through the financially difficult times of the '70's. Charter Club might not be here today if it weren't for his tenacious leadership and tremendous service.

In addition of his undergraduate service to Charter as Club treasurer, Garry was a member of Triangle Club and a contributor to the Daily Princetonian. He was a partner with Smith, Stratton, Wise, Heher and Brennan in Princeton and later started his own law practice in Princeton. He sat on the boards of Eden Institute in Princeton and the Nassau Club. He was a member of The Federal Bar Association, The New Jersey State Bar Association, The Mercer County Bar Association. Garry addressed his pursuits with both integrity and a sense of humor. He was a great story teller and conversationalist, and could always relay a current event after his detailed daily read of The New York Times. Garry enjoyed most spending time with his wife, son, daughter-in-law and two grandchildren. Before Princeton, he attended Villa Victoria Academy and The Lawrenceville School. After Princeton, he attended the University of Michigan Law School, graduating in 1959. He is survived by his wife of 50 years, Gretchen Walsh Heher; a son and daughter-

in-law, Garrett Walsh Heher '89 and Maureen Dwyer Heher of Essex, Connecticut; and two grandchildren, Catherine and William Heher.

To his family and classmates, the Club passes on its condolences and expresses our deep gratitude for Garry's extraordinary service to Charter Club. ♦

### MARIA C. MORALES

Retired employee Maria Cristina Morales passed away November 22 at home surrounded by her loving family. For a generation of Charter Club members, Maria was the always-smiling face that welcomed them to breakfast and lunch. She treated the members like family and was always quick to ensure that their time in the dining room was as comfortable as possible. She was a model employee, reliably showing up regardless of the weather and liked by everyone. Long after her retirement, the rest of the staff asked every year that she be invited to the annual staff dinner. She was much-loved.



Born in Guatemala City, Guatemala, Maria immigrated to the United States in 1980 and became a U.S. citizen. She has resided in the Lawrence area since 1980. She loved to care for stray cats near her home, and for her own cat Pepito. Maria was a devoted and loving wife, mother, grandmother, great-grandmother, and friend. She is survived by her five children, twelve grandchildren and twelve great-grandchildren.

Maria will be greatly missed by all members of Charter Club who had the privilege of being under her care. The Club passes on its condolences to her family. ♦

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