

NORWICH RECORD

THE ALUMNI MAGAZINE OF NORWICH UNIVERSITY

FALL 2018

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THE **2018**
NORWICH
ANNUAL REPORT

**NORTH
KOREA:**
PROF. YANGMO KU
ON DENUCLEARIZATION



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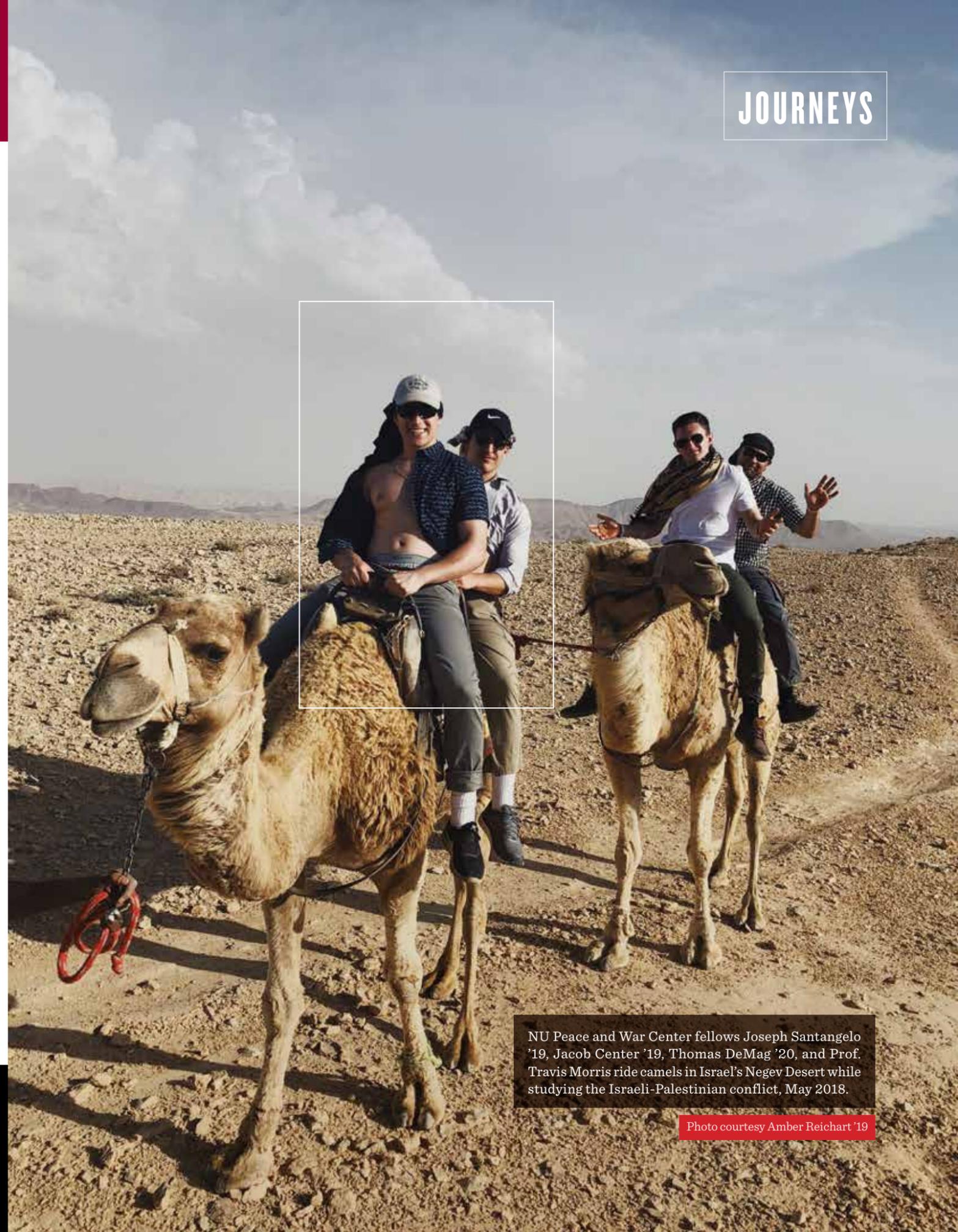
Commitment

JOURNEYS



“Generations of Kavanaugh men have served in the military and I recognize that Norwich University set the stage for my own successful career in service to our country. It is my duty to give others the same opportunity I had to pursue their dreams. I believe in Norwich students and the impact their leadership and service will have in the future; giving back is my way of saying thank you.”

BG Paul F. Kavanaugh, USA (Ret.) '57 invested in Norwich and is paid a fixed income for life through a charitable gift annuity.



NU Peace and War Center fellows Joseph Santangelo '19, Jacob Center '19, Thomas DeMag '20, and Prof. Travis Morris ride camels in Israel's Negev Desert while studying the Israeli-Palestinian conflict, May 2018.

Photo courtesy Amber Reichart '19



To learn more about how you can benefit from a planned gift and educate the next generation of Norwich leaders, please contact Megann O'Malley, via phone: (802) 485-2282 or email: momalley@norwich.edu

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FROM THE EDITOR

Some stories about a source barely scratch the surface. Take our report on page 14, in which NU computer science and cybersecurity Prof. Jeremy Hansen shares his insight on the cyber vulnerabilities of our digital voting systems. From an editor's point of view, it's a timely piece that spotlights (yet another) Norwich faculty member thinking about and working on big things. Yet, the story also stinks. It's simply too short to capture all the other interesting projects that Hansen is involved with.

This summer, for example, he traveled to Athens with research intern Elizabeth Moss '20 to teach coding concepts at a refugee center for women called the Melissa Network. Some of the adult learners there couldn't read. How do you teach someone to code without handing them a textbook? It's a problem Hansen and others in his field have thought about for a while. Hansen learned about the Melissa Network through a friend of a friend, who observed that illiterate women there often arrived at the most creative coding solutions. So last spring, he shared the idea of volunteering in Greece with his students. Moss jumped at the chance. Together, they wrote grant applications and secured the necessary funding.

The star of the enterprise, Moss planned the lessons herself with minimal direction from Hansen. "I was really her teaching assistant, rather than the other way around," he says. To teach the concept of binary numbers, the 1s and 0s that underpin the roots of basic computer code, the rising junior bought eight light switches to illustrate the OFF/ON sequences of eight-digit binary numbers. Pretty inspired.

Closer to home, Hansen serves on his local select-board and fire department and has been a driving force in a proposal to create Central Vermont Internet, a publicly operated, high-speed Internet service for communities in central Vermont. The idea is to empower the Vermont economy. "Anything that you want to do in this 21st-century economy requires actual Internet connectivity," he says, noting that most small businesses in the state start in the home or garage, but only about 13 percent of Vermont households have access to 100Mbps service. "If you have real Internet connectivity at your home, which is your business, you can actually get stuff done."

And then there are Hansen's political career, his Maymester class in Berlin on surveillance and privacy, his research on computational social choice and (separately) the cybersecurity of implanted medical devices, his work as a FIRST LEGO League coach for his son's elementary school robotics team, and his plan to start an eSports team at Norwich. But here we are again, out of room to tell the full story.

Enjoy the issue.



ON THE COVER: Prof. Yangmo Ku. Photograph by Sean Markey

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Army Ranger Rebekah Bernheim '14 makes Norwich history.

Photo by Mark Collier



V/R Letters, posts, and tweets from our readers, alumni, and friends.

LETTERS:

Some Memories Never Fade

I READ SEVERAL RECENT LETTERS in the *Record* concerning David Erenstoft, a classmate who was killed in action in Viet Nam in 1970 after leaving Norwich after his freshman year. In my junior year, having been in the same Company “F” as David, I was summoned along with several other classmates to represent the school at his funeral in upstate New York. I understand that this was a specific request of his family. Our contingent was quickly off to N.Y. with our dress blues and little other instruction. Needless to say, we were a bit anxious about this assignment, wanting to give proper respect to David and his family, and likewise represent our school. David’s family made us feel so welcome, and they were so gracious and thankful that we could come for this solemn occasion. I also remember the comforting words of the rabbi, who talked about transcending death, describing it as a horizon beyond which we cannot see, leading us to a better place—words that have stuck with me till this day.

Many years later, when on a business trip to Washington, D.C., I went to visit the Viet Nam Memorial for the first time. It was a very cold February day with snow falling. Eerily, I found myself alone inside this vast V-shaped monument. I searched for the names of people who I knew had sacrificed their lives in this war. I remembered David and sought out his name as well. I was so taken by this experience of being

alone in this place that my tears blurred my vision of the thousands of names on that wall. I realized how fortunate I was and how all the petty problems in my life were so unimportant. Moreover, I was so humbled to have spent a little quiet time to honor those of our generation who sacrificed so much.

Ed Boiteau ’71
Mountain Home, AR

New Redesign

THE RECENT [SUMMER 2018] *Norwich Record* is so well done. The focus, the images, the feel, and the coverage are excellent. Thanks for your

hard work on this great publication.

Travis Morris, PhD
Norwich University School of Justice Studies and Sociology, Associate Professor; Peace and War Center, Director

Tell us what you think, share a story tip, or get in touch. Letters and email can be addressed to:

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CORRECTIONS:

From the winter 2018 issue, Bill Walsh ’77 called our attention to an omission in the 2017 Athletic Hall of Fame inductees announcement. His friend and classmate, Curt McCarthy ’77, also served as co-captain of the 1976 soccer team and made the All-New England soccer team that year.

In the spring 2018 Class Notes, we incorrectly reported Maj. Gen. Kit Wongsakhaluang ’84’s class year as 1964.

In the spring 2018 Roll of Honor, we incorrectly reported the late John Walter ’55’s date of death as January 5, 2017, instead of January 5, 2018. Our sincer-

est apologies to the Walter family for this error.

In our summer 2018 issue, in a list of 78 distinguished Norwich figures to be memorialized on the Bicentennial Stairs now under construction, we incorrectly cited the name of our good friend Thaddeus Buczko ’47, H’96. We apologize for the misstep.

THE PRESIDENT’S VIEW

“Families are the compass that guide us. They are the inspiration to reach great heights, and our comfort when we occasionally falter.”

—Charles Bradford Henry, *former governor of Oklahoma*

This fall marks two milestones in our university’s history: The final year leading up to our Bicentennial in 2019 and one of my last as president of Norwich University.

It has been an incredible honor for me to serve this university for 26 years. When I was hired in 1992, I had no intention of staying longer than five years. But there is something about Norwich that gets under your skin and stays there.

One reason I am still here has to do with our university’s geography. How someone who loves sailing on the ocean and breathing in the salt air as much as I do can have an equal affection for this landlocked state is a mystery. But Jaime and I have made the Green Mountains our home, and we intend to stay here.

Another reason has to do with our university itself—its 200-year history, its distinguished military heritage, and its principled founder, Captain Alden Partridge. Representing a school with such an illustrious heritage is a rare opportunity. I can honestly say that the only thing that could possibly make me prouder of Norwich is if I were an alumnus.

But what has really kept me here for more than a quarter century is, as General Sullivan loves to say, “the people.” I doubt there is a higher-education institution in the world whose alumni have a greater affinity for their alma mater, or whose bonds amongst themselves are stronger. These characteristics set Norwich apart. Among the thousands of colleges and universities that can grant you a degree, there is only one that allows you to become a member of the worldwide family that is Norwich.

Those of you who have passed through the proverbial gates of Norwich know what I am talking about. You are the people who have made Norwich University’s reputation what it is today. You are the reason Alden Partridge’s bold venture is still alive and well two centuries after he conceived it. And you are the force propelling Norwich into its third century stronger than it has ever been.

Thank you, Norwich family, for making these last 26 years the best years of my life.

Richard W. Schneider
RADM, USCGR (RET.)
PRESIDENT



“You are the people who have made Norwich University’s reputation what it is today. You are the reason Alden Partridge’s bold venture is still alive and well two centuries after he conceived it. And you are the force propelling Norwich into its third century stronger than it has ever been.”



MACK HALL DEBUTS

MACK HALL—THE NEW \$24 MILLION, FOUR-STORY academic building that is the hallmark of Norwich’s five-year, \$100 million *Forging the Future* campaign—opened its doors for classes in August after breaking ground just 18 months earlier. It features interactive classrooms, collaborative study and social spaces, a \$1.6 million cybersecurity War Room, and a 400-seat auditorium and performing arts center.

Together with nearly \$25 million in renovations to Dewey, Webb, and Ainsworth, the new campus landmark enables Norwich to combine technology, collaboration, and interdisciplinary studies to attract and retain the brightest students and provide a key foundation in preparing future leaders.

During a recent tour for faculty and staff, President Richard W. Schneider, RADM, US-

CGR (Ret.) described a walkway leading from the Upper Parade Ground to Mack Hall as a “bridge to the future.” He noted that not one student tuition dollar was used for Mack Hall construction costs. Rather, it was paid for entirely with gifts from alumni and friends. “Our alums give us these buildings, because they believe in us and believe in our mission.”

FOR MORE, VISIT NORWICH.EDU.RECORD.

5 STORIES YOU MISSED ON NORWICH.EDU

1. NU Bicentennial Celebrations to Go Coast to Coast

To mark its 200th birthday, Norwich will throw its “big wahoo” on campus during 2019 Homecoming. Bicentennial galas, networking events, and birthday parties will also take place across the country. Expect big bashes in Boston, New York City, Washington, D.C., Naples, Fla., and San Francisco. The centerpiece will be a traveling exhibit created by the Sullivan Museum and History Center, which captures Norwich’s legacy through narrative, art, and artifacts. Registration opens this fall. Details at alumni.norwich.edu.

2. Norwich Launches Pilot Income Share Agreement

In July, NU announced its partnership with Virginia-based Vemo Education to provide a select number of students the option of trying an innovative financing model, in which they pay reduced tuition in exchange for a set percentage of income after graduation over a set period of time.

3. Prof. Dennis Showalter Wins 2018 Pritzker Military Museum and Library Award

The author, military historian, and senior instructor of military history for Norwich University’s online College of Graduate and Continuing Studies will be honored for lifetime achievement in military writing on Nov. 3 in Chicago. The award includes a \$100,000 honorarium.

4. Tiny House Project Receives \$20K Grant

Norwich University has been awarded a \$20,000 grant from the TD Bank Charitable Foundation to fund the design and building of additional tiny houses by students and faculty in the School of Architecture + Art and the David Crawford School of Engineering. Past units include the 288-square-foot SuCASA (Single-Unit CASA), made with nearly all locally produced materials.

5. Center for Civic Engagement Establishes New Service Chapters

NU’s hub for community service, service-learning, and service-abroad opportunities, the center will establish collegiate chapters of Girls Who Code, Habitat for Humanity, and Amnesty International in the fall.



Corps of Cadets Restructures

A REVAMPED STRUCTURE for the NU Corps of Cadets is now in effect. Planned for more than a year and launched in August, the reorg reduces the number of line battalions from four to two and the number of companies within each battalion from six to four. Rooks companies are no longer removed from those of upperclassmen. Each line battalion is now comprised of two Rook companies and two “sister” companies of upperclassmen. A fifth Rook training company is assigned to the Provisional BN to train Rooks in Band, Drill Team, and Cavalry.

The changes are designed, in part, to provide cadets with more direct level leadership opportunities and to foster

stronger bonds among Rooks over the course of their Norwich careers. Under the new plan, Rooks will remain with the same company throughout their four years at Norwich, rather than scatter after their freshman year.

“The restructuring of the Corps is progressive, and it’s a smart move when looking out for the current and future leaders who will come out of this University,” NUCC Commandant Mike Titus told the *Guidon* student newspaper earlier this year. He said the plan’s greatest strength “will be those who lead it into existence, and those who go above and beyond to ensure that the esprit de corps is thriving again, in and amongst all members of the Corps.”

FOR MORE, VISIT ALUMNI.NORWICH.EDU/PRESCALL/CORPS.



Men’s Hockey Head Coach Mike McShane Retires

Standout Division I coach Cam Ellsworth named successor.

AFTER 23 YEARS AT THE helm of the Norwich University men’s ice hockey program, Mike McShane announced his retirement from coaching in June. The legendary head coach guided NU to four NCAA Division III National Championships. The last came in 2017 in a 4-1 win over Trinity (Conn.) in Utica, N.Y.

“It’s been a great honor to coach here at Norwich University for 23 years,” McShane said. “I’ve been very fortunate to coach for 46 years and end my career at a special school like Norwich.”

Under his guidance, Norwich won 19 of the last 20 New England Hockey Conference (NEHC) regular season titles, including an unprecedented 17 in a row that ended after the 2014-15 season. Norwich made 16 NCAA Tournament appearances

CONTINUES ON PAGE 8

ATHLETICS

IS BRAEDEN OSTEPCHUK '18 SUPERHUMAN?

The all-star Canadian hockey goalie and Norwich Class of 2018 valedictorian skates circles around most mortals.

BY DEREK DUNNING



BRAEDEN Ostepchuk seems at times like a super sapien, one who traveled to Earth from the future.

But we can confirm here that he is simply an incredibly smart, athletically gifted, and down-to-earth Canadian.

In June, the Lethbridge, Alberta, native was named the Academic All-American of the Year by the College Sports Information Directors of America. Chosen from candidates across the U.S. representing 12 male sports, Ostepchuk is the first athlete from Norwich ever to receive the honor.

"I look at Braeden as one of the most complete human beings I've ever met," said departing NU men's head ice hockey coach Mike McShane, citing Ostepchuk's maturity, intelligence, and athletic ability. "To be able to combine all of those things and become a tremendously successful person at that age is remarkable."

"He was a great leader on and off the ice at Norwich," McShane added, noting that fans, faculty, and fellow students had nothing but the highest respect for Ostepchuk.

Ostepchuk finished his Norwich career the same way he started it—

strong. A 4.0 student since his freshman year, the mechanical engineering major made the most of the diverse opportunities on and off the ice.

Ostepchuk was part of the senior engineering design team that won this year's NASA BIG Idea Challenge, helping to design and build a prototype for an inflatable solar array that could power a future Mars colony.

His status as a Canadian citizen prevented him from accepting the competition's major first-place prize—a summer internship with the U.S. space agency. Instead, he has been working with Vanguard Plastics in Connecticut, which is owned by NU alums Larry '64 and Chris Budnick '86.

As for Ostepchuk's athletic accomplishments, the three-time All American racked up an impressive list of accolades, including NEHC Goalie of the Year. He is NU's all-time leader in career shutouts for the men's hockey program and second on the all-time goalie win list with 51 career victories.

He even missed a few classes this spring to tend goal for the Greenville, S.C., Swamp Rabbits and the Pensacola, Fla., Ice Flyers.

"Norwich taught me how to think and how to interact with people," he says. "These are the skills that I will take with me throughout my life." ■

Photograph by Mark Collier

CONTINUED FROM PAGE 6

and 12 Frozen Four appearances with McShane behind the bench.

"Mike McShane has proven to be one of the best coaches in all NCAA divisions in the country," said Norwich University Director of Athletics Tony Mariano. "His record speaks for itself, and he has elevated Norwich hockey to national prominence since his arrival in 1995. His teams have played with great intensity and sportsmanship on the ice and have done outstanding work in the classroom. All of that is due to Mike's leadership and his ability to prepare his athletes for not only hockey but life after their playing days are over."

In July, the Cadet program named Cam Ellsworth of UMass, Lowell as its new head coach. Ellsworth was a driving force behind Lowell's rapid ascension to the top of the Division I hockey world, including three Hockey East Tournament title wins and five NCAA Tournament appearances in his seven seasons. "I am extremely humbled and honored to be the next head men's ice hockey coach at Norwich University," said Ellsworth, who previously spent three seasons as an assistant coach with the Sioux City Musketeers of the United States Hockey League.

—Derek Dunning



6 OBJECTS

THE OFFICE OF LIEUTENANT COLONEL MICHAEL TITUS, U.S. ARMY (RET.)

The 55th Commandant of Cadets at Norwich and former West Point instructor shares the backstory of his favorite office memorabilia. "What I love about [most of] these items is they were pretty much all given to me by my soldiers."

BY SEAN MARKEY | PHOTOGRAPHS BY MARK COLLIER



1. FAMILY PHOTOS

They are "what's most important to me." Titus and his wife have been married 18 years and have a 14-year-old son, whom Titus describes as the love of his life. "That's why I do it every day. You know what I mean?"



4. ENGRAVED IRAQI PLATTER

Halfway through his company's second deployment in Iraq, Titus received orders to attend graduate school and teach at West Point. The plate was a parting gift from his company. "They found this in a bazaar. It has all the significant historical sites in Iraq."



2. CALVARY COMPANY GUIDON

A gift from his former company, Bravo Company, 626th Forward Support Battalion. "It's so bleached and worn. You can see where it's faded from the desert sun." Titus spent 20 years as an Army logistics officer, deploying to Iraq and Afghanistan and serving at the Pentagon, among other posts.



5. KŪKA'ILIMOKU, TIKI GOD OF WAR

"I've had some pretty good assignments." Among them, Hawaii and Germany. "I didn't have to go to very many ugly spots."



3. CHALLENGE COINS

"I can look at any one of those coins and tell you a story about the unit or people that I worked with. That's why the coin rack brings me joy."



6. SPURS

An Army cavalry tradition, Titus earned his silver spurs after a sleepless 48-hour "suck fest" designed to test his grit and unit mission know-how. He earned his gold spurs by serving with distinction during combat in Afghanistan. ■

How international experience teaches cultural agility and why it matters to us all.

BY EDWARD KOHN, PHD

BEING THE

“OUTSIDE PERSON”

AT THIS WRITING, THE ISLAMIC period of fasting called Ramadan has recently drawn to an end. I recall that only a year ago I was finishing my 14 years living in Turkey and teaching at an English-language university in Ankara. I did not fast during this month of spiritual reflection, commemorating the first revelation of the Quran to Muhammad. My students, however, did fast. I wanted to show respect for their faith and sympathy with their daylong deprivation of all food and drink (which, during summers, could last up to 15 hours). In class, I did without my usual coffee mug, normally a fixture of my hand. I did not chew gum walking through campus and did not eat out in public. Evenings during Ramadan often found my family as guests for an *Iftar*, the meal that breaks the fast at sundown. This meant sitting at a table laden with food waiting to hear the muezzin’s call to prayer from a nearby mosque—or simply watching the banner at the bottom of the television as it counted down the time for each city. I was always honored to be included in such traditions, with the added bonus of eating some of the best food in the world. Although, full disclosure, I did not care for *kokoreç*—grilled lamb intestines.

The saying “When in Rome” has become a kind of shorthand for going with the flow and doing what people around you are doing. When the IHOP waitress asks, “Do you want more pancakes,” I answer: “When in Rome!” The full quotation—*When in Rome, do as the Romans do*—suggests the intended, fuller meaning. It means that one should adapt one’s behavior to another’s home, country, and culture. On the one hand, this is simply good manners, something you would do at the home of a friend in Northfield, Vermont. On a deeper level, this is how we show empathy and respect to others, even when their faith, culture, or traditions are completely foreign to us. Adapting one’s behavior in a foreign country does not mean we become any less American. Respecting another’s faith does not mean disrespecting our own. But the experience should challenge



Edward Kohn, PhD, is a professor of history and dean of the College of Liberal Arts at Norwich University. A Teddy Roosevelt scholar, he is the author of four books, including Hot Time in the Old Town: The Great Heat Wave of 1896 and the Making of Theodore Roosevelt. He studied at Harvard University, Victoria University of Wellington (New Zealand), and McGill. ■

Photograph by Mark Collier

our way of seeing and doing things and force each of us to view the world from a new perspective.

Such cultural adaptation includes the uncomfortable process of putting yourself in someone else’s hands and following the instructions of a cultural guide. This can be a humbling experience, as it forces us to acknowledge that someone knows more than we do about a culture and its traditions. The experience is not just uncomfortable, but it carries with it the high risk of embarrassment. In Japan, I have committed the faux pas of walking with my shoes on a tatami mat and using the soap in the common bath, thus ruining it for the next person. And that was in the same house on the same day! In short, I was the worst sort of *gaijin*: Japanese for “foreigner” (literally “outside person”). *Gaijin* sums up well that feeling of awkwardness and discomfort maneuvering through another country, worrying that we will make a misstep or cause insult—in short, of being an “outside person.”

While instinct may compel a person to avoid such discomfort, in fact, it should be embraced. That hyper-awareness of another country and its norms is part of a cultural agility and adaptability prized from Wall Street to Silicon Valley and from the military to the marketplace. It is also in the tradition of Norwich University. Alden Partridge led students on expeditions by foot a few dozen miles down the road. Today’s equivalent is an expedition by jet plane halfway around the world.

At Norwich, our students have many overseas study options, including established programs in Chengdu, China, and our CityLAB: Berlin campus. This fall, our first 17 students will attend the new EU NATO program in Strasbourg and Brussels that will include experiential learning trips to the EU Parliament, Eurocorps, Ramstein Air Base, and the U.S. consulate, among other stops.

The goal is to make such incredible and transformative experiences available to all Norwich students, by creating similar programs all around the world. From their first day, Norwich students should have a virtual buffet of foreign program options from nearly every continent. “Norwich” should become synonymous with “international,” as we equip students with the tools necessary to navigate an increasingly interconnected world. My message to students would be:

“Get your passport now.” And, if you have the chance, try the *kokoreç*.

HOW DO YOU SOLVE A PROBLEM LIKE NORTH KOREA?

We ask area expert Yangmo Ku, PhD, associate professor of political science at Norwich and author of the recent book, *Politics in North and South Korea: Political Development, Economy, and Foreign Relations* (Routledge, 2018). His take? While the June summit between Donald Trump and Kim Jong-un marked a welcome shift, their ambiguous agreement to denuclearize the peninsula portends challenges ahead.

INTERVIEW AND PHOTOGRAPH BY SEAN MARKEY



“THE ISSUES ARE VERY COMPLICATED. THEY CANNOT BE RESOLVED IN A MONTH. THAT IS IMPOSSIBLE. IT WILL TAKE ONE YEAR ... THREE YEARS ... TEN YEARS FROM NOW. WE DON’T KNOW.”

What do you make of the recent meeting between the U.S. President and the North Korean leader?

In terms of a peaceful relationship between the U.S. and North Korea, I think it's very positive. Ten months ago, the odds of nuclear confrontation between the U.S. and North Korea were really high. Many experts were concerned about the possibility that the two countries [could] move to all-out war. Nobody expected peace to happen.

How was the summit received in South Korea?

There's a very sharp divide. A lot of South Korean conservatives are frustrated and disappointed with this agreement. Many conservative scholars believe that this agreement itself cannot restructure change in North Korea's denuclearization. On the other hand, the Moon Jae-in government is a progressive government, and they are happy with this historic moment.

What does the North Korea's leadership want?

The core goal is to sustain the North Korean regime. The Kim dynasty. So regime survival is the primary goal and concern those leaders have. And then I think economic development is another important contender, because of the long-standing economic sanctions and just the serious faults of the Communist economy. Given its isolated economy, people, and

foreign relationships, North Korea has been experiencing very tough economic conditions over a long period of time. Especially given the additional sanctions imposed last year.

What should happen next?

U.S. Secretary of State Mike Pompeo will meet with North Korean high-ranking officers. They will continue to talk about how to denuclearize North Korea. The timeframe, how the timeframe works, how to verify the process, all this stuff. The issues are very complicated. They cannot be resolved in a month. That is impossible. It will take one year, two years, three years, five years, ten years from now. We don't know.

Do you think the North Korean regime is truly committed to denuclearization?

I don't think so, even though the regime just agreed to a denuclearized North Korea. Even if CVID [“complete, verifiable, and irreversible denuclearization”] had been included in that agreement, I would be still suspicious about that. North Korean leaders would not just discard all the nuclear arsenal that they have right now, because the nukes are considered a guarantor for their regime survival. North Korea has a lot of mountains and the regime and its military leaders are really good at digging underground tunnels. If the North Korean regime decides to hide a number of

nuclear weapons—10, 20, 30—they'll hide them in mountainous terrain and/or underground tunnels. It would be really hard to detect that and to inspect all those suspicious sites. Experts say it is almost impossible to completely denuclearize North Korea. I agree.

Any parting thoughts?

The bottom line is that a second Korean War must not take place. If that happens, that would lead to all-out nuclear war between the U.S. and North Korea, drawing in South Korea, Japan, even China and Russia. It would be disastrous. Millions and millions will die. I don't want to imagine that kind of outcome. The military option shouldn't be overplayed. What can be the alternative? I think it has to be diplomatic. Even though complete denuclearization cannot be successful in this case. ■

Interview condensed and edited for length and clarity.

Born in South Korea, Yangmo Ku served in the ROK Armed Forces and attended Sogang University (Seoul) and George Washington University. He teaches courses on international affairs, Asian politics, and U.S. security policy and is the acting director of the Peace and War Center at Norwich University. This fall, the center will host a security summit on the North Korean nuclear issue and launch a new academic journal in spring 2019.

THE LOW-TECH ANSWER TO ELECTION HACKS

Our digital voting and election systems are vulnerable to manipulation. NU's Jeremy Hansen on what can go wrong and the power of paper ballots.

STORY AND PHOTOGRAPH BY SEAN MARKEY

NU'S JEREMY HANSEN, PHD, KNOWS A FEW THINGS ABOUT elections. As a computer scientist and cybersecurity expert, Hansen studies the applications and social implications of technology, including election auditing. As a citizen, Hansen is in the midst of his fourth run for state legislative office, campaigning for an open seat in the Vermont House of Representatives. Canvassing door to door, Hansen has been called a lot of names, both good and bad, and been bitten by a dog.

But that pain seems minor compared to how he feels about the vulnerability of our digital voting and election auditing systems. "In computer security, we always look for the single points of failure," Hansen says, referring to flaws that can bring a whole system down. "Where is the juiciest target?"

Unfortunately, when it comes to the hardware, software, and humans that run our elections, targets are many. Taking Vermont as an example, Hansen zeroes in on several easy ones: The computers used by town clerks to report local election results and the servers used by the Secretary of State to compile them.

And then there's the more-subtle hack. Hansen points out that a single company in New Hampshire programs all the memory cards used to map the paper ballots to the optical scanners that

tally election results. Reprogram the geography of that ballot so that a percentage of votes cast for candidate Smith actually map to candidate Jones and you've thrown an election. While that hasn't occurred, the fact that it could should arouse our collective concern.

"The bigger picture, though, is that in a lot of states, there are voting systems that are connected to the Internet," Hansen says. "That's super bad." If it's on the web, it can and most likely will be hacked. Cell phones are also vulnerable. Which makes West Virginia's recent proposal to allow voting by cell phone another face-palm cybersecurity moment, one that Hansen labels "bad ideas in election technology, episode 96."

Hansen pins some of our current problems on the rush to go digital in the wake of the 2000 presidential vote debacle in Florida, which was exacerbated

by punch-style (i.e., the wrong kind of) paper ballots. Remember dimples and hanging chads? The Helping America Vote Act of 2002 opened the federal spigot for local and state governments to buy electronic voting systems. But then, as now, cybersecurity was often an afterthought.

Part of the problem today, Hansen says, is that many voting systems haven't been audited and lack a paper trail. In many jurisdictions, voting is done entirely by touch screen—with no paper receipt. Want to vote for candidate Smith? Touch here. "That's a lot of trust me," Hansen says. "One of the things that I remember my mom teaching me when I was six is, if someone ever says 'trust me,' the first thing you should do is not to trust them."

Hansen has testified before the Vermont state legislature on election au-

dit. He says more transparency and assurance are needed to show that our elections are being conducted fairly and accurately. Vote tabulation software should be open source, Hansen says, noting that Vermont's privately written vote-counting code has never been made public.

"For the most part, 99.5 percent of the time, I would say these are all working as advertised," Hansen says. "But I work in this field and know how you can subvert software, how you can subvert hardware, and it's not a stretch of the imagination to think that these could be compromised in some way."

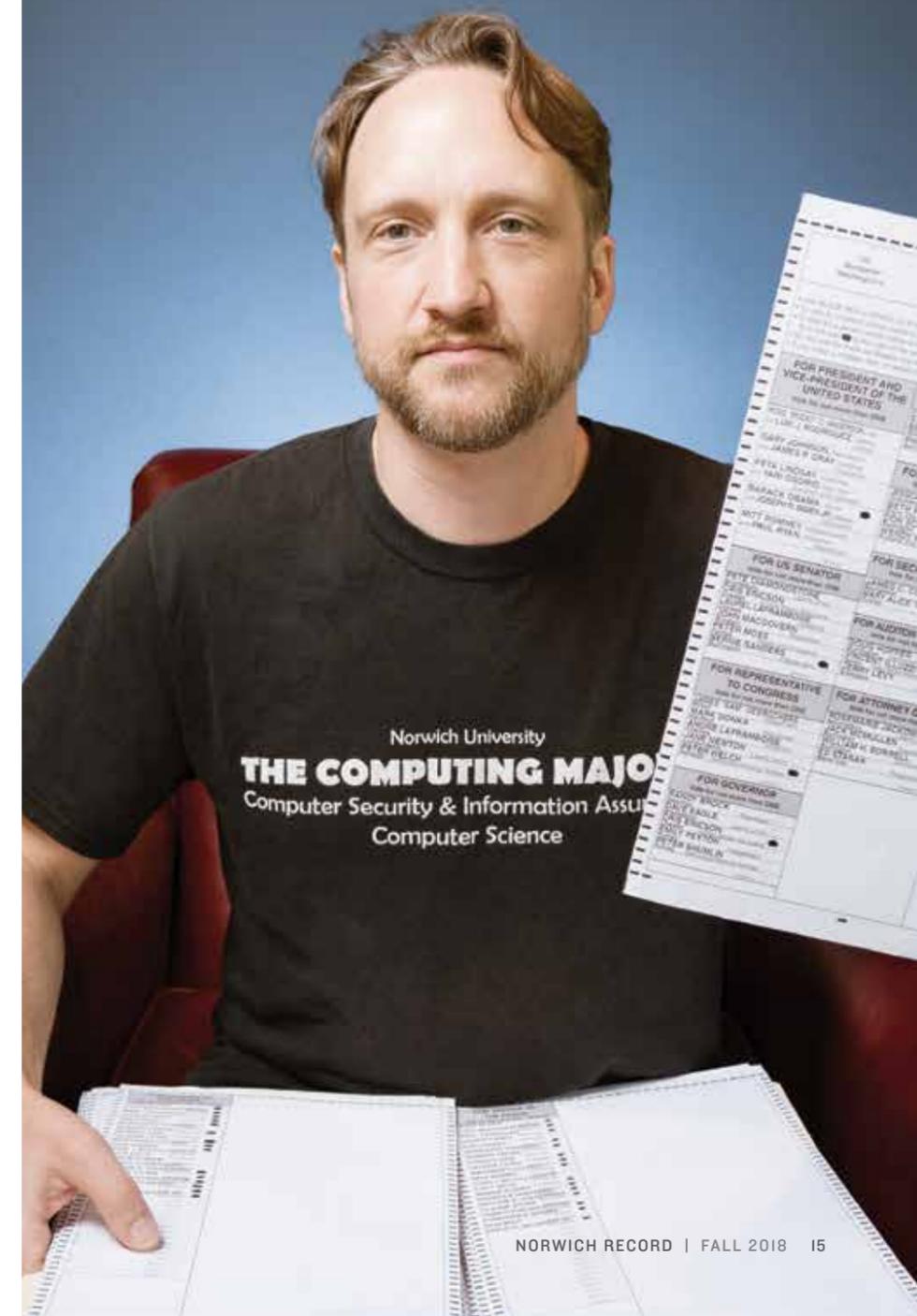
So what to do? Hansen says the simple solution is paper ballots. And he's not alone. In a recent *Washington Post* opinion piece on how to thwart Russian President Vladimir Putin, former CIA deputy director Michael Morrell also advocated for paper ballots.

"Computers aren't the solution for everything," Hansen says. When it comes to backstopping our voting systems from outside interference, "the low-tech solutions are often better," he adds. "It is as simple as having a paper ballot and looking at them afterwards."

Some of Hansen's research focuses on ways to statistically audit election results that don't require checking every single ballot. Paper ballots are a key step. But analyzing them is essential. "If you have a bad hand count, you can figure that out. If you have a bad machine count, you can figure that out." The same applies to other human errors or cases of outright manipulation.

Uncovering evidence of election hacking will only go so far. Without a paper trail, "there is no way to go back and check to verify that your results, that your outcome actually matches what the voters' intents were," Hansen says. And if we're uncertain whether our democratic principals were faithfully executed at the polls, "that's a tragedy of democracy." ■

"ONE OF THE THINGS THAT I REMEMBER MY MOM TEACHING ME WHEN I WAS SIX IS, IF SOMEONE EVER SAYS 'TRUST ME,' THE FIRST THING YOU SHOULD DO IS NOT TO TRUST THEM."



Lessons From the Civil War

A summer course explores Civil War battlefields to study history and military leadership.

BY STEVEN SODERGREN, PHD

UNDER A CLEAR VIRGINIA SKY ONE AFTERNOON IN LATE MAY, MY students and I roll into the parking lot at Newport News Park. The 143-acre forest preserve sits on a history-soaked finger of southeastern Virginia situated between the James and York Rivers. Thaddeus Boothtrudo '20, Adam Dahlberg '20, and Jake Scott '21 grab their gear. We are in the midst of a two-week Civil War staff ride, or field course, that I've taught at Norwich for the past eight summers. Our destination this afternoon is the battlefield of Dam #1, the site of a relatively obscure fight between Vermont Union soldiers and Confederate forces. It is one thing to have my students read military history in their textbooks on the Norwich campus. It is quite another to enable them to walk the ground in person, visiting battlefields famous and forgotten in order to better learn from the triumphs and tragedies of the Americans who fought there.

“The United States has a long history of military operations, and it is one of the strengths of our officer training programs that such a value is placed upon learning from the past in the creation of future leaders.”

Leaving our car behind, we stroll down to the body of water that used to be the Warwick River. Long since dammed off, it is now merely a large pond. Like many of my previous students, Thaddeus (a studies in war and peace major), Adam, and Jake (both history majors) seem surprised by what they find: The landscape is a refuge for turtles and white cranes, a more likely spot for nature walks and jogging than historical analysis. Fortunately, this historic Civil War site has not been overrun by Taco Bells and Walmarts. Still, you would not realize you were on a battlefield without taking a closer look at your surroundings. But the signs are there, and soon we spy the Vermont Brigade monument by the water. It is there that we begin our work, analyzing the plans for an attack made more than 150 years ago. We walk across a wooden bridge to the far side of the pond, where we explore the well-preserved remnants of Confederate earthworks that were the object of the Vermonters attack that day.

WHILE NOT A WELL-known Civil War battle, the fight at Dam #1 on April 16, 1862 provided an ideal choice when I began designing staff ride courses for my Norwich students. By April

1862, Union forces under General George McClellan marching up the strip of land formed by the York and James Rivers in Virginia had been blocked by a Confederate defensive line anchored on Cornwallis' old stronghold at Yorktown. Seeking to determine the strength of the enemy position, McClellan ordered a reconnaissance by elements of the Vermont brigade. That afternoon some 300 untried soldiers from the 3rd Vermont Infantry waded across a flooded Warwick River in an effort to seize a fortified position held by Confederate soldiers and artillery. The situation fell apart quickly. Inexperienced soldiers forgot to keep their powder dry. The soldier responsible for signaling reinforcements was almost immediately killed, and at the critical moment both the brigade and division commanders in charge of the operation were either incapacitated or absent. Despite all of this, the Vermont men still managed to cross 150 yards of open water and effect a lodgment on the far shore for over an hour. It was only when the Confederates launched a brigade-sized counterattack that the men were forced to retreat across the river, taking heavy casualties and losing prisoners along the way. Ultimately, a third of the force that

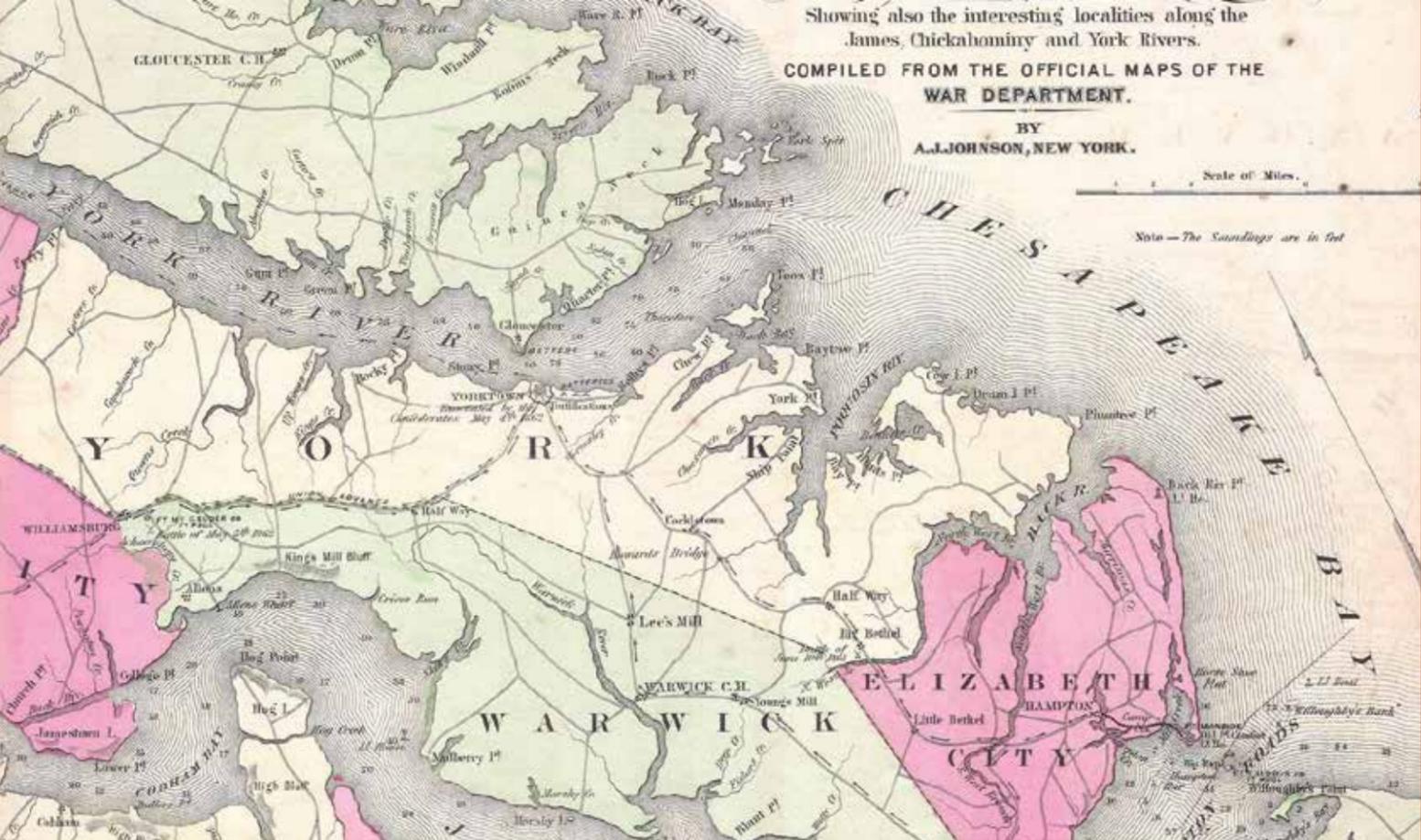


Steven Sodergren, PhD

crossed the river that day would not return. Due to the challenges faced by the men in the crossing, it is no surprise that three Vermont men would receive the Congressional Medal of Honor for their actions that day. Given the name the Battle of Dam #1 for the nearby obstruction in the Warwick River (it is also known, somewhat incorrectly, as the Battle of Lee's Mill), this small engagement presents a unique perspective on Civil War combat and an appropriate one for future officers seeking lessons on military leadership.

THE “STAFF RIDE” IS A fairly old concept dating back to the Prussian General Staff of the 19th century that sought to exploit the wide availability of European battlefields for some on-site officer training using historical

case studies. By the early 20th century, the U.S. Army began conducting similar training operations on North American battlefields, particularly those of the Civil War. Today, staff rides have become an integral part of officer training at all levels, whether at the United States Military Academy at West Point or the Command and General Staff College at Fort Leavenworth. Despite the age of some of these battlefields, the staff ride is intended to provide lessons in combat leadership that are applicable regardless of the century in which they occurred. The United States has a long history of military operations, and it is one of the strengths of our officer training programs that such a value is placed upon learning from the past in the creation of future leaders. The staff ride provides a wealth of knowledge for officers, in-



cluding lessons in the operational art, combined arms methodologies, logistical and terrain challenges, and an appreciation for the so-called fog of war that can envelop any combat commander in any era.

The spark for my current staff ride program was supplied a decade ago, thanks to James Ehrman, then head of the Master's in Military History program at NU's College of Graduate and Continuing Studies. He and his associate, Charles Sanders from Kansas State, were developing a Civil War staff ride for online graduate students and generously invited me to tag along. After joining in for a couple of years, I started leading Norwich undergraduates on their own Civil War staff ride experience. My goal from the beginning was to make it more than just a "field trip" for the students. The experi-

ence was designed to be a full class that would immerse students in a particular campaign from the Civil War, while giving them a grounding in the major issues facing both officers and men during the war. Since 2010, I have offered the course every summer, leading small groups of Norwich undergraduates to a rotating series of battlefields each year. The course is only two weeks long, but it is an intensive two weeks with class beginning the Monday after the semester ends, right after Commencement weekend. We spend a week on campus working in the classroom and the library so that students can get up to speed on Civil War combat tactics and organizations along with the overall operational details of the specific campaign to be examined. We head south at the end of the first week, bunking at a hotel near the

battlefields as we spend each day on the field walking the ground. By the time we take to the road, my students are already familiar with the basics of the topic and have studied a specific general officer from the campaign in order to gain an appreciation for their leadership style and combat performance. Thus, my role on-site is not to be the park ranger reciting battlefield narratives (admittedly I do some of that, I just can't help it), but to facilitate a discussion on the nature of combat leadership as we traverse the same ground as some of the most famous figures in U.S. military history.

Standing on the battleground of Dam #1, Thaddeus, Adam, Scott, and I have just such a discussion. My students quickly recognize how, in spite of the challenges, junior officers among the Vermont men stepped up to

get their men out of danger and prevent a greater disaster than what occurred. The inexperienced Union soldiers who made the attack that day learned a bloody lesson about the value of the chain of command and proper communication on the battlefield. That afternoon as the four of us walk on to our next battlefield, three future leaders have gained their own understanding of those lessons and the terrible cost behind them. ■

Steven Sodergren, PhD, is an associate professor of history at Norwich and the author of *The Army of the Potomac in the Overland and Petersburg Campaigns: Union Soldiers and Trench Warfare, 1864–1865*, which won the 2018 Norwich University Colby Award for the best military book by a first-time author. Each summer, his Civil War staff ride course focuses on one of three campaigns: the Peninsula Campaign of 1862, the Overland Campaign of 1864, or the Antietam and Gettysburg Campaigns. Photographs courtesy Vermont Historical Society (page 16) and Mark Collier

ARTIFACT

200 YEARS OF NORWICH HISTORY IN SIX CAPS

Shakos, kepis, helmets, covers, hats—call them what you will. A stylish tour of two centuries of cadet headwear from the Sullivan Museum and History Center collection.

BY JOHN HART

1.

SHAKO, 1819–1840.

Long before Air Jordans, shakos were the coveted "high tops." In 1819 the fledgling American Literary, Scientific, and Military Academy (a.k.a. NU) needed to distinguish itself from other military academies. It quickly adopted uniforms similar but not identical to those of the United States Army.

2.

KEPI, 1877–1881.

By the outbreak of the Civil War, kepis were the standard cadet headwear. This later example carries the plume found on early shakos and an interlocking "NU" on the cap plate for the recently renamed Norwich University.

3.

SPIKED HELMET, 1892–1896.

At the end of the 19th century, spiked helmets inspired by the German "Pickelhaube" were de rigueur on campus. A large eagle plate features "NU" sitting proudly on a shield.

4.

CAMPAIGN HAT, CA. 1914.

Norwich soon adopted new headwear, including a brimmed version based on the U.S. military's M1911 campaign hat. The timeless covers are nearly identical to those worn by drill instructors today.

5.

COVER, 1920–1925.

Easily recognized today, this cadet cover was based on U.S. military headwear and sports an overall shape and style that hasn't changed for nearly a century. It was the first to bear the NU cap device or plate, in this case embroidered in gold bullion.

6.

"OLD ROOK" BASEBALL CAP, 2006.

The term "Rook" has lasted more than a century, as have the bonds that form among recruits during their "Rookdom." Class of 1966 members recalled that period of time fondly, creating this commemorative cap for their 40th Reunion.



1.



2.



3.



4.



5.



6.

PORTRAITS OF DISCOVERY

Exploring fields ranging from brain research to the mathematical modeling of disease to simulations of the superheated atmospheric reentry of spacecraft, summer scholars discover the challenges and rewards of faculty-mentored research.

BY JACQUE E. DAY | PHOTOGRAPHS BY MARK COLLIER



K. Brielle King '21

EACH SUMMER, EXCEPTIONALLY CURIOUS AND motivated Norwich undergraduates work with faculty mentors to take on creative and scholarly research projects across the arts, sciences, and professional fields. Some students secure external grant funding. Others vie for prestigious Summer Research Fellowships through Norwich University's Undergraduate Research Program (URP), funded by university endowments dedicated to supporting student academic investigation.

Associate Professor of English and Undergraduate Research Program Director Amy Woodbury Tease notes that Norwich students are very active learners who benefit from the URP's multidisciplinary research community. "Often the best collaborations come from working with people who have ideas that are different from yours. And so by participating in undergraduate research, you get those kinds of opportu-

nities that you don't necessarily get by studying one particular subject in one particular classroom."

This year, over two dozen Norwich student-scholars worked in labs, libraries, and field sites on campus and around the globe, discovering the challenges and rewards of independent research. Here are seven portraits.

POP-UP GREENHOUSE ENGINEERING

K. Brielle King '21, Mechanical Engineering

Project: "Rapidly Deployable Structures with Applications for Greenhouses"

Faculty Mentor: David Feinauer, Assistant Professor of Electrical and Computer Engineering

A way to grow plants in nutrient-rich liquid rather than soil, hydroponics has brought farming to previously inhospitable places. Take New York City, where the nation's first commercial rooftop hydroponic greenhouse opened in 2011. It worked in the Big Apple, so why not the Moon? Or famine-stricken regions on Earth? Brielle King '21 began investigating that question this summer, thanks to a grant from the Vermont Space Grant Consortium, which receives funding from NASA. The sophomore focused her inquiry on engineering principles that could inform the design of rapidly deployable, pop-up containers for mobile greenhouses. She was inspired by NU alum Jacob Isham '12, co-founder of Vermont vertical farming startup Ceres Greens, who proposed the idea. "This work not only applies to the here-and-now on Earth," King says, "but also to mankind's future plans on the Moon and beyond."

"THIS WORK NOT ONLY APPLIES TO THE HERE-AND-NOW ON EARTH," KING SAYS, "BUT ALSO TO MANKIND'S FUTURE PLANS ON THE MOON AND BEYOND."



Mallory Dutil '20

TARGETED CANCER DRUG RESEARCH

Mallory Dutil '20, Environmental Science, Chemistry

Project: "Tissue-Penetrating Photopharmaceuticals"

Faculty Mentor: Tom Shell, Assistant Professor of Chemistry

Mallory Dutil joined fellow Norwich undergrads Colter Sheveland '20 and Dillon Zites '20 this summer to help build upon chemistry professor Tom Shell's body of research on light-activated, targeted delivery systems for cancer drugs. Shell and his colleagues have pioneered novel chemistry that binds toxic cancer drugs to a harmless shell that can then be removed when exposed to infrared light deep in human tissue. For Dutil's contributions to that effort, she worked with toremifene, used to treat breast cancer, and taxol-succinate, which treats a variety of cancers. "The thought that this work may potentially help people one day is amazing to me," she says.

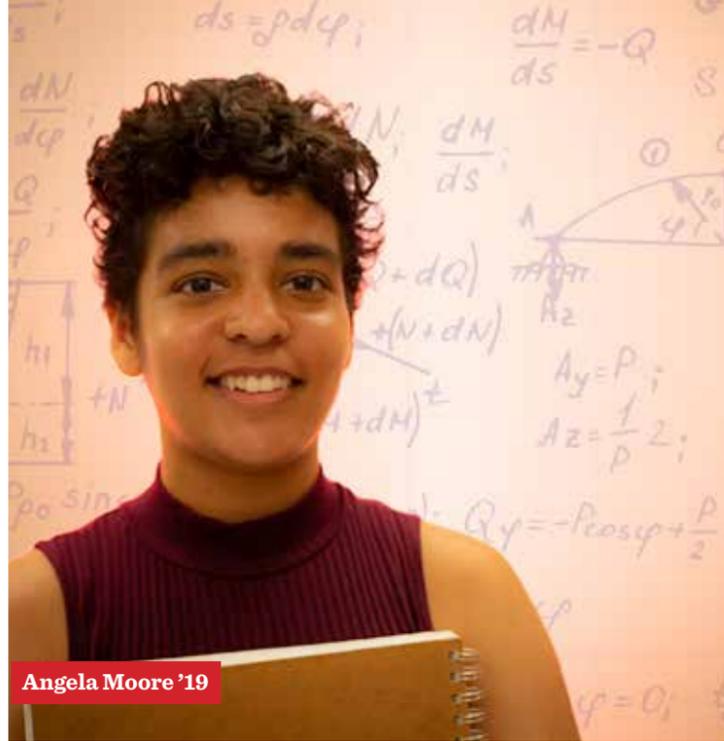
THE COMPLEX MATH OF GRAPHS

Angela Moore '19, *Mathematics*

Project: "Creating a Formula for Star Chromatic Index of Complete Graphs"

Faculty Mentor: Addie Armstrong '10, *Assistant Professor of Mathematics*

"In math, we use graphs, sets of vertices connected by edges, to represent relationships between different objects," Moore begins. In her summer research, she looked at the edge colorings of graphs, "the assignment of colors to the edges in which two adjacent edges cannot be the same color." The star chromatic index, she explains, "is the minimum number of colors needed to color a graph where any path of four cannot be bicolored, two colors." If it sounds complicated, you're not alone. Even within the math community, not much is known about the star chromatic index. To describe her work to a lay-person, the senior uses the analogy of an airline network. "We can represent the network by using a complete graph, and use the star chromatic index to help prevent monopolization between airlines." As for how the formula is coming along, Moore smiles. "I feel like we're still pretty far away from it."



Angela Moore '19

A SPACECRAFT'S SUPERHEATED REENTRY

Heather Peterson '21, *Mechanical Engineering*

Project: "Critical Gas-Surface Interaction Problems for Atmospheric Entry"

Faculty Mentor: Karen Supan, *Associate Professor of Mechanical Engineering*

As a rising sophomore, Heather Peterson knew it would be a challenge to take on a project aimed at simulating a spacecraft's reentry into the atmosphere. But that was part of the appeal. "It's pretty difficult to get a piece of copper to withstand temperatures up to 10,000 Kelvin," she says. "We're essentially taking superheated argon and forcing it through a nozzle to make it flow faster than the speed of sound." While accurately simulating the reentry of a spacecraft remains out of reach, "we can take another small step closer."



Heather Peterson '21

SIMULATIONS FOR ALZHEIMER'S RESEARCH

Molly Alford '20, *Mathematics, Computer Science Minor*

Tom Wagner '19, *Physics, Math Minor*

Project: "Mathematical Model for the Effects of Amyloid Beta on Calcium Regulation"

Faculty Mentor: Joe Latulippe, *Associate Professor of Mathematics*

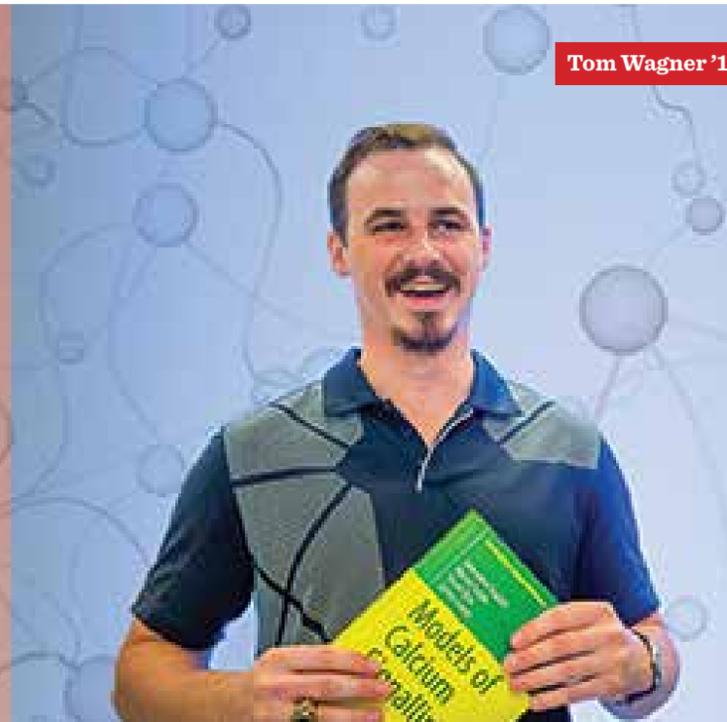
This summer, the research duo took an interdisciplinary approach to a component of mathematics professor Joe Latulippe's ongoing Alzheimer's research. Specifically, the twosome wrote and ran computer simulations to test calcium levels in neurons under the influence of amyloid beta, a protein in the brain commonly associated with the disease. More than once, the simulations caused their laptops to overheat and shut down. "Then we had to figure out whether our model was too complicated or if we were missing something as simple as a semicolon in the code telling the program to run infinitely," Alford quips. All part of the learning process.



Molly Alford '20



Angelina Coronado '20



Tom Wagner '19

THE BRAIN SCIENCE OF LANGUAGE

Angelina Coronado '20, *Neuroscience*

Project: "An Experimental Research Study to Assess Language Comprehension Networks in the Brain Using Electroencephalography"

Faculty Mentor: Mark Stefani, *Lecturer in Psychology*

As a teenager, Angelina Coronado suffered a traumatic brain injury and temporarily lost her ability to comprehend speech and language. After she recovered, she began looking into conditions such as dyslexia and aphasia (the latter is the inability to understand or initiate speech), asking questions about how the brain processes language. Over the summer, she sought to define the role of the frontal lobe in language comprehension using electroencephalography, or EEG. "I found out that there's definitely a separation between processing and comprehending," she says. "Or in the terms of my experiment, knowing and understanding. Knowing is, *I've seen that before. I can tell you what it is.* But understanding is, *Do I understand it in context?*" ■

FOR A COMPLETE LIST OF GRANT-FUNDED SUMMER STUDENT RESEARCH PROJECTS, VISIT NORWICH.EDU/OAR.

CONNECTIONS



Trading arrogance for maturity, NU's first female Ranger makes history.

BY JANE DUNBAR

LAST YEAR, REBEKAH "ROSE" BERNHEIM became only the tenth woman to complete Army Ranger School, a distinction she earned on December 8, 2017.

The sole female in her squad, Bernheim says she was treated like any other male Ranger candidate. "No one cared about my gender or physiological capabilities. They cared that I did the work."

Born into a high-achieving military family, the 5' 3", 135-pound dynamo was always driven to excel. "I grew up with a chip on my shoulder and something to

prove," she says. At Norwich, Bernheim majored in studies in war and peace and distinguished herself as a student, athlete, and future military officer.

She graduated summa cum laude and played for the Cadets' Division I women's rugby 15s and 7s teams, where she helped win six national championships and was twice voted MVP. As an Army ROTC cadet, she graduated first in her program and in the top 10 percent of cadets nationally, earning honors as a distinguished military graduate.

Prior to Ranger School, however, Bernheim's unrelenting drive to prove herself to others as a 2nd Lt.—that "chip"—nearly scuttled her chance of success. During a preliminary Ranger Training Assessment Course in 2015, Bernheim was unsatisfied that her

"No one cared about my gender or physiological capabilities. They cared that I did the work."

peer-review scores, while passing, were relatively low.

"That was an indicator for me to take time to learn about the Army and mature more before I attempted Ranger School," she says.

As Bernheim grew more self-aware and mature, she gained an important insight—that motivation isn't enough. "That chip on my shoulder fooled me into thinking that I should, and could, accomplish everything by myself."

"Ranger School is a team effort, and leaders look out for their team," she says.

There, Bernheim proved to her instructors and peers that not only could she carry her own weight, but also take care of her soldiers. Doing so, she earned her Ranger tab and a place in Norwich history.

A military intelligence officer in the 1st Cavalry Division, Bernheim is completing the Maneuver Captain's Career Course at Fort Benning, Georgia. She is married to fellow NU alumnus, Army Capt. Katie Hathaway '12, who is stationed at Fort Hood, Texas, and is the first woman to command an active-duty tank company. ■

Rebekah Bernheim shows off her Ranger tab at Fort Benning, Georgia, following her graduation from Ranger School. Photograph courtesy Rebekah Bernheim.

CLASS NOTES

1962

In April, **Richard E. Schmidt** and his wife joined a river cruise from Eastern Europe to the Black Sea. "To our pleasant surprise we met members of the Norwich family. On board were Mrs. Marika Perryman and her mother Ingrid LeSleure. Marika's son, **Alexander Perryman**, graduated from Norwich in 2016 and his wife, **Erin (Gats) Perryman**, with the Norwich Class of 2017...as [NUCC] Commander." Richard says many old and new Norwich stories were shared and enjoyed. "What a delightful experience." *Photo 1.*

1964

Stephen Cerjan, William DuRie, and Bob Halleck held a mini-reunion in Sarasota, Fla., in February. Bob traveled from San Diego and Bill from the east to attend. Steve notes that the trio had a wonderful get-together, sharing many great stories—some of them true. *Since his news, we are sad to report that Bill passed away peacefully two months later in April, surrounded by his family.* *Photo 2.*

1965

Robert McDonnell wrote to say that NU Class of 1965 electrical engineering alumni held their (nearly) annual get-together in May 2018. "We met at Kingston, N.Y., and enjoyed the local sights." *Photo 3.*

1967

Warren Curd shares this news: "Since retiring to Virginia Beach a number of years ago, I've been serving as the volunteer coordinator for the Military Aviation Museum here. It's the number one attraction in the city and one of only a few museums which actually flies vintage aircraft on a regular basis. I would very much enjoy showing Norwich alums and their families around this world-class facility, which also boasts two original WWII buildings from Europe." *Photo 4.*

1969

Col. **Thomas Aldrich** (Ret.) received his national certification as a Level 2 Alpine Ski Instructor from the Professional Ski Instructors of America. "When you come to Sugarbush, be sure to look me up," he writes. *Photo 5.*



Richard E. Schmidt & Marika Perryman



Stephan Cerjan, William DuRie, & Bob Halleck



NU "EE" alumni and spouses take in the Hudson River during a recent gathering in May 2018. From left: Bob McDonnell, John MacIsaac, Sandi McDonnell, Chuck Vitali, Maggie Laycock, Donna MacIsaac, Allison Vitali, Ed Verock, Judy Verock, Ric Laycock, Marylou Carlson, Don Carlson.



Thomas Aldrich (right)



Warren Curd sits in the cockpit of a WWII-era North American B-25J Mitchell bomber at the Military Aviation Museum in Virginia Beach, Va.



Tom & Pam Smelstor, John & Jean Mulhern, Phil & Cathy Renison, and Doug & Melonie Eagan. "The people in the back were a photo bomb couple!" John writes.

John Mulhern and a few members of the class of 1969 gathered in Naples, Fla., in March for a great Italian meal at Bravos. *Photo 6.*

1975

Michael O'Brien wrote to share an article from *Mass Golf* about NU alum and PGA Professional **Bob Beach**, who retired on June 16 after a three-decade career at Braintree Municipal Golf Course in Greater Boston. The article lauded Beach for his exemplary service: "Mass Golf and the entire golf community has been so deeply impacted because of Bob's lifelong commitment and passion to the sport and the athletes under his tutelage," the article quoted Mass Golf Executive Director/CEO Jesse Meachem as saying. "His tireless efforts to grow golf throughout the city of Braintree, particularly with individuals who otherwise would likely not have picked up clubs, has become a model for others to emulate and we are grateful

for his service to our game." Among his many accomplishments, Bob started a weekly special needs golf program with his wife Cathleen that grew to include more than 100 participants. Bob was previously named the top golf instructor in the state by *Golf Digest* magazine and Teacher of the Year by the New England Professional Golfers Association. In honor of his service, Braintree Mayor Joseph Sullivan unveiled a plaque in Bob's name at the putting green of Braintree Municipal and named the week of June 3-9, 2018 as "Bob Beach Week."

1978

Jeffrey Ward of the U.S. Army Corps of Engineers recently received the Army Engineer Association's AEA de Fleury Bronze Medal for "exceptionally meritorious service" throughout 28 years with the Army Corps of Engineers. A recipient of the Bronze Star, Ward has served in diverse capacities at home and

abroad while deployed in Iraq and Afghanistan. In total, Ward has spent 39 years in federal service. Classmate LTC **Gerard R. Cogliano, USA (Ret.)** shared the news. "This is a prestigious award, and it is fitting it is going to a Norwich graduate," Cogliano wrote. "Jeff ... has had an outstanding career. He embodies what Norwich stands for—a citizen soldier." *Photo 7.*

1986

On May 14, 2018, U.S. Army Maj. Gen. **Frank Muth** was presented with the King Abdul Aziz Medal, First Order by His Highness Prince Khalid bin Abdul Aziz bin Ayyaf Al Megren, minister of the Saudi Arabian National Guard during an award ceremony in Riyadh, Saudi Arabia. Attending the award presentation was Chris Henzel, Charge d'Affairs for the U.S. Embassy; Maj. Gen. Peter Utley, Chief of the U.S. Military Training Mission; and se-



Maj. Gen. Frank Muth & Prince Khalid bin Abdul Aziz bin Ayyaf Al Megren



nior leaders of Maj. Gen. Muth's staff and the minister of the Saudi Arabian National Guard. Since 2016, Muth has served as the 21st Program Manager for the Saudi Arabian National Guard Modernization Program, a security assistance organization of the U.S. Army. *Photo 8.*

David Jeffalone writes, "[On] April 7, 2018, **Marty Hanifin** and **David Jeffalone** were both in and



Kevin M. Jones

around the Charlottesville, Va., area. But **Hanifin** (defendant) made zero attempts for a potential meeting. Norwich Rook Buddy divorce papers were filed by **Jeffalone** (plaintiff) on April 9 at Jackman Hall. Let it be know that the defendant [had] a second opportunity on May 29th at which time if a "no show" occur[ed], the Rook Buddy divorce [would] be granted."

1987

Michael D. Andreas, until recently the director of safety, security, and emergency management for the Sarasota County, Fla., school district was recently promoted to the position of executive director of its newly formed Department of Public Safety, which spans the Sarasota County Schools Police Department, among other safety teams.

Michael is an Army veteran and former police officer, who has served with the school district since 2016. In his new capacity, he will help the school district develop a self-sustained police force to ensure the safety and well-being of students and staff throughout Sarasota County.



Edgardo "Tony" Moreno

1990

Robert Bodvake was recently promoted to vice president at Fairlead Integrated, where he oversees operations of its boatworks division in Newport News, Va. The enterprise repairs military and commercial vessels and is developing heavy steel fabrication facilities to support the shipbuilding plans for future aircraft carrier and submarine construction. Robert retired from the Navy in September 2016 after 26 years, and his last operational tour was as commodore of Destroyer Squadron 22.

United States Navy Rear Adm. **Kevin M. Jones** is the newest commanding officer of DLA Distribution, the global distribution service provider for the Department of Defense and other federal agencies. As a flag officer, Jones was previously assigned as commander, Navy Office of Special Projects. *Photo 9.*

1992

Anthony Parisi Sanchez is running as an independent for the Second Congressional District of New Jersey. Sanchez has worked on political campaigns since he was 18, the NU alum and



Shane Morgan (left)

former Marine told New Jersey's Patch.com local news site. "We need term limits in Congress," he was quoted as saying. "Career politicians are just getting in the way. They don't have to hustle for the people."

1993

U.S. Navy Captain **Edgardo "Tony" Moreno** assumed command of the USS *San Antonio* (LPD 17) on January 25, 2018, in Norfolk, Va. The first amphibious transport dock ship in the San Antonio class, the vessel was in the shipyard at BAE Systems conducting scheduled maintenance. Her motto is, "Never Retreat, Never Surrender." *Photo 10.*

Dr. Jason Musser (DO) pinned on Colonel and is currently working at the United States Air Force School of Aerospace Medicine as chair of the Aerospace Medicine Department.

1994

Brigade Commander, 1st Brigade Combat Team, 10th Mountain Division (Light Infantry) Col. **Shane Morgan** represented the 10th Mountain Division in Colorado while speaking at the BoulderBOULDER 10K Memorial Day Classic footrace. "Honoring our fallen, celebrating our freedom, and having the unique opportunity to spend time with WWII, Korea, Vietnam, and Desert Storm combat veterans," he writes. "The best part of this special day was swearing in outstanding young Americans to our military's all-volunteer force." *Photo 11.*



Cliff Brown and Jeffrey Powers

1995

Foxtrot Company Rook buddies **Cliff Brown** and **Jeffrey Powers** have both worked on drug enforcement investigations in Puerto Rico for a number of years now, albeit from different agencies: Cliff as a DEA group supervisor and Jeff as an assistant special agent in charge for the U.S. Postal Service Inspector General. Jeff recently had occasion to present Cliff with an award honoring him for his efforts during the joint agency relief efforts following the aftermath of Hurricane Maria in Puerto Rico. "I oversee Puerto Rico and the U.S. Virgin Islands," Jeff writes. "Cliff... and I continuously conduct joint narcotics investigations in that area. However, during September 2017 our missions changed to helping the people of Puerto Rico and the U.S. Virgin Islands, [providing] aid and relief supplies following the aftermath of both Hurricanes Irma and Maria." Fellow NUCC Foxtrot Rook buddy and de facto Class of 1995 "alumny guy" **Patrick Deware** forwarded the news. "Thought our class would get a

kick out of seeing both of these guys cross paths in their roles in law enforcement almost 25 years after graduating, helping out the folks in PR." *Photo 12.*

2002

Lawton Rutter sent this virtual postcard: "Through Norwich connections, our families have grown! We took a friends and family vacation to the Outer Banks in May 2018." In attendance were five NU alums (if you count a hoped-for 2035 grad), three NU parents, and two Norwich faculty and staff. But please double-check our math. *Photo 14.*

2010

Lauren Zwicker '10 and **Ryan Wood '08** were married in July. They met as friends at Norwich in 2006 and began dating in 2011.

Canadian Army veteran and NU alum **Sheldon Clare M'10** served as the master of ceremonies and town crier for the City of Prince George, British Columbia, at ceremonies awarding the "Freedom of the City" to the Rocky Mountain Rangers (Canadian Forces Army Reserve Infantry). *Photo 15.*

2011

U.S. Navy Lt. **Lisa Malone** (née **Lisa Belisle**) "has been setting the Navy on fire" as an active-duty officer since graduating from Norwich, writes her husband Scott. "She has completed two arduous deployments and is currently assigned as an integrated air missile defense/weapons tactics instructor. Not only has she been a lead for live fire with a purpose, but over the last two



Front row: Brandon Gallant '15, Melanie Stark, Breina Stark, Doug Ives P'07. Back row: Lisa Relyea, Melissa (Stark) Rutter '07 holding Elliott Rutter '35, Pat Ives P'07, Guenter and Michelle Tiersch P'13, Lawton Rutter '02, Charlotte Rutter '31, Sari Tiersch (NU Alumni Office staffer), and Sarah Gibbons (NU adjunct chemistry professor).



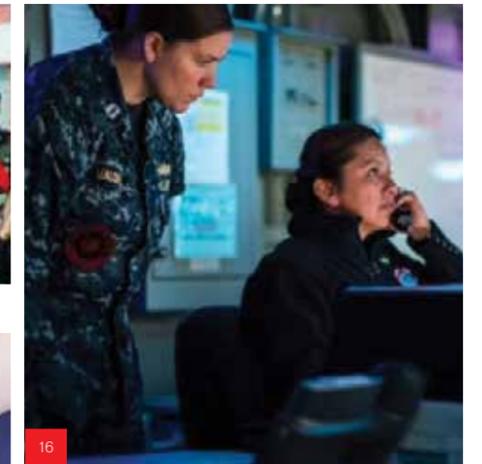
Jonathan Lewis



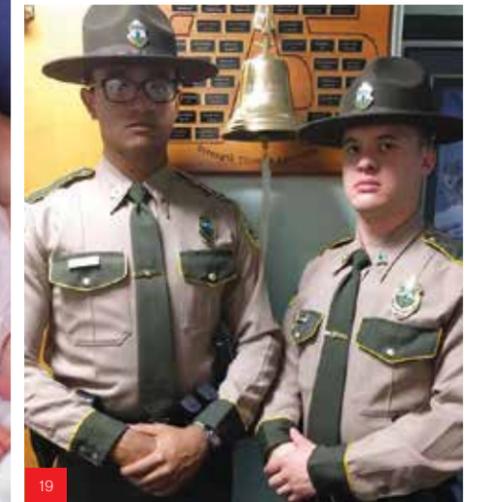
Sheldon Clare



Maverick Rae Kohn



Lisa Malone (left)



Gordon Winget & Robert Greene

years has [given] the Red Sea brief all over the world to countless admirals, captains, CNO, and even the Senate Arms Committee." Her exceptional performance earned Lisa a spot award, a Meritorious Service Medal, from Admiral Wade, which Scott says is "unheard" of for an O-3. "Admiral Wade said she was the face of the WTI program and has placed them on the map. All of this has been done while she is completing her JPME and mas-

ter's degree. We are also hoping to get our son to go to Norwich after he graduates from Fishburne Military School, she speaks so highly of it." *Photo 16.*

On May 11, 2018, **Jonathan Lewis** was awarded his doctor of jurisprudence from the University of South Carolina School of Law. In attendance was Capt. **Rich Hayner**, USANG, NUCC 2009. *Photo 17.*

2012

Chris Kohn and **Emily Button Kohn** welcomed their beautiful baby girl, **Maverick Rae Kohn**, into the world on March 12, 2018. Both Norwich alums, Chris and Emily recently moved from Camp Lejeune, N.C., to Quantico, Va. They are enjoying their new life as a family of three. *Photo 18.*

2017

NU classmates **Gordon Winget** and **Robert Greene** recently completed the 105th Vermont State Police Academy, graduating on May 25, 2018. Gordon will work out of the Westminster State Police Barracks, while Rob will be stationed at the barracks in St. Johnsbury. *Photo 19.* ■

From right: Lt. Col. Mark Denton '97, Col. Brian Lieb '93, and Lt. Col. Joseph Williams '96 attend the 309th Military Intelligence Battalion Change of Command on June 8, 2018 on Chaffee Parade Field, Fort Huachuca, Ariz.



ROLL OF HONOR

NU ALUMNI ASSOCIATION NEWS

A legacy of leadership, an investment in the future.

In 2019, Norwich University will embark on our third century of fostering the Partridge tradition of educating citizen soldiers to serve our nation and others before self, and to build a better world.

Now more than ever, gifts from alumni provide critical support for those on a path toward life-changing degrees. With your gift, you will help fund a scholarship that benefits our Special Operations Forces students facing the challenges of advancing their education while on active duty, and further the enhancements within Mack Hall, our hub for Residency Week.

Join me in this Norwich legacy of leaders and make a gift today. Those following in your footsteps are as grateful for your support as I am.

Sincerely,



William Clements, PhD
Vice President and Dean
College of Graduate and Continuing Studies



\$20.19
FOR 2019

Make your gift online:
alumni.norwich.edu/2019for2019

The following list reflects notifications of deceased Norwich family members received by the university from April 21, 2018 through July 2, 2018. Full obituaries, when available, can be viewed online at alumni.norwich.edu/obituaries. To inform the university of the passing of a member of the Norwich family, please contact the Alumni Office at (802) 485-2100 or inmemoriam@norwich.edu.

1945 **Albert E. Cary**, 94, 5/5/18
1947 **Marilyn B. Hunt**, 91, 6/22/18
1949 **Carl W. Schofield**, 89, 5/25/18
1952 **Myron L. Bacon**, 87, 4/4/18
1952 **Richard G. Smith**, 87, 5/23/18
1952 **Joseph I. Sobel**, 88, 7/2/18
1955 **William T. Neill**, 85, 5/30/18
1956 **Frazier P. Colon**, 84, 5/11/18
1956 **Robert G. Johnson**, 84, 5/7/18
1956 **Winslow T. Shearman**, 87, 5/8/18
1957 **John W. Atwood**, 82, 5/15/18
1957 **Bruce E. Fraser**, 82, 4/16/18
1957 **Gordon H. Shepardson**, 82, 6/13/18
1958 **Neal M. Priestley**, 79, 3/28/18
1959 **Paul E. Buckley**, 83, 5/20/18
1959 **David G. Gifford**, 81, 6/2/18
1960 **William H. Balch**, 79, 6/22/18
1960 **Richard E. Francis**, 80, 5/20/18
1960 **George A. Hamilton**, 5/4/18
1961 **William L. Harding**, 79, 6/18/18
1963 **Alfred C. Bradley**, 78, 4/5/18
1963 **David L. Crocker**, 76, 3/14/18
1963 **Peter W. Smith**, 77, 6/19/18
1964 **Gary L. Carroll**, 75, 4/25/18
1969 **John O. Fortune**, 71, 4/17/18
1969 **Edward M. Keith**, 71, 6/28/18
1980 **Keith W. Kotecki**, 61, 6/12/18
1981 **Mark J. McDonnell**, 59, 6/13/18
2006 **Lars Nielsen**, 63, 6/29/18
2018 **Mary C. Laningham**, 60, 3/3/18
Linda J. Fleetham, 71, 4/16/18
George W. Keefe, 79, 6/21/18 — *Father of Gary Keefe '86, James Keefe '87, Patrick Keefe '90, Timothy Keefe '95, and grandfather to Bridget Keefe '18*
Cynthia MacDonald, 86, 6/19/18
Irwin L. Park, 89, 5/4/18
Troy Smith, 44, 6/24/18
Tammy A. Surprise, 52, 5/29/18



Inspired by NU's Bicentennial countdown theme, the Year of Legacy, the Norwich University Alumni Association spent some time over the past year reflecting on our own legacy—both in who we are and who we hope to become. Over the past decade, NUAA's mission hasn't changed: We work to promote the Norwich experience and the bond between our university and our alumni. However, our methodology to accomplish our goals has evolved through the needs of our alumni, the university, and the communities where our alumni serve.

WHAT IS OUR LEGACY?

Our legacy is molded from the school and classmates elected to the Board of Directors, who represent the diverse demographics of our alumni population and make our voice even clearer. While we are all alumni of this great university, some of us are also the parents, sons and daughters, nieces and nephews, and brothers and sisters of Norwich alumni.

Our legacy is formed when we collaborate together on campus three times each year to determine how to best serve our fellow alumni. We work closely with other campus departments, volunteer boards, and alumni staff to best determine how we can benefit Norwich.

Our legacy has been carved in those activities, which build camaraderie, commitment, and lifetime relationships. Most recently, these include our Legacy of Learning events, which focus on professional networking, and our Accepting the Charge initiative, which aims to foster

stronger bonds between generations of Norwich alumni. Both of these relationship-building efforts help to secure our legacy as an alumni association.

The legacy of our volunteer board seems obvious if you look at the Norwich events and books we have created. More subtle is the legacy of our volunteer board, whose members have spent hours brainstorming ideas to strengthen the Norwich alumni community. NUAA's legacy is still evolving. But our impact on the university and our fellow alumni grows strong as we take those final

steps toward our 2019 Bicentennial. Whether you're an old friend or a new one, we sincerely hope you'll join us.

Hilary Coons '01
NUAA 2010-18



CLASS OF 1973

LT. COL. PHIL SOUCY (RET.)

Despite his stratospheric business success, the former Air Force aviator stays firmly grounded serving others.

BY JANE DUNBAR

COMB PHIL SOUCY'S SPEECH FOR clues to his outlook and character and you needn't wait long to hit pay dirt.

During a 45-minute conversation, the retired lieutenant colonel regularly invokes some variant of the word "fortunate." He was fortunate to become the first in his family to attend college. He was fortunate to turn what he thought would be a four-year Air Force commission into a lifelong career culminating as chairman of his own defense engineering and technology company.

"It's still hard to believe," the former NU mechanical engineering major says. "I think back to my upbringing in St. Johnsbury, Vermont—to my electrician dad and my mom who worked in a factory. How they pointed me in the right direction toward Norwich. And all of a sudden, I'm a career military officer flying state-of-the-art aircraft and testing some of the most highly classified weaponry systems in the world."

Those experiences, coupled with graduate degrees in systems management and mechanical engineering from USC and the University of Idaho, supplied Soucy with the expertise to co-

found Modern Technology Solutions, Inc. (MTSI) in 1993.

Today, it is a 100 percent employee-owned consulting firm based in Alexandria, Va. Its nearly 1,000 engineers, scientists, cyber experts, and program managers assist the U.S. government in designing, testing, and evaluating the next generation of manned and unmanned aircraft, among other capabilities.

Twenty-five years later, Soucy, his co-founders, and their firm enjoy great financial success, "proving that when you take care of your people, they take care of your company." He expresses humility and gratitude for his good fortune and the many opportunities it affords him, particularly the power to help people in need and to support institutions that profoundly impact people's lives.

Among his many philanthropic beneficiaries, Norwich ranks first. Soucy serves as vice chair of the NU Board of Trustees, and he and his wife Peggy are among the university's most generous donors. "I was fortunate to attend Norwich thanks to financial aid," Soucy says. "It's important that others have the same breaks I did." The alum has lent his ex-

pertise to the university's search for its next president and in developing its newest strategic plan.

Closer to home, Soucy and his wife invest significant time, talent, and treasure to support a number of northern Virginia nonprofits working to address hunger and homelessness. Countless MTSI employees have done the same, led by their example. Recognizing the collective impact of that support, the Alexandria nonprofit New Hope Housing awarded its 2007 Good Neighbor Award to MTSI. This year, it presented the award to Phil and Peggy Soucy.

How does he feel about such plaudits? "Fortunate."

Phil Soucy also serves as an Air Force Museum Foundation trustee, Fairbanks Museum and Planetarium trustee, Smithsonian Air and Space Museum docent, and as a volunteer pilot for the Patient Airlift Service, which provides free air transportation for medical patients in need. ■

Phil Soucy in 1987 by an SR-71 Blackbird. Still the world's fastest aircraft, it can fly three times the speed of sound or LA to DC in a blistering 1 hr. 4 min. Photograph courtesy Phil Soucy

LIVES

Ralph "Skeezy" Thurston

September 26, 1932—January 27, 2018

BY DIANA L. WEGGLER

DESCRIBED BY MANY AS a gentle man with a heart of gold, Ralph "Skeezy" Thurston was a fixture on the Norwich campus. For 60 years, he worked in the mess hall, serving up his famous "bug juice" and the generous smiles that touched the lives of so many students, faculty, and staff.

"His love of life was Norwich," said his sister Bette Provost. And Norwich loved him back.

It's no surprise, then, that as word of his passing spread, cards and letters started pouring in. "We heard from alumni in Texas, Florida, Massachusetts, Arizona," Bette said. From far and wide, students, faculty, and staff spanning six decades spoke lovingly of the "Juice-Barrel Man."

Thurston was born in Northfield, the second of five children. He acquired his nickname from a housekeeper, who thought the toddler should have a distinct name from his father Ralph. She chose "Skeezy." The moniker stuck.

In 1947, Skeezy went to work for his uncle George Morris, who ran the Norwich mess hall, then located in what is now White Chapel. Strong and dependable, the 14-year-old washed pots and did whatever else was needed, quickly earning a reputation as a cheerful, hardworking employee.

As the years turned to decades, he acquired celebrity status. Every September 26th, his birthday, the entire Corps would sing "Happy Birthday" and present him



with a cake in the Crow's Nest during second mess, after which Skeezy would talk about how much he loved working at Norwich. In summers at the conclusion of every Russian School, Skeezy would be the first to receive a photo of that year's students and faculty.

Skeezy was a fan, himself. He loved country music and Norwich athletics, particularly men's hockey. During the season, Skeezy often stopped by the locker room to greet the players and coaches. Over the years, he earned the title of Honorary

Alumnus and received a gold watch for his remarkable 60 years of service. In 2009, the Norwich football team presented him with a custom ECFC championship ring engraved with the word "FAN."

Skeezy's ashes will be laid to rest in Mount Hope Cemetery in a box with a small transistor radio. "He'll be listening to his favorite country singer," his sister says. "Boxcar Willie." ■

Photographs courtesy Bette Provost.



**"His love of life was Norwich,'
said his sister Bette Provost.
And Norwich loved him back."**

THE 2018 NORWICH ANNUAL REPORT



NORWICH
UNIVERSITY



B...TO



ALDEN PARTRIDGE

1814-1887
FOUNDER OF THE AMERICAN
LITERARY SOCIETY AND
MILITARY LEADER OF THE
NORWICH UNIVERSITY. HE
WAS ONE OF THE FIRST
TO BRING THE STUDENT
TO THE CAMPUS AND TO
THE CARE OF MILITARY
AND NAVAL AFFAIRS AND
THE DEVELOPMENT OF A
CIVILIAN SENSE.

Our Mission Statement

"To give our youth an education that shall be American in character—to enable them to act as well as to think—to execute as well as to conceive—to tolerate all opinions when reason is left free to combat them—to make moral, patriotic, efficient, and useful citizens, and to qualify them for all those high responsibilities resting upon a citizen of this free republic."

ADOPTED 1843

BOARD OF TRUSTEES

The Board of Trustees at Norwich is an active group that serves not only as an overseer of the university, but also sets the policies that will steer and guide Norwich into the future. The Board of Trustees currently consists of 29 men and women, each of whom brings a unique life experience to the process. Trustees are both alumni and non-alumni; military, business, and educational leaders. Their experiences help them set the vision by which to form the military and civilian leaders of tomorrow.

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Dear Members of the Norwich Family,

The lofty words of our mission have stood the test of time—and will carry us forward into our third century. In one short year, we will celebrate together the 200th anniversary of our great university.

This report heralds the culmination of the *Forging the Future* campaign's overarching themes of service, transformation, leadership, legacy, and, finally, distinction.

What sets a Norwich student apart from the crowd? What makes our graduates like no other? What makes our alumni distinct?

From our beginnings, when Captain Alden Partridge established what was then called the American Literary, Scientific, and Military Academy, our university offered students a unique opportunity to pursue an education that would be broad, sensible, flexible, and visionary. Today these guiding tenets provide our students with a curriculum that prepares them to be active, engaged, and useful citizens for the betterment of themselves, our country, and the world. These principles remain as relevant today as they were in 1819.

Using our mission as our guide, we continue our work to give students the tools they need for academic success. We are focused on strengthening their college experience—both within our campus and beyond. We persist in making a Norwich education affordable and accessible by practicing disciplined fiscal responsibility and supplying support from our generous alumni and friends. By refining, innovating, and adding new programs and initiatives, we continue to challenge our students' intellect with a rigorous curriculum and, consequently, see our enrollment expanding to reflect an interconnected, global community of learners. We also look for ways to lead—in our curriculum, in our cadet training, and in our business partnerships, which further sustains our enterprise. Alert to the need for continuous evolution, we strive to ensure that Norwich stays fiscally sound, relevant, nimble, and innovative. The Norwich motto—I Will Try!—means we will persevere and excel in all we do.

In the coming year, we look forward to seeing all of you at one of the many Bicentennial Year of Distinction events at Norwich and around the country, as we take stock, build even greater momentum as an institution, and celebrate our rich and unique history as we prepare for Norwich's third century of service—together.

Norwich Forever!

Alan DeForest '75 & P'01

CHAIRMAN, BOARD OF TRUSTEES

Do You Believe in the Power of a Norwich Education?

Last year, nearly 50% of the faculty and staff – people like Paul and Rachel – made a gift back to Norwich. If you believe in the power of a Norwich education, join them and make your annual gift to the Norwich Fund.



“During training, we challenge cadets to step up and invest in their future. It is rewarding work to see the transformation our students undergo during their four years on the Hill. We give back to demonstrate we believe in our work and our students’ commitment to becoming better citizen soldiers.”

—SSG Paul ('13) and SSG Rachel ('16) Putney

Husband and wife, Paul and Rachel Putney, are both Army Veterans and Norwich graduates who work in the Office of the Commandant mentoring and training our cadets.



Contact the Class Giving Office to Make Your Gift

alumni.norwich.edu/givenow
802-485-2754 • nuclassgiving@norwich.edu

STATEMENTS OF FINANCIAL POSITION: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

ASSETS	2017	2018
Cash and Cash Equivalents	\$19,913	\$9,851
Pledges, Accounts and Loans Receivable, Net	\$35,941	\$31,721
Investments	\$209,015	\$217,770
Land, Buildings, and Equipment	\$146,502	\$167,979
Bond Funds on Deposit with Trustee	\$2,740	\$601
Other Assets	\$28,555	\$22,191
TOTAL ASSETS	\$442,666	\$450,113
LIABILITIES	2017	2018
Accounts Payable and Accrued Expenses	\$13,400	\$11,439
Notes and Bonds Payable	\$86,436	\$82,667
Other Liabilities	\$33,045	\$28,048
TOTAL LIABILITIES	\$132,881	\$122,154
NET ASSETS	\$309,785	\$327,959

STATEMENTS OF ACTIVITIES: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

OPERATING ACTIVITIES	2017	2018
Other Income	\$3,246	\$3,717
Tuition Fees, Room and Board and Other Ed. Programs	\$85,498	\$85,938
Non-Education and Auxiliary Programs	\$953	\$995
Contributions and Grants Used in Operations	\$8,228	\$6,991
Endowment Spending and Investment Income	\$10,036	\$10,155
TOTAL OPERATING REVENUES AND SUPPORT	\$107,961	\$107,796
Operating Expenses	\$102,921	\$102,905
Change in Net Assets from Operating Activities	\$5,040	\$4,891
NON-OPERATING ACTIVITIES	2017	2018
Endowment Investments Return Net of Spending Used to Support Operation	\$12,272	\$8,468
Other Non-Operating Activities	\$2,983	\$4,815
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	\$15,255	\$13,283
TOTAL CHANGE IN NET ASSETS	\$20,295	\$18,174

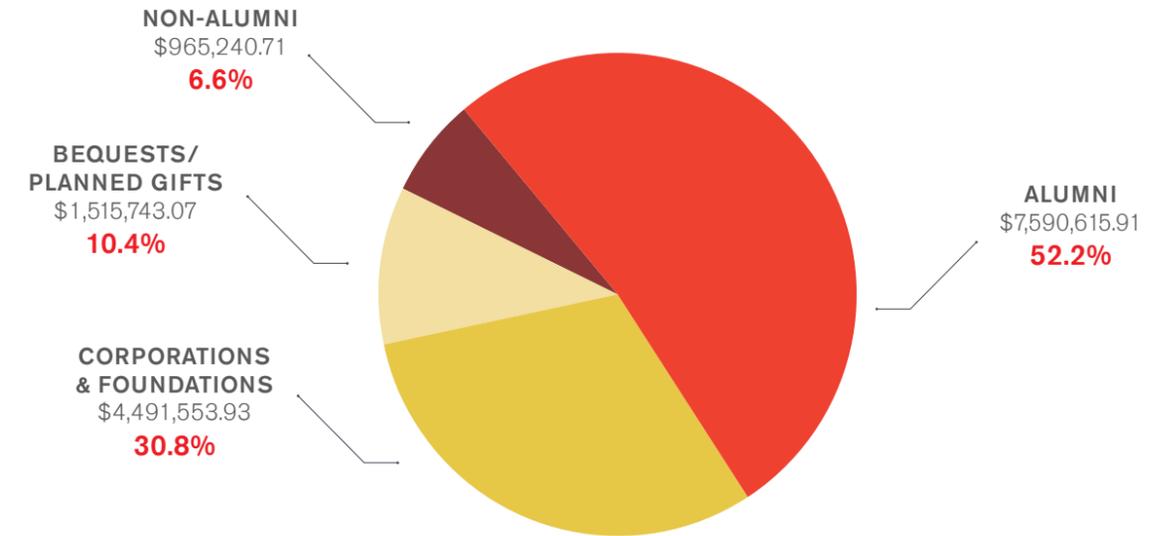
*Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2018 ANNUAL REPORT STATISTICS

FY18 GIFTS BY SOURCE

GIFTS BY SOURCE TOTAL: \$14,563,152.72



FY18 GIFTS BY CAMPAIGN

RESTRICTED GIFTS

Forging the Future	\$4,074,461.09	27.98%
Norwich Forever!	\$170,049.98	1.17%
Bearing the Torch	\$98,018.13	0.67%
Restricted Annual Giving	\$585,005.94	4.02%
Other Restricted	\$238,692.95	1.64%
TOTAL RESTRICTED	\$5,191,228.09	35.65%

UNRESTRICTED GIFTS

Forging the Future	\$8,920,919.55	61.26%
Norwich Forever!	\$310,561.42	2.13%
Bearing the Torch	\$101,358.87	0.7%
Other Unrestricted	\$39,084.00	0.27%
TOTAL UNRESTRICTED	\$9,371,924.63	64.35%
TOTAL GIFTS	\$14,563,152.72	100%

2018 MILESTONES & TALKING POINTS

GROWING ENROLLMENT



Nearly **800 first-year students** enter the Class of 2022. Total campus enrollment is at full capacity—**2,400 students**.

The College of Graduate and Continuing Studies continues to expand graduate program offerings and develop new professional certification courses, programs, and micro-courses in collaboration with industry and military partners—and enhance NU's portfolio of lifelong learning programming.

Fall 2018: NU's first expeditionary Corps of Cadet study abroad program begins its **European Union/NATO semester program** in Paris, Brussels, and Strasbourg. The cohort model of Corps students studying abroad enables the intake of additional students on campus.



IMPROVING THE STUDENT EXPERIENCE

Thanks in part to the five-year \$100M *Forging the Future* campaign, by 2019 many academic classrooms and residences on the Norwich campus will have undergone extensive renovations or be the product of new construction, creating a modern, flexible hub for active, engaged learning and life experiences.



The Norwich University Corps of Cadets restructures to provide more direct level leadership opportunities for cadets, an essential and critical attribute of their Corps of Cadets experience and preparation for real-world success.



Student retention and success is bolstered via a recently expanded **Academic Achievement Center** and wellness initiatives.

2018 MILESTONES & TALKING POINTS

STAYING AFFORDABLE

Norwich launches a trial income-share agreement to offer a new pathway to pay for college. **"In many cases, the college degree remains a prerequisite for social and economic mobility—but rising costs and questions about affordability often lead students to underinvest in their higher education or not finish their degree program,"** Tonio DeSorrento, co-founder and CEO of NU income-share partner Vemo Education, says. **"Income share agreements can address this challenge, supporting college-going aspiration among the students who can benefit the most from higher education."**

Norwich receives **\$3.58 million** from the **National Science Foundation** as part of an ongoing "Scholarship for Service" grant. In exchange for scholarship money, NU computer security and information assurance majors commit to work for the federal government following graduation.

BUSINESS PARTNERSHIPS

Japan's Allied Telesis partners with the Norwich University Applied Research Institutes (NUARI). Leveraging NUARI's DECIDE® Platform, Allied Telesis establishes the Allied Telesis Cybersecurity Laboratory, a state-of-the-art penetration testing module.



Working in the new **\$1.6M War Room in Mack Hall**, Norwich cybersecurity majors will help the State of Vermont oversee digital security. "There's all kinds of attacks coming into the state network 24 hours a day, seven days a week, and right now we're not staffed for that type of around-the-clock coverage," Vt. Agency of Digital Services Secretary John Quinn tells WCAX TV.

EMBRACING INNOVATION



650 students in the Class of 2022 participate in an integrated mobile computing initiative and receive iPads to integrate the device and applications into coursework, enhance learning, and make course material more portable and accessible.

NU faculty and students in the School of Architecture + Art and the David Crawford School of Engineering continue to design and build **innovative, sustainable micro-houses** to address Vermont's affordable housing challenge.

Norwich engineering students **win NASA's 2018 BIG Idea Challenge**, designing a novel prototype for an inflatable solar array to power a future Mars colony.





STRATEGY: THE FUTURE NORWICH

NORWICH UNIVERSITY AFTER NEXT

In an era of hyper social change, increasing competition in higher education, and escalating financial costs, how will Norwich stay as strong, viable, and relevant as it is today in the decades to come? An executive summary of the university's new, 15-year strategic plan:

Norwich University has nearly completed a 200-year journey. As we prepare to celebrate our Bicentennial, we find ourselves in a place of strength, stability, and confidence. Norwich profoundly impacts the lives of its students, faculty, staff, and alumni. And they, in turn, continue to make remarkable differences in our communities, our country, and our world.

Despite these positive achievements, some of the greatest challenges in our history may lie ahead in the immediate future. Hyper societal change and education industry crises are challenging universities like never before, Norwich among them. As we celebrate our legacy and Bicentennial in 2019, we must plan for the next stage of our journey, our third century.

Three years ago, Norwich began work on a future-looking strategic plan. We were able to reach into our deep pool of talented staff, faculty, and alumni to enlist our sharpest minds and most experienced leaders in higher education, business, and technology. The product of their work-in-progress, the Norwich University after Next (NUaN) Strategic Plan, prepares us to navigate, in a methodical and increasingly bold manner, the challenges of our third century and in particular, the challenges of the next 15 years. We are well-equipped to face those issues, as innovation and survival are elements of our Norwich DNA.

The plan articulates necessary action around four key areas:

- 1. Expand enrollments to better serve the nation and the world.**
- 2. Enhance financial sustainability for the traditional campus.**
- 3. Strengthen the student experience and the Norwich brand as the nation's preeminent senior military institution.**
- 4. Transform the organization into one known for its extreme flexibility, high demand, and affordability.**

Expanded Enrollments

If our founder Capt. Alden Partridge were with us at this current place on our journey and if he were to assess the future, what would

be his advice? We believe he would observe that the world needs more Norwich leaders and that he would suggest we find ways to prepare and graduate more of them. We believe he would see and take advantage of the opportunities we have to financially strengthen our university, while providing greater impact across the globe. Selective expansion is warranted and healthy to begin to realize our founder's vision of sharing the American System of Education with all of higher education to strengthen our institution financially and to better serve the nation and the world.

Our goal includes educating more students (Corps of Cadets and civilian), both traditional-age and adult learners, degree and non-degree, in more parts of the world, online, and in a hybrid format, while maintaining the cardinal features of a Norwich University education—commitment to academic excellence, experiential learning, and engaged teaching-learning exchanges.

Enhanced Financial Stability

It is our fiduciary responsibility to past and future generations of our constituents to endow and improve the Corps and civilian campus residential experience. Our goals in achieving permanent educational and financial stability include building an "endowment equivalent" of well over half a billion dollars by 2035. The first step of this plan is to build an organization more capable of achieving a trajectory to reach this band of outcomes, primarily by employing strategies of revenue expansion on campus and through the online College of Graduate and Continuing Studies. Norwich must have a bigger financial footprint.

Strengthened Student Experience and Brand

We must strengthen the student experience (academic and co-curricular), the Nor-

wich brand, and the value proposition to both employers and prospective students across an increased number of pathways. As directed by the Trustees, we will protect the mission—the integrity and distinctive experience of the Corps and civilians on campus. This is the soul of Norwich, and its identity and purpose cannot be lost through financially motivated expansion. We will strengthen our brand first and foremost by implementing strategies that better generate our desired outcomes in each pathway we construct. The nation will recognize us as prominent in critical areas of national need. We will focus on program expansion and new business group activities in such areas.

Transformed Organization

Transforming Norwich into a university characterized by its extreme flexibility, high demand, and affordability insulates it from sweeping societal changes and keeps us relevant, nimble, and sustainable. We will use them as "guidelines" to filter the desirability of the strategies chosen. We will establish a cycle of planning and innovation. We will teach our organization to be nimble. In summary, we will build a flexible and innovative organizational culture and set of operating procedures. In closing, all four themes are highly interdependent. Improvements in one significantly affect the others. As such, there exists a synergy and force-multiplier effect with every strategy employed.

We invite our all of our alumni to stay connected with the Norwich community, to remain ambassadors of this great institution, to continue to serve as change agents in the world, and to share your financial support and insight to deftly steer Norwich through the challenges ahead so that it remains in the vanguard of higher education institutions.



NORWICH
UNIVERSITY

ABOUT THIS REPORT

This annual report acknowledges gifts from our alumni, students, parents, friends, faculty, staff, corporations, foundations, and other organizations received by Norwich University between June 1, 2017 and May 31, 2018. The names that appear under each class year reflect gifts of cash, securities, and other appreciated assets, matching gifts, planned gifts, and in-kind contributions. For more information on making a gift to Norwich, visit our website at alumni.norwich.edu, email development@norwich.edu, or telephone the Development and Alumni Relations Office at (802) 485-2300.

The names of donors and board volunteers who passed away during the 2017 fiscal year appear as "(Deceased)."

The report is compiled by the staff of the Development and Alumni Relations Office. The utmost care has been taken in preparing this report. Occasionally, however, errors do occur. We apologize if this has happened and ask that you notify us with any inaccuracies or omissions. Please contact Corey Touchette at (802) 485-2115 or email ctouchet@norwich.edu if you have any questions or would like to order extra copies.

THE PARTRIDGE SOCIETY MEMBERSHIP

The mission of the Partridge Society is to encourage alumni, parents, and friends of Norwich University to help the University achieve its financial goals and to formally recognize those who do so. There are four categories of Partridge Society membership: Annual Members contribute annual gifts of \$1,000 or more during the University's fiscal year; Lifetime Members, Generals, and Chairman's Diamond Club Members have cumulative giving of \$20,000, \$50,000, or \$1,000,000 respectively or more; Garrison Associates Members have consecutive giving for five or more years; and members of the 1819 Circle have made a planned or deferred gift to the University.

The following list(s) acknowledges and celebrates gifts received and memberships as of May 31, 2018. Gifts received and memberships granted after May 31, 2018 will appear in the FY2018–2019 Annual Report.

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