

NORWICH RECORD

THE ALUMNI MAGAZINE OF NORWICH UNIVERSITY

FALL 2019

BICENTENNIAL SPECIAL

A HISTORY OF NORWICH IN 25 OBJECTS

*Jim Burt's '39 Hassock + Rook Posters + "Lightning" the Horse +
Pres. Schneider's Shoes + **Grit** + Thomas Jefferson's Wonky Letter + A Phony Mrs.
Alden Partridge Portrait + Real Osama bin Laden Intel + More **PAGE 18***



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OF ACADEMIC MASHUPS**

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FLIP FOR
2019
ANNUAL REPORT

NORWICH RECORD

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"Grit" front cover photo by Sean Markey



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Gratitude



Francis (Bud)'60 & Gertrude Moran



Bud and Gert Moran recently made a contribution to fund their third charitable gift annuity with Norwich. This gift pays them a fixed income for life, regardless of how the stock market performs.

"In 1956 I arrived at Norwich with empty pockets and determination. Four generous, honorable, and successful years later, I proudly graduated as a member of the Class of 1960 with more than a college degree.

In my life, I have been presented with many opportunities which instilled in me a deep gratitude and a commitment to give back. As a high school principal, I was reminded each day of the importance of education to our youth. I have always been confident in recommending Norwich to my students, knowing they would benefit from a stellar education, as well as the university's guiding values upon which an honorable life is built. I thank God for the inspiration to help and share with others when we are able!"

– Francis (Bud) Moran '60



For more information about annuities, please contact Megann O'Malley at (802) 485-2282 or email at momalley@norwich.edu. Make sure to mention this ad!

Celebrating Our Remarkable 200-Year History

Around the time you receive this magazine, Norwich's largest Bicentennial commemoration and celebration will soon be underway during Homecoming 2019. More than five years in the making, the jubilation has harnessed the talents of alumni, faculty, students, staff, and volunteers, who came together to perform thousands of hours of planning and execution. It is an effort befitting the occasion, and I sincerely hope that everyone reading this is able to take part in some way, and in so doing, feel a sense of awe at what this milestone represents.

As for me, I am incredibly grateful to have had the honor of being Norwich University's president during this moment in our history. It has been a once-in-a-lifetime opportunity, and I could not be more pleased with the outcome, particularly with regard to the *Forging the Future* campaign. We not only met our original fundraising goal of \$100 million, we are on track to exceed it by some \$10 million. Included in this issue of the *Norwich Record* is our 2019 Annual Report, which lists the names of the trustees

and donors—our alumni, friends, faculty, staff, and supporters—who provided the leadership, guidance, and financial resources for us to realize our vision. As I have said many times before, vision without resources is hallucination. Time and again in my 27 years as your president, you all have proven to me that I am not hallucinating.

From day one of my presidency, I have tried to remain faithful to Capt. Partridge's vision of educating and training citizen-soldiers. My business plan was simple: educate and train the students of today to protect, defend, and build this republic, and the republic will send us their best students. The plan required expanding and upgrading the physical plant, diversifying and modernizing our academic and co-curricular programs, and nationalizing our brand. In higher education, if you are not moving forward, you are falling behind; and in today's competitive market, you cannot afford *not* to be out in front. Moving Norwich forward is something I never tire of, even as I approach the inevitable end of my time on the Hill. I can honestly say it holds even more excitement

for me today than it did in 1992, and there is so much more I would like to do.

But I cannot go on indefinitely. As Norwich enters its third century of service to America, I will step aside to make room for my successor to pick up where I have left off. And he or she will stand on my shoulders, as I have stood on the shoulders of those who came before me.

In this last year of my presidency, I feel at times like the Roman god Janus, simultaneously looking ahead and back. I have presided over change and evolution—carefully navigating Norwich's transition from past to future and from one era to another, while helping young people transition into adulthood. And even though I am sad to be leaving Norwich, I am excited about what our new president will bring. I have tried my best to provide a solid foundation on which to continue to transform this institution into the "Great American University" our founder envisioned more than 200 years ago.

Our Bicentennial has given each and every one of us the opportunity to recognize Capt. Partridge's significant role in the development of higher education in this

country, and to understand the value of his timeless ideas.

That is the power of the moment. That is what we are celebrating—Partridge and Norwich University's cumulative impact on America and the world over the course of 200 years. I believe we have made our founder proud.



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

News From

GLITZY NYC GALA

Taking Bicentennial celebrations on the road, Norwich welcomed 430 friends and guests onboard the USS *Intrepid* in Manhattan for its New York City Gala on June 7. The night was filled with revelry, throwback USO-style entertainment, and a stirring personal keynote address by Marine Corps Lt. Gen. John J. Broadmeadow '83. Upcoming galas in Washington, D.C. (National Museum of the U.S. Army, Oct. 26); Boston (The Seaport Hotel, Nov. 16); and San Francisco (JW Marriott Union Square, Jan. 25, 2020) promise to be just as exciting. To learn more, visit alumni.norwich.edu/Celebrate200Galas.



ROBOT PLAYS ESPORTS AT NU

Whether you think eSports are “real” sports or not, there’s no denying that interest in the \$1 billion industry is huge. Even the U.S. Army has gotten into the game. Recruiters recently brought an eSports-playing robot to campus during NU’s first week-long summer eSports camp for high school sophomores and juniors.



FUN FACT NU's Bicentennial Homecoming celebration September 18–22 is shaping up to be the largest in history, with 6,000 alumni slated to gather on campus this fall. Go Wick!

5 STORIES YOU MISSED ON NORWICH.EDU



1 **NU SEEKS NEW PRESIDENT**

Norwich officially launched a national search for its 24th president, partnering with Academic Search, Inc., a national executive search firm with expertise in higher education. Approaching his 28th year of service to Norwich University, President Richard W. Schneider will step down as president on June 1, 2020.

Among his many accomplishments, Schneider grew enrollment over 70 percent and the university's endowment more than fivefold and established an online college that now graduates as many master's and bachelor's degree recipients as the traditional brick-and-mortar campus.

"We are so grateful to President Schneider for his exemplary leadership over these past three decades," Norwich University Board of Trustees Chairman Alan DeForest '75 said. "His impact on this historic institution is unmatched."

2 **SPECIAL OPS SCHOLARSHIPS**

NU's online College of Graduate and Continuing Studies recently awarded three Brian R. Bill '01 Memo-

rial Scholarships to select members of the Armed Forces who are currently enrolled in one of seven online bachelor's degree completion programs.

Since the start of the scholarship programs in 2017, CGCS has provided students from the U.S. Navy, Army, and Marine Corps approximately \$38,000 in scholarships.

3 **GOVERNOR'S INSTITUTES OF VERMONT**

Norwich hosted three week-long academic immersion programs for rural Vermont high school students over the summer. Subject areas spanned Health and Wellness; Engineering; and Architecture Design and Building.

State Education Secretary Daniel M. French, who visited campus during the Health and Wellness camp, said, "It's really critical to promote aspirations of students who live in rural areas and may not understand the full world of opportunity."

Michael McGinnis, dean of the College of Science and Mathematics, said hosting the Governor's Institutes camps can spark early career interest in professions in demand in the state.

4 **TRAILBLAZING FIGHTER PILOT**

Carey Lohrenz, the first female F-14 Tomcat fighter pilot in the U.S. Navy, shared leadership lessons with graduates of the College of Graduate and Continuing Studies in June.

In a public Todd Lecture Series address during the 2019 Residency Conference, Lohrenz spoke about her experiences flying missions worldwide as a combat-mission-ready Navy pilot and how the lessons of working in fast-moving, high-risk, dynamic environments apply to today's business challenges.

5 **AN EXTRA-ORDINARY GIFT**

Visiting Professor of Criminal Justice Lisa Chalidze traveled to the Republic of Georgia in June to donate her husband's archive to the National Parliamentary Library of Georgia.

Chalidze is the widow of Soviet dissident Valery Chalidze, a theoretical physicist and prominent Soviet-era dissident, who was exiled from the U.S.S.R. in 1972. He spent the rest of his life dedicated to the cause of human rights.

ATHLETICS

HOW KEVIN LYNCH '19 GOT HIS GROOVE BACK

Following a junior year slump, the standout centerfielder studied abroad in Barcelona, returning to play the best baseball of his career

BY TANNER ACEBO

Kevin Lynch '19 will likely rank among the best outfielders in Norwich baseball history. But if it wasn't for a semester abroad in Spain during the fall of his senior year, his Norwich career could have ended much differently.

As a rook, Lynch earned his spot as the Cadets' starting center fielder. The Randolph, Mass., native played in all 35 games that season, earning third team all-conference honors. He matched that feat his sophomore year, leading his team with 39 hits while playing in nearly every game.

But Lynch hit a rough patch his junior year. Logging career lows in hits and runs scored, Lynch attributed the slump to "the hardest and most jam-packed [year] of my collegiate career."

It was perfect storm of a challenging academics, athletics, and leadership commitments in the Corps of Cadets and Student Government Association. Lynch ultimately made his way through. But as a player, he knew he needed to take a step back and reevaluate his priorities.

Last fall, he was able to get that fresh perspective as a study abroad student in Barcelona, Spain. "I was able to take my mind off a lot of things [t]here," he says. It didn't hurt, either, that while it was snowing in Vermont, he could play soccer or hang out on a beach with friends after classes. "It was a perfect time to get away."

The experience rejuvenated him, both as a student and as a player. "Coming back from Spain made

STANDOUT SLUGGER

Outfielder Kevin Lynch '19 batted .383 in his final year as a Cadet, regaining his form after a semester spent 3,600 miles from campus in Barcelona, Spain.

Photograph by Mark Collier



What I Wear to Class

me want to give even more—both in the classroom and on the field,” he says.

Head Baseball Coach Frank Pecora noticed the change in Lynch nearly the instant he returned to campus. “He missed our fall season to study abroad,” Pecora says, “and I could just tell that he wanted very much to be a part of the program again.”

Lynch showed that desire earlier this spring during his final season as a Cadet outfielder. He led the team in nearly every offensive statistic: hits, runs, doubles, triples, RBIs, walks, stolen bases, batting average, on-base percentage, slugging percentage, and plate appearances. He also played in every game, all 31 of them.

Lynch’s standout season performance also earned him All GNAC Second Team honors and his second cameo on the conference All-Defensive team. With graduation now behind him, Lynch is now testing his leadership mettle as a 2nd Lt. in the Army. There, he’s poised once again to take advantage of new horizons and a fresh perspective. ■

Taught “Think!” intro to philosophy class this summer, examining works ranging from Plato and Socrates to Cornell West and Slavoj Žižek—the “Elvis” of contemporary philosophers.

Maj. R. Byron Reese, USAF (Ret.)
Adjunct professor of philosophy

“I want students to know that philosophy is going to be as deep as they hope, as frustrating as they fear, and as hip as they can imagine.”

A favorite project?
“We are looking to install electric vehicle charging stations on campus.”

His style?
“I love to dress corporate. But this summer, I tell ya, it’s been hot. So sad. No ties.”

“My hair is out of reg. I try to get [it] cut monthly. But sometimes it’s tough.”

Retired Air Force officer lapel pin. During a 22-year career, Reese taught ROTC officer leadership at Cornell and ran drug treatment programs.

Second pair of boots in this style. These have walked the streets of Europe, WWI battlefields, and art museums.



Hard hat. Over the summer, Onwe worked 40 hours a week for campus construction services while taking 15 credit hours. He gets 4-5 hours of sleep per night. “I live off coffee.”

Governor’s Institutes of Vermont T-shirt. Onwe also worked as a resident TA this summer for talented high schoolers studying architecture and design at Norwich.

Kenechukwu Onwe '20
Architecture major from Abakaliki, Nigeria



Photographs by Mark Collier

ACADEMICS

HUMANITIES AND THE POWER OF INTEGRATIVE LEARNING

Want to foster relevant, effective scholarship? Gather diverse thinkers with different skill sets

BY AMY WOODBURY TEASE, PHD

Three years ago, I taught an English elective called Art in the Age of Surveillance. The course examined literature and media produced in the immediate aftermath of WWII through the first decade of the 21st century. It invited students to consider how artists engage and respond to increased surveillance in the post-war world. A general education (a.k.a. Gen Ed) humanities elective, the upper-level class drew a diverse range of majors and fostered an interdisciplinary classroom experience that took me by surprise.

On the first day of class, I asked students what drew them to the course. Spencer, a construction management major, said he “didn’t know much about art,” but the subject of the course—surveillance—was something that should be of concern to “everyone.” Other students nodded in agreement. It was the post-Snowden era, and paranoia was in the air.

Midway through the semester, we discussed Ian McEwan’s *The Innocent*. Set in Cold War Berlin, the novel stars a British technician hired to tap Soviet phone lines. He does this by navigating a tunnel system as part of a top-secret government surveillance operation. I planned to talk about the ethics and consequences of surveillance through the lens of the character’s personal experience. But the presenters of the day were two construction management majors, and they had a different plan. They wanted to talk about the tunnels.

In class, they asked us to think about how underground spaces, often de-

signed to avoid interfering with everyday life, could be repurposed to infiltrate systems and disrupt the lives of the people who relied on them. This was an approach to the text that I never would have taken up. It was exciting and engaging, and it gave me fresh perspective on a novel that I thought I knew inside and out.

It’s an example of the value that interdisciplinary teaching and learning bring to a community. Since arriving at Norwich eight years ago, I have sought out opportunities to work with people whose ideas, perspectives, and motivations are different than mine. Why? Because by collaborating with people of diverse backgrounds, skill sets, and disciplines, we cultivate new knowledge, understanding, and experience. All of these facets help us to become better thinkers and, quite frankly, better human beings.

So it was that last year I led a team of colleagues to introduce a university-wide effort focused on interdisciplinary teaching and learning called the Norwich Humanities Initiative. With the financial support of a Humanities Connections Planning Grant from the National Endowment for the Humanities, we invited faculty across campus to propose novel team-taught courses. Courses that spanned disciplines and academic colleges and would pilot new general education humanities electives. The resulting mash-ups were creative, surprising, and relevant to the growing demands in higher education for innovation and collaboration.

This fall, English Professor Patricia

Ferreira and School of Nursing Director Paulette Thabault will teach a course on Narrative Medicine, one that blends storytelling with health science and medical practice intended to draw majors from nursing to psychology, English, biology, neuroscience, and beyond. In the spring, students will take up Game Theory with philosopher Brian Glenney and economist Kahwa Douoguih, encounter the Geoarchaeology of Lost Cities with geologist Rick Dunn and historian Christie McCann, and write murder ballads in True Crime with criminologist Elizabeth Gurian and literary scholar Kathleen McDonauld. All of these courses will challenge students to adapt to new ways of learning, communicate across disciplines, and encounter different perspectives. This, in turn, will make them effective citizens.

Done right, interdisciplinary work can have a big impact on the educational experience—not just for students but also for faculty. It gives all of us the opportunity to try out different approaches to teaching and learning, introduce diversity of thought as a means to problem-solve, spark creative and often unexpected connections, and motivate us to ask more questions before settling on an answer.

This matters, because the current crisis in higher education demands that we cultivate skills that enable students to succeed in our rapidly changing and globally minded world. Creating a curriculum that brings people together toward a shared goal requires sharing our stories and pooling our resources, bringing the humanities to bear on science, technology, engineering, and medicine. This was Partridge’s vision for Norwich when he imagined the citizen-soldier 200 years ago. Through the Norwich Humanities Initiative, we are realizing and reimagining this vision for the 21st century. ■

Associate Professor of English Amy Woodbury Tease, PhD, serves as the associate dean of the College of Liberal Arts and director of NU’s Undergraduate Research Program.



POMMERIN, TANZANIA

MAY 24, 2019 9:26 A.M.

Arriving early for a meeting, Tanzania women join a “brick brigade” with Norwich students and other volunteers working to build a boys’ dormitory at a residential and vocational training center for orphaned youth. A dozen NU students and staff spent three weeks in the central Tanzanian village working on the long-running community development project, the fifth such trip since 2012. “The women showed their appreciation for what we were doing by jumping right in to help,” says trip participant Shannon Benway Werlin ’06. Organized by NU’s Center for Civic Engagement, the service-learning trip was supported by a grant from the TAWANI Foundation.

Photograph courtesy Shannon Benway Werlin ’06

Trevor Hough '95 leads students in front of the Eisenhower Executive Office Building near the White House in Washington, D.C. Hough is an Army colonel and former special advisor to the Vice President for Middle East policy who currently serves on the National Security Council.

An Insider's Guide to Washington

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..... U.S. Security Policy students go inside the federal government for a crash course in national security and diplomatic policy-making and careers

PHOTOGRAPHS BY KAREN KASMAUSKI
TEXT BY SEAN MARKEY



Paul Hughs '21 (left), Anna Czugh '19 (center), and Sarah Ingraham '20 (right) wait with their classmates early one morning outside the Department of State in Foggy Bottom. Hughs, an Air Force ROTC scholarship recipient and international studies major, holds a box of gifts.

Last semester, students in Prof. Yangmo Ku's U.S. Security Policy class spent spring break in Washington, D.C., where they met with high-ranking staff in federal agencies and think tanks many had previously only read about. Visiting public policy nonprofits like the Brookings Institution and executive branch agencies ranging from the White House National Security Council, National Security Agency, and National Counterterrorism Center to the Department of State and

Pentagon, students were privy to backstage meetings and conversations about the process, politics, and nuances of national security policy at the highest reaches of government. This was not a D.C. tourist tour, but an inside look, however brief, of the work and role of executive branch federal agencies. Agencies charged with protecting America's national and foreign interests in today's highly complex global security landscape.

Now in its sixth year, the week-long

experiential learning capstone is made possible by months of planning and hard work by Washington-area alumni. Distinguished in their own right, these busy people spend countless hours asking favors, opening doors, securing access, and enlisting colleagues to share insight about their work, their agencies, and the pressing issues of the day. At the National Security Agency, for example, agency director Gen. Paul Nakasone spent 45 minutes speaking with Norwich students about the work and



**The week-long immersion
'dares students to dream in
a way that they haven't before,
because their understanding of
the universe of possibility has
expanded exponentially.'**



Mary Bati M'10

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International studies and political science major Sarah Ingraham '20 describes D.C. policy week as a "vital experience," one that reveals the interworking of government: How agencies advance the overall goal of U.S. domestic and international policy while also "compet[ing] over agendas and resources." One unexpected lesson: "Norwich helps Norwich"—a phrase she heard often by D.C. alumni. "It gave me a sense of community and resources that I will be able to use for the rest of my life."

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challenges facing his agency, which is also home to the U.S. Cybersecurity Command.

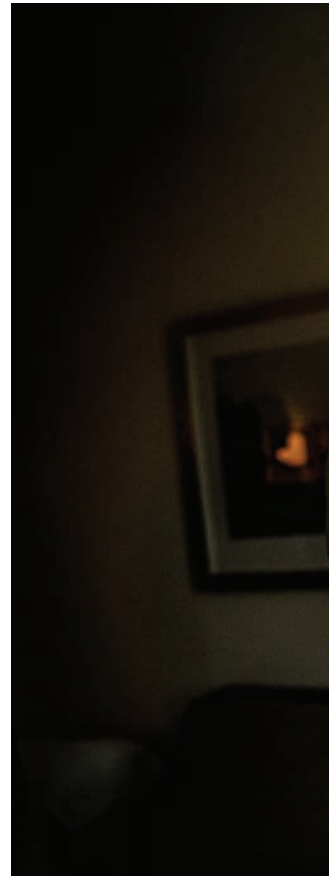
At the Department of State, students spent a nine-hour day absorbing rapid-fire, half-hour presentations from senior diplomats and desk officers about the U.S. positions regarding Iran, Afghanistan, China, Turkey, and the United Kingdom, among others. Later in the week, they were on hand for the swearing in of Ellen McCarthy, assistant secretary of the department's Bureau

of Intelligence and Research. The event was attended by Secretary of State Mike Pompeo with VIP access made possible by Mary Bati M'10.

A State Department intelligence analyst, Bati took the lead coordinating the Washington itinerary for this year's U.S. Security Policy program. She says it was gratifying to see students gain a fuller, more nuanced and multifaceted view of the many career paths available to them in federal service. The week-long immersion "dares students to

dream in a way that they haven't before, because their understanding of the universe of possibility has expanded exponentially."

Longtime *National Geographic* photographer Karen Kasmauski joined the students for a few days during their week-long immersion.





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Previous page: Intelligence analyst Mary Bati M'10, who joined the Department of State in 2006, describes her colleagues as "professional extroverts." Now chief of the agency's Counselor and Management Liaison Office, Bati holds three master's degrees, including a master's in counterterrorism with a concentration in diplomacy from CGCS (her first). "Norwich was really my first step" toward realizing her career goal of working in the intelligence field, she says. As for their own careers, students took advantage of their time in Washington to network with alumni and other experts to expand their circle of contacts. "They presented themselves like the true professionals that they are," Bati says, "in a way that showed that they were hungry to just jump in and get started on their careers."



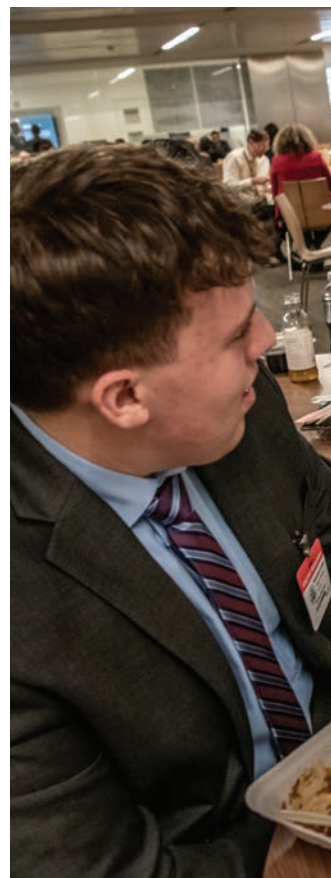
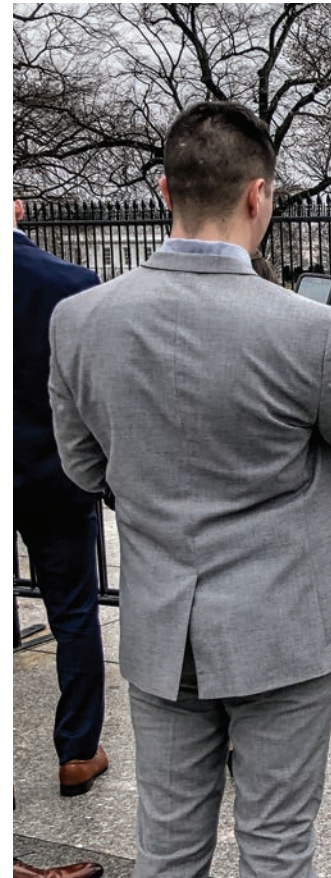
Top left: Paul Hughs '21, Ben Forsman '20, Brendan Drew '19, and Jeremy Thompson '20 prepare for the week with faculty and fellow students in their hotel.

Top right: Jeremy Thompson '19 trades his cadet uniform for a Washington power suit.

Bottom left: Associate Professor of Political Science Yangmo Ku speaks with Tony Johnson '94 at U.S. Department of State headquarters. Prior to visiting Washington, Ku led seven to eight weeks of classroom discussion exploring theory and analytical and historical frameworks to help students "clearly understand the dynamics of foreign policy and security policy making" in the U.S. government. At the State Department, Norwich students spent eight hours hearing from junior and senior diplomats charged with resolving tough policy issues regarding China, North Korea, Russia, Iran, and beyond. "It was fabulous for our students to be brought to the world within one day [at] the State Department," Ku says.

Bottom right: DHS Senior Liaison to the State Department Arthur Sepeta.

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Top left: Tony Johnson '94 works as a national security and military capabilities analyst for the Pentagon's Institute for Defense Analysis. He describes the unit he leads as "the special operations team" of the research division, one that helps decision-makers and key leaders in the Department of Defense "noodle on really difficult problems." This year, Johnson coordinated a national security simulation exercise for Norwich students, in which they assumed roles as national security principals responding to a suspected bioterrorism event in Florida. Like other alumni, Johnson volunteers for the Washington policy week program as a way to give back. "I had people who helped me" as a student, Johnson says. "It's just a way for me to pay back what they did for me."



Bottom right: Assistant Professor of Political Science Michael Thunberg (right) chats with computer science and information assurance major Harry Blanchard '19 (left) and political science major Joseph Mullins '19 (right) over lunch during a day-long visit to the U.S. Department of State. Thunberg, who joined students during their week-long immersion in Washington, says the trip offered students key insights. Among them: "Being smart is necessary but not sufficient to reach senior decision-making positions." These experts also understand the value of interpersonal relationships and "the importance of acting genuinely and without self-motivation toward others." Thunberg observes that undergraduates also saw "the mental stamina necessary to participate in policy discourse at the national level is extraordinary." Staffers regularly work 10- to 12-hour days in "a relentless and unforgiving environment where small mistakes have large consequences."

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A fiberglass sculpture of a brown horse, named 'Lightning', is displayed in a museum. The horse is shown from the side, with its head down and legs visible. It has a glossy brown coat and white markings on its lower legs. The sculpture is positioned in front of a display case with a metal mesh door. The background shows other museum exhibits and structural elements.

The History of No

1. "Lightning" the Horse

Made of fiberglass, "Lightning" was used to teach cadets the basics of attaching bridles, reins, saddles, stirrups, and other tack used by horse-mounted cavalry. It was all but inevitable that Lightning later became the source of campus pranks. He made surprise cameos on the steps of Jackman Hall and in administrative offices and even lived in a student dorm for a spell.



Norwich in **25 Objects**

From a wonky Thomas Jefferson letter to President Schneider's shoes, an abridged and sometimes irreverent visual survey of the last 200 years

PHOTOGRAPHS AND TEXT BY SEAN MARKEY

Beware, Rooks, Beware

Ye are now under the iron rule of the class of '49, and will abide by our commands during beast and hell weeks, though it abuse thine puny stature. Any violation of these laws will result in the most hideous torture ever conceived by man or beast.

The following rules are to be memorized immediately, and, if possible, to remain in those emaciated heads of yours.

1. Ye shall be known as "rooks" to all, and shall come running at the utterance of the lowly word. Remember, by all means, that ye are considered the amoeba of this institution.
2. Since ye possess the official rank of "rook", ye hold rating over the Colonel's dog, the Commandant's cat, and all the Admirals in the Navy.
3. Thine hair provides breeding space for animal life, therefore it will be hacked down to 1-2 of an inch within forty-eight hours of thine arrival at our noble university.
4. If perchance ye happen to meet one of the fairer sex, either on the campus, or in the hamlet, of Northfield, ye have two alternatives; to pass right by, or to display some feat of gymnastics. BY NO MEANS SHALL YE UTTER A WORD TO THEM.
5. The local cinema retreat is reserved for the entertainment and amusement of the upperclassmen, but through their utmost generosity ye are allowed to occupy the first four rows.
6. At the close of chapel, rise each and every one upon his own feet, and remain there until all thy betters have removed their masterful physiques from your discreditable presence, keeping thine eyes meanwhile bowed in humility as is meet.
7. Know ye all that the bulwarks of our imperial institution are divine and and must be kept in excellent working order and at the same time their appearance must be preserved. Therefore, ye who are the lowlyist of the low, the dust under the feet of a small social insect of the Hemenopterous order, will be employed at the tedious task of making our instruments for the discharge of shot glossy by friction. This is a sine qua non.
8. Ye shall not gather among thineselves either for educational purposes or otherwise, but rather each one go on about his own insignificant way. Remember that we are men of affairs and busy with them withal, so speak not unless spoken to, save to invite one of thine betters to partake of refreshment or to present some token of fealty.
9. During the course of thine servitude, ye will be required to perform or memorize additional feats which at present are too numerous to mention. Any quibbling over such trivialities will result in even greater hardships.
10. Ye will be compelled to execute square corners at all times. Accustom thineselves to a carriage involving a soldierly brace. On the parade ye will remain on the outermost side of the road, and when walking in groups of two or more, ye will be in a common step. Ye will walk finned out at all times in the barracks. Ye will doubletime to all classes, drills, etc., for the first two weeks on post.

2. Rook Poster (1945)

For nearly a century, entering freshmen cadets, or "rooks," have tested themselves during the intense-by-design training period known as rookdom—the rules of which are established by upperclassmen. Rules Nos. 1 and 2 from this 1945 poster tell you about all you need to know:

1. Ye shall be known as "rooks" to all, and shall come running at the utterance of the lowly word. Remember, by all means, that ye are considered the amoeba of this institution.

2. Since ye possess the official rank of "rook," ye hold rating over the Colonel's dog, the Commandant's cat, and all the Admirals in the Navy.

3. Samovar

Spurred by the Cold War, Norwich ran an intensive summer Russian language program from 1968 until 2000. Students and faculty agreed to speak only Russian during their six- to eight-week immersions in Slavic language and culture. One professor, who regularly traveled to the U.S.S.R., brought back this samovar, or tea urn, to share with students. The Russian School was in keeping with a very old Norwich idea: Founder Capt. Alden Partridge was the first to teach modern languages at an American college, believing that military officers should be able to speak with their adversaries.

4. Lady Liberty (2019)

Several members of the Class of 2019 created this inspired beer-can folk art late one night in their dorm room in response to a new ban on campus alcohol consumption during Commencement celebrations. The scaled-down Statue of Liberty holds a torch/empty whiskey bottle (complete with working, battery-powered LED lights) and the *Norwich University Student Rules and Regulations* handbook.

5. Early Baseball

For more than a century, teammates and mentors have been a central and lasting part of the Norwich student experience. Today, student athletes at Norwich participate in 20 NCAA varsity sports.

6. Theta Chi Crest

Norwich cadets Frederick Norton Freeman and Arthur Chase established the Theta Chi fraternal organization at Norwich in 1856 in the South Barracks of Norwich's original campus in Norwich, Vt. Theta Chi and other fraternities would play an increasing role in campus social life until all Greek houses were banned by NU President Maj. Gen. Ernest Harmon in 1959.



3



4



5



6



7. Early Wilson Globe (1819)

A rare example from the period, this globe of the known world was one of the first purchases made by Capt. Alden Partridge after founding the American Literary, Scientific, and Military Academy in 1819. Given current efforts to globalize the Norwich learning experience, the artifact is as relevant today as it was then. Smithsonian Institution staff once asked to borrow the globe made by James Wilson, the earliest globe maker in the United States. They were politely told "no."

8. Polo Ball (1923)

Skilled equestrians who trained as mounted cavalry officers, Norwich cadets also excelled at polo. Riding horses supplied by the U.S. Army, the team dominated their Ivy League opponents during the 1920s. This ball commemorates a Norwich-Harvard game from 1923. Final score: Wick 12, Harvard 2.

9. Serpent (19th Century)

A bass wind musical instrument related to the tuba and the coronet, this incomplete example was played in the N.U.C.C. Regimental Band during the 19th century. Established in 1820, the band is the oldest collegiate band in the country. Next year, the award-winning ensemble will perform at Carnegie Hall in New York City.

10. Apple Macintosh Plus Computer

An early pioneer among its peers, Norwich launched its first online master's degree program in 1997. Today, the College of Graduate and Continuing Studies offers 19 online master's and bachelor's degree programs and a growing roster of postgraduate professional certificates and continuing education programs. In May, 444 students graduated from NU's traditional brick-and-mortar campus, while 497 online students received their degrees a month later. during the annual Residency Conference



11. Ersatz "Mrs. Alden Partridge" Portrait (19th century)

James Abare '57 and some friends found this portrait and scrawled "Mrs. Alden Partridge" at the bottom. Out carousing one night, they hung it behind a bar. University staff later heard about the portrait and demanded that Abare and his friends return it—despite their protests that it wasn't real. Years later, James's son Paul spied the mislabeled portrait at the Sullivan Museum and revealed its provenance.

12. ROTC Patch (1917)

Norwich served as the birthplace of the Reserve Officers' Training Corps in 1916. The training of mounted cavalry units at Norwich demonstrated to U.S. Army Chief of Staff Maj. Gen. Leonard Wood "the feasibility of a program of effective military training for college students and that such training could contribute significantly to national defense," writes noted historian and professor emeritus Gary Lord.

13. Vial of Shredded Data (2011)

This glass vial holds destroyed multimedia that contained plans, video, telemetry, and photographs belonging to Osama bin Laden. The sample was collected during the raid and death of Osama bin Laden on May 2, 2011, and donated to the Sullivan Museum and History Center by an anonymous Norwich alum. The gift speaks to the highly dangerous and classified work that many Norwich alumni engage in while serving their country.

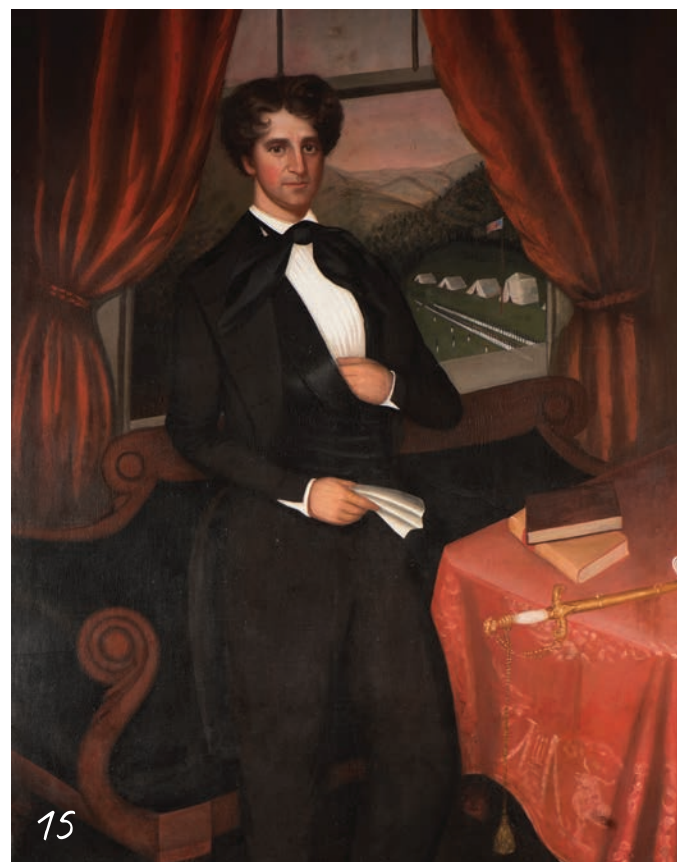
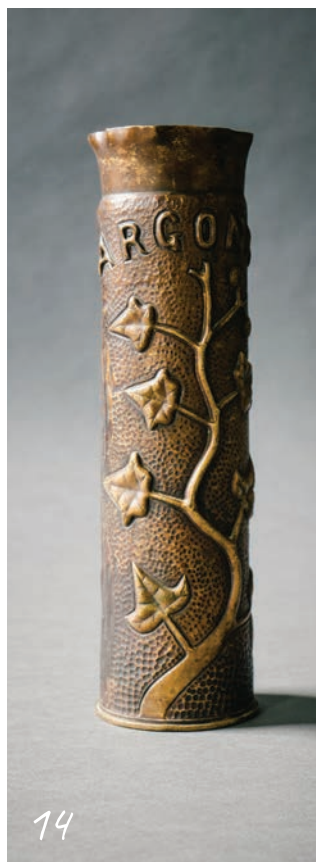
—with SMHC staff

14. WWI Artillery Shell (c. 1918)

This example of trench art commemorates the Battle of Argonne Forest in France, part of the 47-day Allied Meuse-Argonne Offensive along the Western Front that brought World War I to its bloody conclusion on November 11, 1918. When America first joined the war, the Norwich Board of Trustees awarded seniors their degrees two months early. It's estimated that at least 650 students and faculty served during the conflict.

15. Truman Ransom Portrait (19th century)

Before enrolling at the American Literary, Scientific, and Military Academy at age 16, Truman Ransom worked as an apprentice chairmaker and painter. He later served as NU's second president and is credited with introducing the French word *essayons* (the basis of "I will try") to the university's lexicon. A colonel in the U.S. Army, Ransom was killed at Chapultepec during the Mexican-American War in 1847.





16

16. Norwich Banner (1976)

In 1974, Norwich admitted its first female students to the Corps of Cadets. Among the first eight was 1976 graduate Roberta Moskcos Cooper. She decorated this felt banner with the name tags of some of her fellow female cadets and the rooks they led.

17. Program, Junior Ring Weekend (1963)

A Friday night dance was the clear highlight of Junior Ring Weekend for the Class of 1964. But the weekend was packed with other activities that reflected the times, including an aqua show in Goodyear Pool, a "rock-and-roll" concert on Sabine Field, and a screening of the Jerry Lewis film *It's Only Money*.



17



18



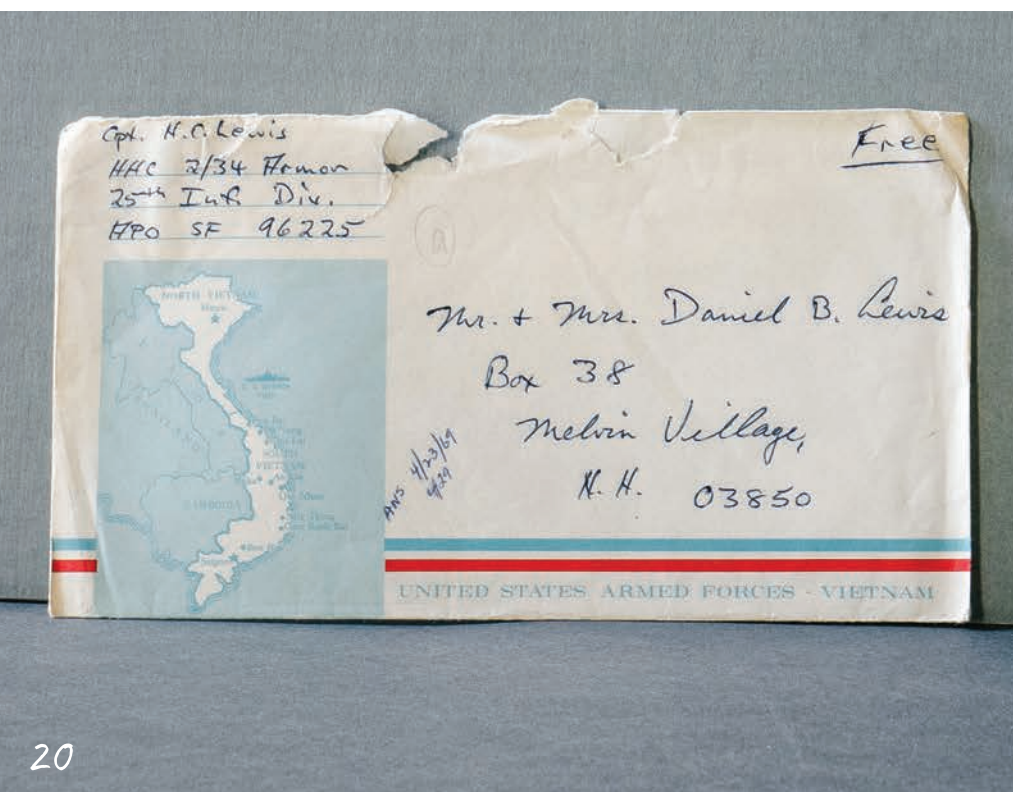
19

18. Eppendorf Pipettes

Norwich received its first grants from the National Institutes of Health via the Vermont Genetics Network in the early 2000s to jumpstart biomedical research. With new, dedicated lab space, faculty and student researchers ushered in a new era of first-order inquiry using DNA sequencing and other cutting-edge science. A more recent addition to the NU research portfolio: CRISPR gene-editing technology.

19. Nurse's Cap (c. 1970s)

Facing declining enrollment due to the Vietnam War, in 1972 Norwich University merged with Vermont College, a two-year women's college in neighboring Montpelier. The move transformed Norwich from an all-male military college to a coeducational institution with civilian students. The merger brought nursing and criminal justice programs to campus, today two of NU's largest majors.



20

20. Letter From Vietnam (1969)

As a young Army captain serving in Vietnam, Howard C. Lewis '66 often wrote his parents Daniel and Dorothy Lewis in N.H., as well as his twin brother Harold, a fellow Norwich alum. Lewis survived the war, but not the Agent Orange that his family believes caused his cancer and led to his passing in 1997. While too many alumni have lost their lives in war, they have not been forgotten by their classmates, friends, and loved ones. See the latest example on page 32, where members of the Class of 1969 pay tribute to their friend 1st Lt. Richard Gray, who was killed in action in Vietnam in 1971.

21. Thomas Jefferson Letter (1815)

The former U.S. President and Capt. Partridge exchanged numerous letters debating how to best measure mountain elevations. Jefferson favored a geometric approach, Partridge a formula based on barometric readings. Later work by the U.S. Geological Survey revealed Partridge's calculations measured up within a few percentage points, while Jefferson's were off by, well, a mile. Sorry, UVA.

Partridge
of the Corps of Engineers
West point
New York

level of the ocean. the former, from other facts, I judge to be
but a knowledge of the different falls of water from hence to
at Richmond, a distance of 75. miles, enables us to say
descent to that place is but 170. or 180. feet. from thence to
be a distance of 100. miles. it is all tide water, and thro
I know not what to conjecture as the amount of descent
not 435. feet, as that theory would suppose, nor the quar
I do not know by what rule Gen^l. Williams made his c
he reckons the foot of the Blue ridge, 20 miles from hence, to
above the tide water at Richmond. we know the descent
observed, to be at least 170. feet from ~~that place~~ hence, to
to be added that from the Blue ridge to this place, a very
count of, with constant and great water falls. his estim
fore must be much below truth. results to different
that for distant comparisons of height, the barometer is
relied on according to any theory yet known. while the
we give a good degree of credit to the level of the ocean
the summit of a mountain and its base, we must sh
to those between it's summit and the level of the ocean
I will do myself the pleasure of sending you my estimate of
Peaks of order, which I count on undertaking in the course of the
month. in the mean time accept the assurance of my great respect

Th: Jefferson



22



23

22. James Burt's Hassock (c. 1940s)

A U.S. Army tank commander during World War II, James Burt '39 served with distinction in the 2nd Armored Division (a.k.a. "Hell on Wheels"). He received the Medal of Honor—the U.S. military's highest honor—for his valor in the Battle of Aachen in Germany in 1944. Burt commissioned this cushion while serving in North Africa and sat on the leather-bound hassock while riding in his tank, likely named "Francis."

23. "Dewey" Meerschaum Pipe (c. 1899)

This decorative pipe bears the likeness of 19th-century U.S. Navy Admiral George Dewey, a Montpelier native who attended Norwich before enrolling at the U.S. Naval Academy. Famous for his naval victory in the Philippines at the Battle of Manila Bay in 1898 during the Spanish-American War, Dewey returned to Vermont as a national hero and laid the cornerstone for Dewey Hall in 1899. The building was completely renovated this year thanks to the university's Bicentennial *Forging the Future* campaign.

24. U.S. Coast Guard Uniform Shoes

In May 2020, President Richard W. Schneider will retire after 28 years of service, one of the longest tenures of any university president. Suffice it to say, the PhD and retired Coast Guard admiral leaves big shoes to fill. And while President Schneider has endured more than his share of ribbing about his natty Coast Guard uniform, there is a deep Norwich connection: two hundred years ago, founder Capt. Alden Partridge enjoyed leading students on country excursions dressed in, you guessed it, a white linen suit.



24

25. *Grit (timeless)*

Grit isn't a singular requirement for a successful military or civilian career—or life, for that matter. But it certainly helps. For the past two centuries, Norwich has offered it in abundance to any student willing to work for it.





We appreciate the 600 alumni, parents, widows, faculty and staff, students and friends who purchased a brick as part of the Upper Parade Ground Brick campaign.

Thanks to your investment, renovations on the Upper Parade Ground, the final project of the *Forging the Future* Bicentennial campaign, are nearly complete. The engraved bricks will be a lasting reminder of the strength and commitment of the Norwich family.



Upper Parade Ground Bricks are still available. For as little as \$500 a year, your name will be engraved on the UP. To learn more and to purchase a brick, please visit alumni.norwich.edu/upbricks or call Ryan Smith at (802) 485-2674.



struck by its unconventional structure. The chapter formed in 1993 without a brick-and-mortar home. Instead, members of the self-described “small but

Ed Shyloski '66 (holding flag) and fellow trustees and officers from VFW Post 1467 in Old Lyme, Conn. Photograph courtesy Ed Shyloski '66

mighty” post met monthly in an Old Lyme senior center. Free from the financial burdens and legal liabilities of a canteen (VFW-speak for “bar”), members focused instead on ways to help local veterans, funding their efforts with dona-

tions collected via community-based events and outreach.

Naturally, Shyloski signed up. Seeing an opportunity to leverage the chapter’s unique approach, he successfully lobbied post members to tweak their motto. The resonance of their new credo helped spark membership growth that now attracts veterans from across the state.

The change also captured the attention of an anonymous benefactor, who in 2014 donated \$10,000 to seed the post’s flagship Vets-in-Need program. The initiative provides small grants for car repairs, gas money, utility bills, handicap adaptations, and even school lunch payments for veterans’ kids.

Supported by a growing circle of individual donors and charitable partners, Vets-in-Need has provided close to \$30,000 in emergency assistance to more than 60 individuals to date.

“Every social worker in the state knows who we are,” Shyloski says. So, too, do veterans themselves. Post trustees publish their contact info in the local newspaper, inviting vets to call them at home or email if they need help.

The threshold to receive help is set intentionally low, Shyloski explains. Because grants rarely exceed a few thou-

NO BAR, JUST GOOD WORKS FOR VFW POST 1467

Ed Shyloski '66 and a “small but mighty” VFW chapter in Conn. buck convention while helping veterans in need

BY JANE DUNBAR

You can’t grab a beer at VFW Post 1467 in Old Lyme, Conn. You can’t join a round of poker, either. You can’t even get inside the building. There *isn’t* a building. But if you’re a veteran in need, you know exactly where to find members like Ed Shyloski '66. Just pick up the phone, and the 73-year-old Vietnam veteran and former post commander will be there, ready to help.

The post’s motto is “No building, no bar, just good works.” Shyloski helped polish the credo, and it explains why the Old Lyme post thrives, despite national trends for the VFW. Membership in the venerable veterans’ organization has declined from 2.1 million in 1995 to just half that today.

To understand why VFW Post 1467 is booming, one need look no further than Shyloski. Eight years ago, the retired nuclear power executive and his wife Nancy relocated to Old Lyme. Eager to connect with his new community, Shyloski says he tried the Knights of Columbus. But he didn’t find playing cards in a bar appealing.

Seeking more purposeful engagement, he discovered VFW Post 1467 and was

sand dollars at most, “we take things at face value,” he says. “Veterans don’t ask for help unless they truly need it.”

Veterans simply need to show their DD Form 214—the certificate of release or discharge from active duty. It only takes two of the post’s three trustees to approve the veteran’s request for assistance for help to follow.

Trustees do favor requests that empower applicants to better help themselves going forward. For example, the post recently partnered with the nonprofit Work Vessels for Vets to provide a quality used car—and reliable work transportation—for a young Navy veteran who previously struggled to survive on \$500 a month.

“It’s people like you who keep us war vets going,” the single mom wrote in an email. “I would love to meet you in person, tears and all.”

Founded in 1899, the VFW has long served as a voice for military members and their families. However, Shyloski says the perception of the VFW today is often associated with the bars that many chapters operate to fund their philanthropic endeavors.

“Right or wrong, the canteen model has cast the VFW in a particular light—one that can blind potential members to the bigger picture,” he says. “When you want to serve others, but perceive your local Post as a place where aging veterans indulge in cheap beer, you probably won’t get involved. You can’t do good works from a bar stool.”

The Old Lyme VFW post is atypical—for now. Shyloski hopes some of its lessons can be shared more broadly with the national organization, one whose mission and members he strongly supports. (He currently serves as national aide-de-camp for the VFW’s commander-in-chief.)

“We absolutely believe that our success can be a model for declining posts that are determined to survive,” Shyloski says. “When you build a purposeful mission, the members and donors will come.” ■

Club News



NU Club of El Paso Student Sendoff

Student Sendoff season kicked off earlier than usual this year with an event on May 18 in El Paso, Tex. Hosted by Janelle Kutter '99 & P'23, the Texans gathered to welcome two incoming members of the Class of 2023 and have some fun. The crew enjoyed an El Paso Locomotive soccer game during Military Appreciation Night. There was even a bit of excitement as a wayward ball came off the field, hitting Mari Amaral. (Don't worry, she is fine!) By all measures the event was a huge success, with a full quarter of local NU Club members coming out to support our new students!

NU Club of Arizona Rugby Social

In May, the Cadets men's rugby team traveled to Tucson to compete in the USA Rugby College 7s National Championships, finishing seventh overall. No surprise that the NU Club of Arizona was on hand to welcome the team with a fun social. The coaches and student-athletes say they greatly appreciated connecting with local alumni. Special thanks to Matt Bambrick M'10 & M'12 and Doug Houle '87, who organized this amazing event!

NU Club of Central Connecticut Golf Outing

More than two dozen golfers gathered in Middlefield, Conn., for a beautiful day on the course. The duffers comprised alumni ranging from the Class of 1970 to 1992. Even a grandparent from the Class of 2020 showed up!

Meet Our New Assistant Director of Clubs and Regional Events!



Recent grad Renee Charbonneau '18 has joined the Alumni & Family Relations team and will be working with our NU Clubs to



plan and execute the 200+ activities they host annually. Renee can be reached at rcharbon@norwich.edu or (802) 485-2306.

Calling All Service Volunteers!

Every year NU Clubs host events during the Season of Service (Oct.—Nov.) to help others in their local communities. From volunteering at food shelves to laying flags on veterans' graves, there are many ways they give back. Do you have any idea for an event in your area? Contact Renee Charbonneau.

—HEATHER SOCHA,
Director of Alumni & Family Events
hsocha@norwich.edu



ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from April 16, 2019 to July 8, 2019. 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.

- | | |
|--|---|
| 1944 Robert A. Anderson, 97,
5/4/2019 | 1984 Suratanachai Tonetong, 60,
6/3/2019 |
| 1949 Joseph Piro, 94, 4/20/2019,
<i>Vermont College</i> | 1985 Madelyne R. Wight, 80,
4/17/2019, <i>Vermont College</i> |
| 1949 Barbara B. Reinhard, 90,
5/4/2019, <i>Vermont College</i> | 1991 Jeffrey T. Fowler, 66, 4/13/2019,
<i>Vermont College adult education
program</i> |
| 1950 Robert W. Grieve, 94, 4/17/2019 | 1991 Angeline M. Henrie, 84,
5/31/2019, <i>Vermont College</i> |
| 1950 Richard A. Hickland, 95,
7/1/2019 | 1991 Ian A. Nazario, 52, 5/20/2019,
<i>Vermont College</i> |
| 1951 Rodney H. Peterson, 90,
4/26/2019 | 1991 John M. Willis, 52, 7/1/2019 |
| 1952 Harry Sholk, 89, 4/13/2019 | 1992 Nancy E. Weisenmiller, 61,
6/1/2019, <i>Vermont College</i> |
| 1953 Alvar K. Laiho, 87, 5/4/2019 | 1994 Jeffrey M. Maynes, 65,
6/28/2019 |
| 1954 E. Jay Lybert, 86, 6/15/2019 | 2018 Richard W. Coffman, 77,
5/23/2019, <i>CGCS</i> |
| 1956 Robert R. Dommergue, 85,
5/10/2019 | Gladys Agell, 88, 6/16/2019,
<i>Former Staff</i> |
| 1957 Charles P. Christy, 83,
4/17/2019 | Beverly Alexander, 96, 5/4/2019,
<i>Spouse of Edward Alexander '43</i> |
| 1957 Alan B. Buchan, 83, 6/4/2019 | Bonnie L. Bleiler, 76, 4/14/2019,
<i>Spouse of LTC Walter F. Bleiler, Jr.,
USAR (Ret.) '62</i> |
| 1957 Arnold W. Dunham, 86,
6/23/2019 | Earl L. Fechter, 82, 4/7/2019,
<i>Retired Faculty</i> |
| 1960 Alexander R. Stephen, 80,
5/17/2019 | Keith A. Gould, 78, 4/8/2019,
<i>Retired Faculty</i> |
| 1961 Robert W. Bowser, 79, 5/4/2019 | Robert Jamrog, 69, 5/6/2019,
<i>Spouse of Joan (Boyce) Jamrog '88</i> |
| 1964 William R. Fortey, 78, 6/1/2019 | Harley R. Jordan, 95, 4/30/2019,
<i>Retired Faculty</i> |
| 1965 James F. Wolynech, 76,
4/18/2019 | Marguerite M. Scheipers, 97,
6/17/2019, <i>Widow of Edward
Scheiper '50 and former secretary
to President Harmon '48-'50</i> |
| 1967 Judith J. Melzer, 71, 5/18/2019,
<i>Vermont College</i> | Virginia G. Watkin, 93, 4/14/2019,
<i>Trustee Emeritus</i> |
| 1967 Margaret T. Wilmott, 71,
6/14/2019, <i>Vermont College</i> | |
| 1969 Alfred C. Gilbert, 73, 6/1/2019 | |
| 1971 Pamela A. Brown, 68, 5/8/2019,
<i>Vermont College</i> | |
| 1978 Stacie A. Lustig, 62, 6/8/2019 | |
| 1984 Joan Albertelli, 81, 5/6/2019,
<i>Vermont College</i> | |
| 1984 Mary L. Conway, 88, 6/6/2019,
<i>Vermont College</i> | |

Class Notes

Gordon “Duke” Dewey was recently selected to the All American Hall of Fame for his leadership as a recon platoon sergeant and for his service in the Special Forces during the Vietnam War. The All American Hall of Fame was established in 2018 to recognize members in the division who made an exceptional contribution to the Army and American society.

Class of 1953

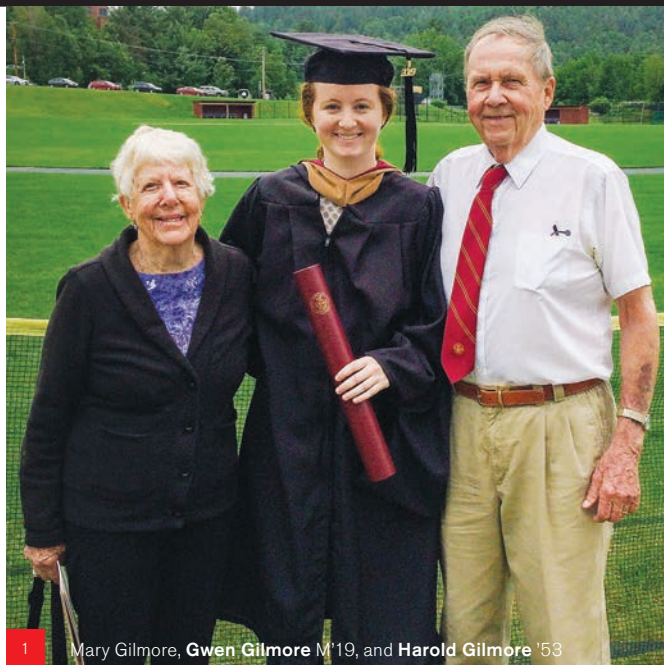
Harold Gilmore and his wife, Mary, attended the Bicentennial CGCS Commencement ceremony to watch his granddaughter **Gwen** graduate and become a fellow Norwich alum. *Photo 1.*

Class of 1965

Carlos Pinkham’s book *The Trouble with the Trinity* was recently published by Covenant Books. Written in plain language, the book discusses the Trinity, incorporating nearly a thousand Biblical passages along with mathematics and science.

Class of 1969

John Mulhern shared news that in April some members of the Class of 1969 gathered for the dedication of Richard Gray’s Square in Salem,



1 Mary Gilmore, **Gwen Gilmore** M'19, and **Harold Gilmore** '53

Mass., in honor of Norwich classmate 1st Lt. Richard Gray, who was killed in action in Vietnam in June 1971. Rest in peace “Riddy.” *Photo 2.*

Class of 1977

Lewis Gregory Curtis wrote to say he started his “fifth career” this past summer as an instructor with University of Maine Augusta, teaching drone aviation and a commercial drone pilots course. He has also helped develop a standard flight program to teach flight instruction (from private pilot certificate to certified flight instructor), adding that graduates will be primed to be recruited by regional airlines as first officers. Gregory also teaches flying to pilots and

student pilots the old-fashioned way at the Lewiston-Auburn Pilots Club at the Auburn Lewiston Municipal Airport (KLEW), as well as to cadets in the Civil Air Patrol.

Class of 1978

In July, Lt. Col. **Gerard R. Cogliano**, USA (Ret.) caught a Red Sox game with Norwich classmate Jay Greco. Long before their Norwich friendship began, the two were high school classmates. Cogliano writes: “He knows where all of the skeletons are buried.”

Class of 1984

Paul Chlebo was selected by the Army to be a resident student at the U.S. Army

War College in Carlisle Barracks, Pa. Following his graduation in June, he was assigned to a civil servant position at Aberdeen Proving Ground, Md.

Class of 1986

Mike Curry married Tyrone Wiggins on June 8, 2019, in Warrenton, Va.

In May, U.S. Army Recruiting Maj. Gen. **Frank Muth** joined Under Secretary of the Army Ryan McCarthy and New Hampshire Governor Chris Sununu to sign the U.S. Army Partnership for Youth Success Program (PaYS). New Hampshire is the third state to join the nationwide effort, which strives to provide soldiers exiting the service with job opportunities. Fellow Norwich alum **David O’Neil** ’83, New England Recruiting Battalion education services specialist, joined them. *Photo 3.*

Class of 1987

Following retirement from the Air Force, **Richard Roessler** attended and graduated from Nashotah House Theological Seminary with an MDiv (his third master’s degree). In May, his family moved to Ticonderoga, N.Y., where he now serves as deacon vicar of the Episcopal Church of the Cross.

Class of 1990

In February, many Class of 1990 alumni gathered in Washington, D.C., to celebrate the retirement of **Brian Raymond** from the Central Intelligence Agency. Brian and his wife **Jana (Hurst) Raymond**, also of the Class of 1990, express their gratitude for the support and attendance of their classmates and friends. *Photo 4.*

Class of 1991

Air University Press, the Air Force's publishing house, announced in March the release of **Shannon Caudill's** second co-authored book, *Defending Air Bases in an Age of Insurgency, Volume 2*. In the acknowledgments, Shannon thanks the Norwich Communications Department for shaping his writing and editing skills. He also expresses appreciation to the Atlanta Area Norwich Alumni Club for their support. The book is the second in a series of three. The third volume is in final editing and is expected to be published by spring of 2020.

Class of 1998

In May, **Michael Wilhelm**, who works at UCONN Health Center as a certified registered nurse anesthetist, was honored with the Nightingale Award for Nursing Excellence in Connecticut. The award recognized Michael's promotion of education, notably the completion of his doctorate in nursing practice and also his development

of opioid-free anesthesia techniques now used in some Connecticut facilities. *Photo 5.*

Class of 1999

Sherry Ferno was promoted to major in the Alaska Air National Guard. The pinning ceremony was held in January. A member of the Air National Guard for 29 years, Sherry also serves as a full-time Alaska State Trooper, a position she has held since 2004. *Photo 6.*

Hansen Mak was recently recognized as an Asian American Pacific Islander National Security and Foreign Policy Next-Generation Leader by the New America think tank. "Hansen is a security cooperation planner with the Defense Security Cooperation Agency, where he is responsible for managing a \$1.1B budget while planning and designing security cooperation programs in Europe. Previously, he served as an advisor to the first deputy assistant secretary of defense (security cooperation) and chief of security assistance policy to the deputy under-secretary of the Air Force (international affairs). His experiences include security cooperation, partnership policy, strategy and political-military affairs. Additionally, he was a strategy and operations consultant with Deloitte and served in the Army 1996–2008."

Class of 2006

Norfolk, Va., mayor **Kenneth Alexander M'06** was a distinguished guest of the World Affairs Council,



2. John S. Hall '69, John Mulhern '69, Brendan Garvin '69, Ed Hackman '69, Phil Boncore '69, Jay Hogan '69, Paul Farren George Emerson '69, Gary Du Moulin '69, and Duncan Chapman '69.

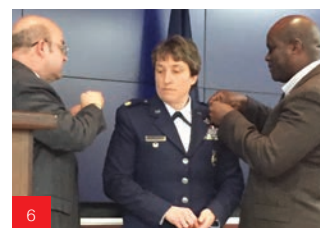
3. Left to right: Maj. Gen. Frank Muth '86, Under Secretary of the Army Ryan McCarthy, New Hampshire Gov. Chris Sununu, and David O'Neil '83.

4. Brian '90 and Jana (Hurst) Raymond '90 and their family at CIA headquarters.

5. Michael Wilhelm '98

6. Sherry Ferno '99 (center).

7. NATO representatives in Norfolk, Va., where Kenneth Alexander M'06 serves as mayor.





8. Frank Vanecek '79 and Chris Pashley '10.

9. Left to right: Ian Alford '18, Richard (Mike) Berlandy III, '18, Benjamin Goodwin '15, Brian Mazzola '18, and Matthew Chin '07

10. Wendy Brown '15.

11. Bryce Hansen '15.



12. Robert Cole M'16 (center)



13. Phonggraphan Wongsakhuang '16 (left).

Norfolk NATO Festival banquet in April. The event welcomed keynote speaker United States' Permanent Representative to NATO Ambassador Kay Bailey Hutchison alongside 14 other permanent representatives to NATO. Also in attendance was NATO Supreme Allied Commander Transformation General André Lanata and NATO Deputy Supreme Allied Commander Transformation Vice Admiral Manfred Nielson. *Photo 7.*

Stephanie Thompson and **Warrior Runners** were named the Small Business Association's 2019 Home-Based Business of the Year for Massachusetts. Her business **Warrior Runners** was recognized for its role as a catalyst for charitable fundraising and empowering individuals in long-distance running events. A level-2 running coach, **Stephanie** is a disabled combat Navy veteran and personal trainer, who mentors athletes to achieve their fitness goals.

Class of 2010

Senior VP of Student Affairs and Technology **Frank Vanecek '79** and **Chris Pashley** had a surprise encounter in Arlington, Va. Chris received his BS in Computer Security and Information Assurance and now works for the Department of Homeland Security's Cybersecurity and Infrastructure Security Agency. *Photo 8.*

Class of 2012

Stanley Fidge M'12 shared news that since obtaining

his ISC2-CISSP credential while completing his Master's of Information Assurance with honors at Norwich, he has earned SANS Global Information Assurance Certifications while employed as the first IT security manager within the seventh largest municipality at the City of Port St. Lucie in St. Lucie County, Fla. Having earned Global Security Leadership Certification and Global Critical Controls Certification, he is currently pursuing the GIAC Strategic Planning, Policy, and Leadership (GSTRT) certificate.

Class of 2015

Wendy Brown earned her Juris Doctor from the University of San Diego School of Law in May. While attending USD, Wendy competed nationally on her school's Appellate Moot Court team, was president of the Military Bar Association, filed a successful appeal with the Ninth Circuit (which ruled unanimously in her client's favor), completed over 100 hours of pro bono service, and successfully completed multiple internships with the San Diego County Public Defender's Office. In addition to being a full-time law student, she also served as the company executive officer of a California Army National Guard Tier I DSCA (Defense Support of Civil Authorities) Transportation unit out of Bakersfield, Calif., where she coordinated multiple emergency response missions during the mudslide and fire seasons. Wendy sat for the California Bar Exam in July. Congratulations, Wendy! *Photo 10.*

Class of 2015

Benjamin Goodwin's wife Kirstin wrote to share the news that Benjamin and four other Norwich University alumni graduated from the Vermont Police Academy in May. Benjamin and **Ian Alford '18**, **Richard (Mike) Berlandy III, '18**, **Brian Mazzola '18**, and **Matthew Chin '07** were part of the 107th basic police academy class. They all graduated with the rank of Vermont State Trooper. *Photo 9.*

Bryce Hansen M'15 has been hired as vice president of energy operations at Power Brokers, a national consulting and brokerage firm providing energy strategy and procurement services. *Photo 11.*

Class of 2016

The Coast Guard Cutter *Walnut* held a change of command ceremony for outgoing Commander **Robert Cole M'16**, who departed for Alameda, Calif., to serve as the Pacific Area contingency planning branch chief. Robert took command of the *Walnut* in 2016 after serving at the Atlantic Area cutter forces staff, where he was responsible for the operational, maintenance, and training schedules of the Atlantic Area major cutter fleet consisting of two national security cutters, 24 medium endurance cutters, and the Coast Guard Cutter *Eagle*. *Photo 12.*

Class of 2017

U.S. Army 1st Lt. **William and Michaela (Fredette) Austin** were married in October in Amesbury, Mass. A ton of Norwich friends were on hand to help them celebrate. William is a military intelligence officer in the 101st Airborne Division, 1-32 CAV at Fort Campbell, Ky. *Photo 14.*

Daniel Lupacchino '17 shared news that he recently had the honor to attend nine days of ceremonies in Normandy, France, for the 75th anniversary of D-Day. Daniel is currently serving as the fire support officer for Battle Company, 2-503D IN BN, 173rd (ABN). Daniel was one of four people from his company selected to attend. Here's one of the best parts: following one ceremony, he saw a familiar Norwich University jacket and had the chance to meet **Frank Gunning '71** who commissioned as an aviation officer after Norwich. "We only graduated 46 years apart!" Daniel writes. *Photo 15.*

Class of 2019

Col. Gregory L. Marston, USAF (Ret.), a graduate of the U.S. Air Force Academy, received a Master of Arts in Military History at Norwich University's 200th Graduation Commencement in June 2019. Gregory's dad **Lance Marston '55** and his uncle **John F. Marston '70** were proud celebrants. ■



14. Left to right: Alexandra Collier '17, Andrea Pennock '17, Kyle Christiansen '16, Mackenzie Nash '17, John Meyers '17, Michaela (Fredette) Austin '17, William Austin '17, Melissa Pomeroy '17, Andrew Pomeroy '14, David Hernandez '18, Patrice Melikian '19, Asa Wolfe '17, and Gordon Winget '17.

15. Frank Gunning '71 and Daniel Lupacchino '17.

16. Gregory L. Marston M'19, Lance Marston '55, and John F. Marston '70.

NU Presidential Search

Norwich invites inquiries, nominations, and applications for the position of President.

Required: demonstrated success in senior-level leadership that includes management of a substantial and complex organization; deep understanding of and respect for military culture; and interest in academic leadership in a military environment.

Desired: prior military service; an earned terminal degree; insight into the issues facing higher education institutions today; and the ability to build successful connections with external constituencies and partners, as well as donor relations and fundraising.

Nominators and prospective candidates may arrange a confidential discussion about this opportunity with senior consultants Andrea Warren Hamos (awh@academic-search.com) or Maya Ranchod Kirkhope (mrk@academic-search.com) of the consulting firm Academic Search.

For a complete profile of this opportunity, including procedures for application, visit www.norwich.edu/about/199-presidential-search.

Deadline for applications: 9/12/19.



The Harmon Memorial Wall

Every year at Homecoming, the names of deceased individuals who made a significant contribution to Norwich University during their lifetimes are added to the Harmon Memorial Wall.

For more information, contact Jamie Comolli at (802) 485-2301 or jwiransni@norwich.edu.

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Bradford Greason '50
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P'99 & P'17
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Gordon '59 & Mary Fawcett

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Barry '68 & Marcia Meinert

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Gregory A. Simeone

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William Steele '59

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Jeanne Tifft

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Virginia G. Watkin H'86 (Deceased)

Gail A. Whelan

COL Conrad D. '51, USA (Ret.)

& Marilyn Whitney

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Robert & Vicky Young P'00

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United Services Auto Associates
Unlimited Specialties, Inc.
Vanguard Plastics Corporation
Weintz Family Foundation

ONE-STAR GENERAL

(\$50,000-\$99,999)

David '87 & Kimberly Abare

Anthony '84 & Marietta '84 Agnitti

Jackie Allen W'60

Howard '67 & Priscilla '66 Alpert

Florilla P. Ames '29

Michael '66 & Susan Anderson

Drs. Diran & Seta Apelian

Tevfik Arif P'08

Doug '64 (Deceased) & Lil Armstrong

Brian '68 & Sandra Ashe

Gabriel '61 & Jane Auerbach

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Frederick '63 & Mary '59 Bashara

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Edward H. '59 &

Lieselotte (Deceased) Behie

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Steven J. Bergholtz '84

Jack '67 & Francie Bergquist

Bill '68 & Debbie Blackwood

Albert Borne

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Lynn H. Brooks '57

Donna J. Brownell

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USAR (Ret.) '57 & P'85

Shawn '70 & Helen Bryan

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John '72 & Marlene Campbell

Dr. Anthony Caprio '60

Bobby Carroll '97

Steve '64 & Patricia Cerjan

Gary & Sherrie Clark

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 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 gifts received and memberships as of May 31, 2019. Gifts received and memberships granted after May 31, 2019 will appear in the FY2019–2020 Annual Report.

CHAIRMAN'S DIAMOND CLUB MEMBERS, GENERALS, AND LIFETIME MEMBERS

CHAIRMAN'S SIX DIAMOND

(\$10,000,000 or more)

COL (IL) Jennifer Natalya Pritzker,

ILARN6 (Ret.) H'07

Corporations & Foundations

TAWANI Foundation

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(\$8,000,000–\$9,999,999)

Mr. & Mrs. Robert B. Mack '64 & H'06

CHAIRMAN'S FOUR DIAMOND

(\$6,000,000–\$7,999,999)

Peter '65 & Marlene '66 Dalrymple
Mr. & Mrs. Fred C. Kreitzberg '57 & H'94

CHAIRMAN'S THREE DIAMOND

(\$4,000,000–\$5,999,999)

Anne Bartoletto W'52

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David C. Crawford '52 & H'93 (Deceased)

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(\$2,000,000–\$3,999,999)

Paul '59, H'18 & Joanne (Deceased) Carrara

Harvey '68, H'19 & Jeanne DeMovic

Phillip '73 & Peg Soucy

Donald M. Wallace (Deceased)

J. Fred Weintz, Jr. '47 & H'01

Corporations & Foundations

Kreitzberg Family Foundation

LPD Investments, Ltd.

National Science Foundation

Sodeexo

Worldwide Language Resources

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(\$1,000,000–\$1,999,999)

The Honorable Thaddeus Buczeko '47 & H'96

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P'86 & G'21

Allen '71 & Kate Doyle

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'66 & H'03

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FIVE-STAR GENERAL

(\$750,000–\$999,999)

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Corporations & Foundations

Kresge Foundation

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Northfield Savings Bank

U.S. Department of Education

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(\$500,000–\$749,000)

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Mr. & Mrs. Douglas M. McCracken '70

Corporations & Foundations

George I. Alden Trust

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The George F. & Sybil H. Fuller Foundation

Haynes Family Foundation

Mack Foundation

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Vermont Social & Rehab Service

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(\$250,000–\$499,999)

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P'75 & G'04

Dave '61 & Roz Carlson

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Carole Crosby W'63

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Alan '75 & Cynthia '75 DeForest P'01

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Mary Jo Segal W'60

Salvatore Simeone '44

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John '69 & Virginia '69 Stabile, II

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NORWICH
UNIVERSITY

ABOUT THIS REPORT

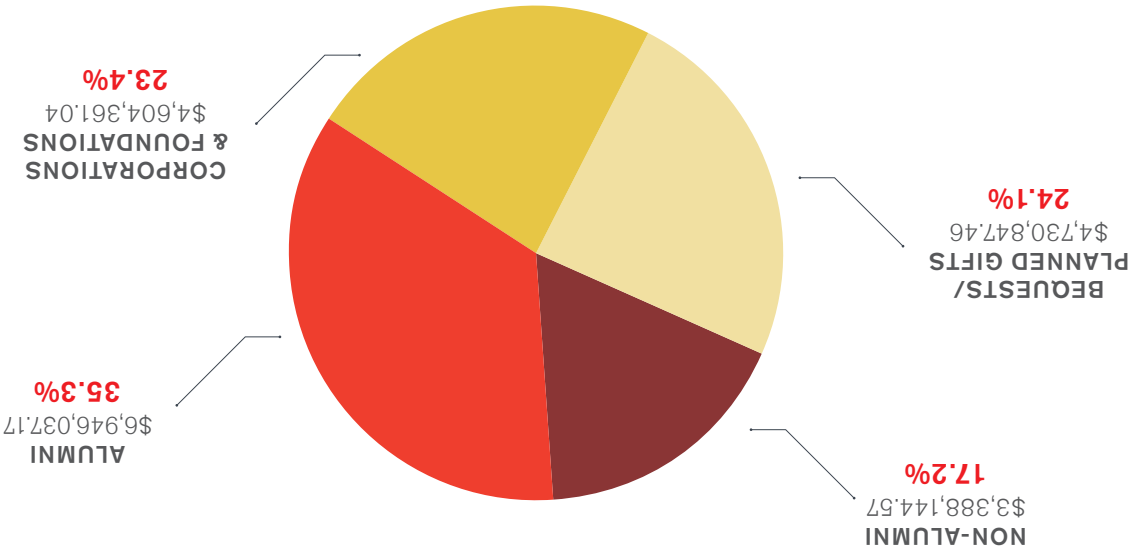
This annual report acknowledges gifts from alumni, students, parents, friends, faculty, staff, corporations, foundations, and other organizations received by Norwich University between June 1, 2018 and May 31, 2019. The names that appear under each class year reflect gifts of cash, securities, and other 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 2019 fiscal year appear as "(Deceased)."

This 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 of any inaccuracies or omissions. Please contact Chrissie Dumas at (802) 485-2307 or cdumas1@norwich.edu if you have any questions or would like to order extra copies.

FY19 GIFTS BY SOURCE

GIFTS BY SOURCE TOTAL: \$19,669,390.24



FY19 GIFTS BY CAMPAIGN

RESTRICTED GIFTS

Forging the Future	\$5,908,817.90	30.04%
Norwich Forever!	\$7,000.00	0.04%
Bearing the Torch	\$4,879.30	0.02%
Restricted Annual Giving	\$585,908.59	2.98%
Other Restricted	\$325,744.72	1.66%
TOTAL RESTRICTED	\$6,832,350.51	34.74%

UNRESTRICTED GIFTS

Forging the Future	\$11,168,348.08	56.78%
Norwich Forever!	\$21,532.60	0.11%
Bearing the Torch	\$16,349.50	0.08%
Other Unrestricted	\$1,630,809.55	8.29%
TOTAL UNRESTRICTED	\$12,837,039.73	65.26%
TOTAL GIFTS	\$19,669,390.24	100%

*Represents non-audited results

STATEMENTS OF FINANCIAL POSITION: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*		
ASSETS		
2019	2018	
Cash and Cash Equivalents	\$9,851	\$2,437
Pledges, Accounts, and Loans Receivable, Net	\$31,721	\$25,273
Investments	\$217,770	\$214,229
Land, Buildings, and Equipment	\$167,979	\$182,583
Bond Funds on Deposit with Trustee	\$601	\$10
Other Assets	\$22,191	\$23,210
TOTAL ASSETS	\$450,113	\$447,742
LIABILITIES		
2019	2018	
Accounts Payable and Accrued Expenses	\$11,439	\$9,440
Notes and Bonds Payable	\$82,667	\$80,313
Other Liabilities	\$28,048	\$27,705
TOTAL LIABILITIES	\$122,154	\$117,458
NET ASSETS	\$327,959	\$330,284

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

OPERATING ACTIVITIES		
2019	2018	
Other Income	\$3,717	\$3,591
Tuition Fees, Room and Board, and Other Ed. Programs	\$85,938	\$86,350
Non-Education and Auxiliary Programs	\$995	\$986
Contributions and Grants Used in Operations	\$6,991	\$8,582
Endowment Spending and Investment Income	\$10,155	\$10,222
TOTAL OPERATING REVENUES AND SUPPORT	\$107,796	\$109,731
Operating Expenses	\$102,905	\$104,739
Change in Net Assets from Operating Activities	\$4,891	\$4,992
NON-OPERATING ACTIVITIES		
2019	2018	
Endowment Investments Return Net of Spending Used to Support Operation	\$8,468	(\$4,121)
Other Non-Operating Activities	\$4,815	\$1,453
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	\$13,283	(\$2,668)
TOTAL CHANGE IN NET ASSETS	\$18,174	\$2,324

The Love and Legacy of Don Wallace

An engineering professor who demanded excellence from his students, Wallace leaves a \$3M gift to the David Crawford School of Engineering that will impact majors for years to come

BY DIANA WEGGLER



Kindhearted yet demanding, Prof. Donald Wallace—who passed away last year after a 55-year teaching career at Norwich—was legendary for holding his mechanical engineering students to incredibly high standards. “He knew he was training professional engineers,” says Assistant Professor of Mechanical Engineering Brian Bradke. “In our field, you are teaching students who are going to go out and build bridges and airplanes and things people are going to trust their lives to.”

Stephen Fitzhugh, dean of the David Crawford School of Engineering, agrees. “He had high expectations. He knew he if was tough on [his students], then they would be all right in the work-
ing world—and he was right.”
Now, thanks to a \$3M bequest Wallace left for Norwich, those high expectations will continue in perpetuity.
“Don wanted to ensure that even after he was gone, the quality of the instruction, the professors, and the [engineering] program remained,” says Phil Soucy ’73, vice chair of the Norwich University Board of Trustees and a Wallace protégé. “He could have given it to the university to do with as they wanted—that wasn’t Don.”
Engineering “is what he loved and what he committed his life to,” Soucy says, “and his gift shows it.”
Fitzhugh describes Wallace’s gift as nothing short of transformational, one that will impact the engineering program in profound and lasting ways.

“[It] will appreciably enrich experiential learning in our engineering labs and provide resources to engage visiting professors—both distinguished scholars and practitioners with specialized arts and experience—to mentor students on senior projects, oversee undergraduate research, and even teach some classes,” he says.
Bradke, Wallace’s former faculty colleague, notes that as demanding as Wallace was, every student who came back years later and said he was the best they ever had. “He loved his students and he loved teaching, and this gift—his legacy—was the last measure of devotion he could give.”
Fitzhugh adds: “We now have the financial flexibility to attract good engineering students and provide them with the best education we can give them in the spirit of Alden Partridge.” And that, more than anything, is precisely what Don Wallace wanted.

PROF. DON WALLACE’S \$3M GIFT WILL FUND:

- A \$500,000 renovation and update of the renamed Donald M. Wallace Materials Testing Laboratory, located in the basement of Juckett Hall.
- The Don Wallace Visiting Professorship in Engineering.
- The Don Wallace Scholarship Fund for deserving junior and senior engineering students.

“We have a job placement rate in excess of 98%, and our average student loans are down in the \$30,000 range.”

us is excellent and distinguishing our selves in the marketplace called higher education. We're in great shape to do

There are always risks when you change leadership, especially finding that person who understands higher education, military experience, and shared governance with the faculty, which is very unique in this world. You only really see shared governance in universities and basically hospitals, where the medical staff has an awful lot to say about what happens. It's very unique. The next president of Norwich University will inherit a very solid operation but with an awful lot of challenges just because of the nature of higher education these days.

Norwich is now entering its third century of service. How do you see its role as one of the country's senior military colleges going forward?

That is a fairly easy question to answer, because we have to remain true to our roots and that is the birthplace of ROTC. Norwich will be required to train citizen-soldiers going forward. Sometimes that endeavor is more popular than not. It's been easy over the last 20 years or so, because the military has been fairly well regarded through those years. It wasn't always that way. I went to Norwich in the 1970s during the last stages of the Vietnam War, after the war had ended. Attitudes were very, very different then. Yet, we still had an obligation: We still needed to train and develop those citizen-soldiers for this country. You can argue that this country needs citizen-soldiers of integrity more than ever. Norwich will remain an exceptional place to carry out that mission. ■

Interview condensed and edited for length and clarity.

students who are in demand and keep that low student loan ratio down. That's a big issue. There is much to do. And, of course, we need to be flexible going forward. That's the third pillar. We think we know what 2035 is going to look like. But when you get right down to it, the future is always hard to predict. So we need to be flexible. We need to be able to make adjustments and make them in a timely fashion.

Norwich is searching for its next president. What are the challenges of finding the right person to lead the university through such a period of uncertainty?

As you know, Norwich is a very complex organization for a small university. We have the military aspect and civilian students and just that inter-change of Corps and civilians, not to mention the alumni base, etc. We are very complicated and the need is to find someone who understands those complexities and can maneuver within all of those constituencies. When Rich Schneider started here, he had a very different university to deal with, and he wasn't even an admiral then. Norwich had tremendous financial challenges at the time. Some even wondered if we would make it, quite frankly. So, his early challenges were very different—chief among them was survival. Now, thanks to his strong leadership over many years, the challenge before

debt and I don't have a job, what's the point? I might be better off becoming a plumber or whatever.”

Fortunately, Norwich is very well positioned in that regard. We have a job placement rate in excess of 98%, and our average student loans are in the \$30,000 range. We're very well positioned for that kind of practical assessment. So, we feel very good about where we are. But there's a lot of turmoil out there, and you always have the risk of being the baby that's thrown out with the bath water, as well. So we have to constantly distinguish ourselves, and we have to let everyone know that Norwich is different and that Norwich is very value based. We have to make the case not only based on what we believe in, but in our results.

Given the disruption in higher education, how must the university change? What will the future Norwich look like?

We will always be true to our values. That will not change. And the Corps of Cadets being the core of the institution will not change. The value that we bring to the table from an integrity and honest standpoint, which Gen. Sullivan likes to call the “secret sauce,” that will not change.

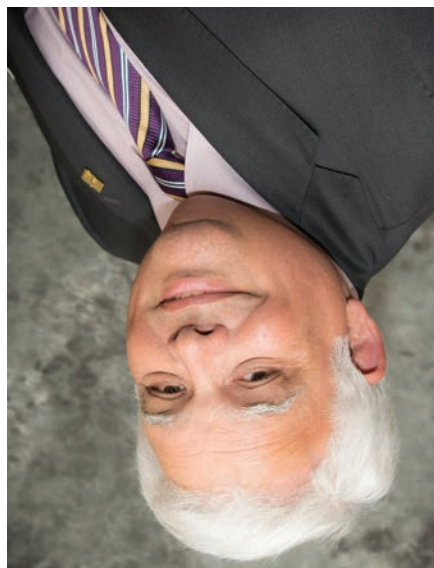
But a lot of other things will change. Some of the things that we're focused on in *Norwich After Next*, the university's new strategic plan, is affordability. We don't believe that any student should have to leave Norwich because he or she can't afford it, and we're going to be working very hard to make that happen. We know it's going to require an endowment four times of what we have now. So affordability is paramount.

We also have to be relevant to the workplace and to our customers. Our customers being the students and the parents and the alumni and our faculty all of those levels. It's going to be very tricky in this transition. We have to be relevant to the workplace and develop

Alan DeForest '75 on the Path Forward

*The NU Board of Trustees Chair reflects on the year's successes, the shifting
landscape of higher education, and the challenges awaiting our next president*

INTERVIEW BY SEAN MARKEY



INSIGHT

What's your executive summary of the past year?

We began this year celebrating our 200th anniversary, and there is indeed so much to celebrate. Norwich is financially very stable and strong. Our academic offerings have never been better, and we continue to innovate. We're putting the finishing touches on *Norwich After Next*, our next strategic plan—to say nothing of our incredible Bicentennial, the events of which have been very well received around the country and around the world, quite frankly. The enthusiasm has been amazing. We're finishing up our five-year *Forging the Future* capital campaign, and we expect to get to \$110 million. In fact, we reached our initial

ics and scholarships.

But with all the good that's going on, there is also some risk in the air. President Schneider, as we all know, will be leaving after 28 years of service in June 2020. There is no reason to make a change in our leadership; everything is going well. But he is ready to retire and step down, so a change we're going to make. That bears a lot of risk. Especially at a very critical time in higher education with schools going out of business and many people questioning the value of a higher education and student loans

When you look at the higher education landscape today, what do you see?

In a word, change. I see change in an industry that hasn't changed much in many, many years. Higher education is one of the last industries to go through the modernization, the customization of industries. So, I see change, and I see people looking at higher education differently. It's in the political air. There's a practical aspect, too. Students are looking at all of this and saying, "Gee, if I have to walk away with \$50,000 of

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 31 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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ANNUAL REPORT

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