

NORWICH RECORD

THE ALUMNI MAGAZINE OF NORWICH UNIVERSITY

WINTER 2019

THE BOSTON ISSUE

**THE TOXIN
DETECTIVE:**
**HOW SCIENTIST MARC
NASCARELLA '99
PROTECTS MILLIONS.**
P. 20

**HAPPY 200TH
NORWICH!**

P. 7

**THE CRISIS
MANAGERS**

P. 24

**INSIGHT: THE NEXT
ARMY TELECOM BUNDLE**

P. 28

Be a Part of the Family



Students, left to right: Dominic Girard '22, Studies in War and Peace, Danielle Boucher '19, Nursing, Ryan Fitzpatrick '19, Criminal Justice

Giving Day 2019!
Save the Date for March 28, 2019.



Want to get involved?
Contact Brian Baker, Assistant Director
of Class Giving at bbaker1@norwich.edu

“My whole career has been about seizing opportunities. Following 30 years of active duty military service, I shifted priorities and pursued an entrepreneurial path, launching a business focused on creating jobs for disabled veterans and their family members.

Making life-altering decisions started when I enrolled at Norwich University. Faculty and staff demonstrated a strong commitment to my academic and personal success, and I formed strong, enduring friendships with my rook buddies, who also embraced Norwich Guiding Values. I even met my beautiful wife of 45 years!

I made my first gift to Norwich shortly after I graduated. Initially, it was not a lot, but what I could afford. Giving back to Norwich is a priority for my family and me. When the opportunity arose to make a challenge gift for Giving Day, I stepped up because I want other alumni to join me to help perpetuate the Norwich experience. For me, that's what it means to be a part of the Norwich family.”

– Yogi Mangual '73

Giving Day 2018 by the Numbers

-  415 gifts
-  Total \$60,000
-  126 first-time gifts
-  89 faculty and staff and 42 parents made gifts

CONTENTS

WINTER 2019

FEATURES

Convocation: On Service and Leadership p. 12
COLA Dean Edward Kohn on how Norwich graduates will help fill the nation's leadership deficit.

The Toxin Detective Will See You Now p. 20
How Bay State chief toxicologist Marc Nascarella '99 works to safeguard the lives of millions.

The Crisis Managers p. 24
After a 7.0 earthquake strikes Boston, a dozen cadets lead the disaster response.

Insight: The Army's Next Telecom Bundle p. 28
Maj. Gen. John Baker '85 explains why his command is hiring data scientists and quantum physicists.

A Day in the Life p. 31
Cybersecurity major Charles Grunert '20 shares his Thursday routine.

DEPARTMENTS

Athletics p. 11
Women's rugby 7s standout Denisse Zambon '18 suits up for the Dominican Republic.

Artifact p. 15
The story behind a Civil War-era Tiffany presentation sword.

Wick Grit p. 35
Ultra-runner Ryan Fecteau '15 on his recent 200-mile footrace.

Wingmen p. 48
The uncannily parallel careers of USAF helicopter pilots Maj. Matthew Diamond '06 and Theodore Rogers '05.

Photograph by Mark Collier





MOSCOW

JULY 21, 2018, 12:10 P.M.

ARCHITECTURE MAJOR Michael Menn '19 was returning from a morning yoga class near Red Square when he happened upon this scene from a 16-hour antique car rally in Moscow. Here, drivers in costume wait in their restored ambulance in front of the city's famous GUM ("RYM" in Cyrillic) department store.

Born in Seattle but raised in Moscow, Menn spent the summer in the Russian capital as part of a 10-week Norwich undergraduate research fellowship. His project aimed to study and document the city's ornate, palatial underground metro stations. He often photographed them at 3 a.m. after the rail system closed.

An aspiring architect, Menn would like to design airports one day and plans to enroll in the master's in architecture program at Norwich after he graduates in May. He says he learned a lot during his trip. His biggest takeaway? "No matter where you are in the world, people will help you."

Photograph by Michael Menn '19

Publisher

David J. Whaley '76

**Vice President
of Communications**

Kathy Murphy

Editor in Chief

Sean Markey

Art Director

Natalie Baber

Photographers

Mark Collier

Sean Markey

Copy Editor

Carolyn Haley

Contributors

Robert Blanchard

Jessica Sicard

Diana Weggler

Chrissie Dumas

Sari Tiersch

Joseph Yglesias

Derek Dunning

Corey Touchette

Correspondence

EDITOR, THE RECORD

158 Harmon Drive, Northfield, VT 05663

(802) 458-2403 • record@norwich.edu

Address Changes, Class Notes, & Obituaries

Office of Alumni & Family Relations

(877) 631-2019 • alumni@norwich.edu

Other University Offices

Admissions: (802) 485-2001

Athletic Communications: (802) 485-2902

Career & Internship Center: (802) 485-2125

Development Office: (802) 485-2300

Online Programs: (802) 485-2567

Parent & Family Relations: (802) 485-2100

University Archives: (802) 485-2947

SUBMISSIONS: The editor welcomes submissions and story ideas for features, news, photography, book excerpts, essays and creative nonfiction related to Norwich and/or its students, faculty, staff, and alumni past and present. Email the editor at smarkey@norwich.edu. Due to the volume of submissions, not all queries can be responded to. The editor respectfully and often exercises the right to decline material for publication due to space limitations and other considerations. Please do not submit original manuscripts or photographic prints, as they cannot be returned.

The NORWICH RECORD (ISSN 2380-7407, USPS 16179) is published quarterly in September, December, March, and June by Norwich University, 158 Harmon Drive, Northfield, VT 05663-1035. Periodicals postage at Northfield, VT, and additional mailing offices. POSTMASTER: Send address changes to Norwich University Office of Development, 158 Harmon Drive, Northfield, VT 05663-1035.

FROM THE EDITOR

Welcome to our mini Boston issue—a city that holds sway over many of us. For some, it's the Red Sox and the pitching arm of Chris Sale. Or the local roots of many Norwich alumni. Or the fact that the city, a world capital for human ingenuity, is just a few hours from campus.

Add a “mafia-like” network of Norwich alumni (Senior Development Officer Dave Casey’s ’80 simile, not ours) in nearly every profession and government agency and you’ve got an ideal laboratory for student experiential learning. In “The Crisis Managers” on p. 25, you can read how 12 cadets test their mettle against a magnitude 7.0 earthquake in the Greater Boston area. (Don’t panic. It was only a simulation.) Likewise, on p. 17, you can learn about junior Carmine Ricciardi’s semester at the world-renown Woods Hole Oceanographic Institute, where he conducted hands-on marine research alongside working scientists.

Also profiled are Marc Nascarella ’99, the chief toxicologist for the Commonwealth of Massachusetts; William Lyons ’90, a reservist, engineer, and lawyer whose Boston-based firm designs roads, bridges, and hospitals around the world; and James Aird ’13, who spent a year teaching English in northern Iraq and is now getting his master’s in education at Harvard. The three are, respectively, the sons of a subway worker, a firefighter, and a Harvard Medical School professor who researches blood infections. Little surprise then that the three alumni have forged public service career paths of their own.

Elsewhere on p. 29, Maj. Gen. John Baker ’85 shares insight on his challenging mission as commanding general of the Army’s enterprise technology and telecommunications command. He’s based in Arizona, not Boston. But he’s rarely there anyway, so we won’t hold that against him.

Finally, this issue comes out just before the New Year, which marks the official start of Norwich’s 200th Bicentennial. On p. 8, Diane Scolaro, NU’s associate vice president for alumni relations and Bicentennial events, reveals how she’ll help us celebrate this historic milestone with style in the year ahead.

Happy birthday Norwich.



ON THE COVER: Marc Nascarella '99, PhD. Photograph by Aram Boghosian.

THE PRESIDENT’S VIEW

WHAT MY COLLEGE EXPERIENCE TAUGHT ME ABOUT LEADERSHIP



“Something as seemingly innocuous as making sure all your buttons are buttoned speaks volumes about the kind of leader you will eventually become.”

THIS PAST FALL I HAD THE PLEASURE OF RETURNING to New London, Conn., for my 50th reunion with my Coast Guard Academy (CGA) classmates, many of whom I had not seen in 25 or more years. During the four-day celebration, I came to appreciate how profoundly meaningful this milestone truly is. Like weddings, graduations, and funerals, there is something about these moments in our lives that puts us in touch with what we believe and why we believe it.

Our class was small. Out of the 300 who began together as swabs, only half of us graduated; of those 150, 14 are no longer with us. One thing I learned at the CGA—and the same holds true for Norwich—is that being in a crucible of pressure bonds people together. Time and again my mettle was tested during harrowing training exercises. If you have ever been launched in an open Monomoy rescue surfboat with ten oars and a sweep oar that functioned as a rudder, you know that it builds competence and teamwork like nothing else. Tossed about by 10-foot seas—having only our arms, backs, and legs to exert power and control—we learned to rely on each other.

Photograph courtesy United States Coast Guard

As a result, like the alumni of Norwich, I developed a deep and abiding love for the place where I was transformed. It was an environment with a strong sense of camaraderie and equally strong guiding values. To steal a line from General Sullivan, the Coast Guard Academy was where I “discovered who I was,” as well as my purpose in life.

The leadership lessons I learned at the academy were lifelong. First and foremost among them: pay attention to detail. Something as simple as making sure all your buttons are buttoned speaks volumes about the kind of leader you will become.

Two more lessons from those days that have stood the test of time for me are to take care of the people in your charge, and the paramount importance of accomplishing the mission. These critical life lessons are an intangible currency that enables future success as a leader—no matter where life takes you.

It boggles my mind to realize I now have a half-century of perspective on my adult life. If I were to give my 22-year-old self a piece of advice now, I would say slow down and enjoy it more. When you look back at your life through the rearview mirror, you realize that what matters above all else are your personal relationships. It is very easy to get caught up in the “doing” and “having.” But is in the “being” with people, and building strong, deep bonds with them, that life is truly lived.

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

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

LETTERS

Sabers for Cadets

AS MANY KNOW, THE CLASS OF 1963 led an initiative to equip every Corps of Cadets officer with a saber for ceremonial occasions, work that continued well beyond their 50th reunion. In all, more than 100 sabers were donated. On September 14th, members of the Class of 1963 and saber donors from other class years gathered on the steps of Jackman Hall, where they were formally recognized for their generosity in front of friends and family. **Nate Palmer '63**, 55th Reunion Secretary, shares this reflection:

"President Schneider at dinner one night in 2012 asked Col. John Jorgenson '64 if he would donate the saber he carried while at Norwich to the present Corps of Cadets as they were short over 60 sabers for Corps officers. John made a formal presentation to the Corps at a subsequent parade. In 2013, Lt. Col. Arthur Yando '63 asked his 50th reunion committee if they would consider a project to provide additional sabers to the Corps. The committee took up the challenge for their 50th reunion and its members donated 63 sabers to the corps of cadets. Some donors, like Lt. Col. Al Chioffe '63, who donated five sabers, donated more than one saber in the name of a deceased classmate or relative. Lt. Col. William Passalacqua, assistant commandant of cadets, coordinated the effort and had all the sabers engraved per the wishes of the donors. After the reunion, Sig Borkoski '63 asked if he could design and build a plaque [with some 80 names] to commemorate the donation of the sabers for Norwich."

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

The Editor, Norwich Record
NU Office of Communications
158 Harmon Drive
Northfield, VT 05663
record@norwich.edu

Flags at Bourne National Cemetery

ON SATURDAY, NOV. 3, NORWICH alumni gathered at Massachusetts National Cemetery in Bourne, Mass., along with hundreds of others in the light rain to place flags on the gravesites of some 76,000+ veterans. What made it extra special for us alumni and our families was to have a vanload of Norwich cadets arrive to join us. What a wonderful sight! We were proud to see them and their fine military bearing. Many of us approached to welcome them and shake their hands, including a general officer from the Massachusetts National Guard, who was also a Norwich graduate. Someone asked the cadets if any of them were singers. Cadet Andrew Cotton said he was. He stepped up and sang the *Star-Spangled Banner* better than I have heard anyone sing it for quite some time. Over lunch, many of us realized how capable these young cadets are. They are no doubt the cream of the crop—top graduates of their respective high schools. They all appear to have what it takes to do great things after they graduate from Norwich.

Victor L. Kim '60

OUR FAVORITE FB POSTS

Re: USMC Brig. Gen. Raymond Descheneaux '87 Holds Retirement Ceremony at NU, Sept. 4:

Timothy John: "Ray, congratulations on a distinguished career defending this country. Three general officers from F Company. Leadership laboratory!"

Patrick Hoarty '89: "I remember that guy made me do pushups."

Re: The Regimental Ball, Oct. 27:

Kathie MacLellan: "Was asked to Reggie Ball 35 years ago this week. Married him and just celebrated 31 years on Oct. 24. Me VC Class of 1986 and him NU Class of 1986."

CORRECTIONS

IN OUR RECENT ANNUAL REPORT in the Fall 2018 issue, we failed to include Lorna Duphiney Edmundson, EdD, on the Board of Trustees roster. She is a trustee emerita. In that same report, we omitted the following names from our list of Partridge Society annual members: Col. Bob Akam and Col. Melissa Sturgeon, USA '85 (Ralph Noble Associates); Dr. and Mrs. Wm. Mark H. Murphy '67 (Regular Members); and Christopher '81 & Molly O'Connor (Regular Members). The rank and service of Col. Roger Macleod USA (Ret.) '60 was also misattributed.

Finally, we mistakenly included Lisa Belisle's name in a Class of 2011 update about Lisa Malone in the Class Notes section of the fall issue. We regret the error, which not only suggested Ms. Belisle was married but, worse, didn't invite any of her Norwich friends to the wedding, which never happened.

2019 BICENTENNIAL

Celebrating the "BIG WAHOO"

Diane Scolaro puts pomp and circumstance in NU's 200th birthday bash.

"Overseeing Norwich's bicentennial celebration is both an awesome honor and daunting task," says Diane Scolaro, NU's associate vice president for alumni relations and Bicentennial celebrations. A professional event planner, she strives to create experiences that are innovative, well-managed, and, above all, memorable. And as four years of Bicentennial countdown events show, she has the chops to put pizzazz in any occasion.

Scolaro says she is fortunate to work with a "dedicated, energetic, and creative" events team, including Heather Socha, and a "terrific partner" in Bicentennial Commemoration Committee Chair Doug McCracken '70. Together, they have worked hard to create a year of spectacular Bicentennial celebrations in 2019.

Five cities, including New York City, Washington, D.C., Boston, and San Francisco, will host gala events, with Naples, Fla., kicking things off in January. Two dozen NU Clubs will host Bicentennial Birthday Tour parties around the country and the globe. But the biggest "wahoo" will be Homecoming 2019. The university is expecting record-breaking attendance for four-days of traditional festivities plus special Bicentennial events. Scolaro says it may well be "the largest in history." So put on your maroon and gold and come join the party.

FOR DETAILS, VISIT: ALUMNI.NORWICH.EDU/CELEBRATE200

Photo illustration by Mark Collier & Joseph Yglesias





JUNIOR RING JUBILANCE

On October 17, juniors in the Corps of Cadets got their first look at their 2020 class ring. Norwich staff photographer Mark Collier was there to capture their reaction—and what a reaction it was. His shot was selected by the editors of *National Geographic* website’s My Shot photography blog as one of their favorites of the month.

New Cybersecurity War Room Honors

NORWICH HAS NAMED MACK Hall’s new, ground-breaking \$1.6 million cybersecurity nerve center the Thaddeus Buczko ’47 Cyber War Room in honor of retired civil servant and esteemed Massachusetts Judge Thaddeus Buczko. During the Nov. 10 dedication ceremony, Buczko joined Norwich President Richard W. Schneider (pictured), College of Professional Schools Dean Aron

Temkin, family, and friends to celebrate the honor. “Ted has embodied the Norwich guiding value of service before self,” President Schneider said during the ceremony. “With grateful appreciation for Ted’s service to Norwich University, the Mack Hall Cyber War Room is dedicated in his honor, with gratitude, by the Board of Trustees and the President of Norwich University.”



Nutritionist Sam Kass



Cadet Legacy March

5 STORIES YOU MISSED ON NORWICH.EDU

1. Bicentennial Academic Symposium

In October, Norwich hosted a day-long STEAM (Science, Technology, Engineering, Art, and Mathematics) symposium in the new Mack Hall Auditorium. Entitled “Health and Humans—Shaping the Environment, Treating Disease and Changing Culture through Science, Technology and Communications,” the event included a Todd Lecture by former senior White House policy advisor for nutrition Sam Kass. Provocative thinkers Dr. Stephanie Taylor, a Harvard professor, architect, MD, and NU Board of Fellows member; and William Thoet, former chairman of the National ALS Association, also spoke.

2. Women’s Hockey Highlight

Junior women’s hockey forward Amanda Conway is off to another roaring start this season for the Cadets. The reigning NCAA Division III women’s ice hockey scoring and point champion has earned a string of New England Hockey Conference (NEHC) Player of the Week honors.

3. Canadian Fulbright Scholar

The Peace and War Center hosted visiting Canadian Fulbright scholar Sarah-Myriam Martin-Brûlé, PhD, who was in residence at the center as a fall semester Fulbright visiting chair. Martin-Brûlé is the author of *Evaluating Peacekeeping Missions: A Typology of Suc-*

cess and Failure in International Interventions. Studying cases in Somalia, Liberia, and Sierra Leone, her scholarship has sought to understand the conditions under which peace operations succeed or fail. Her current research focuses on intelligence in United Nations peace operations.

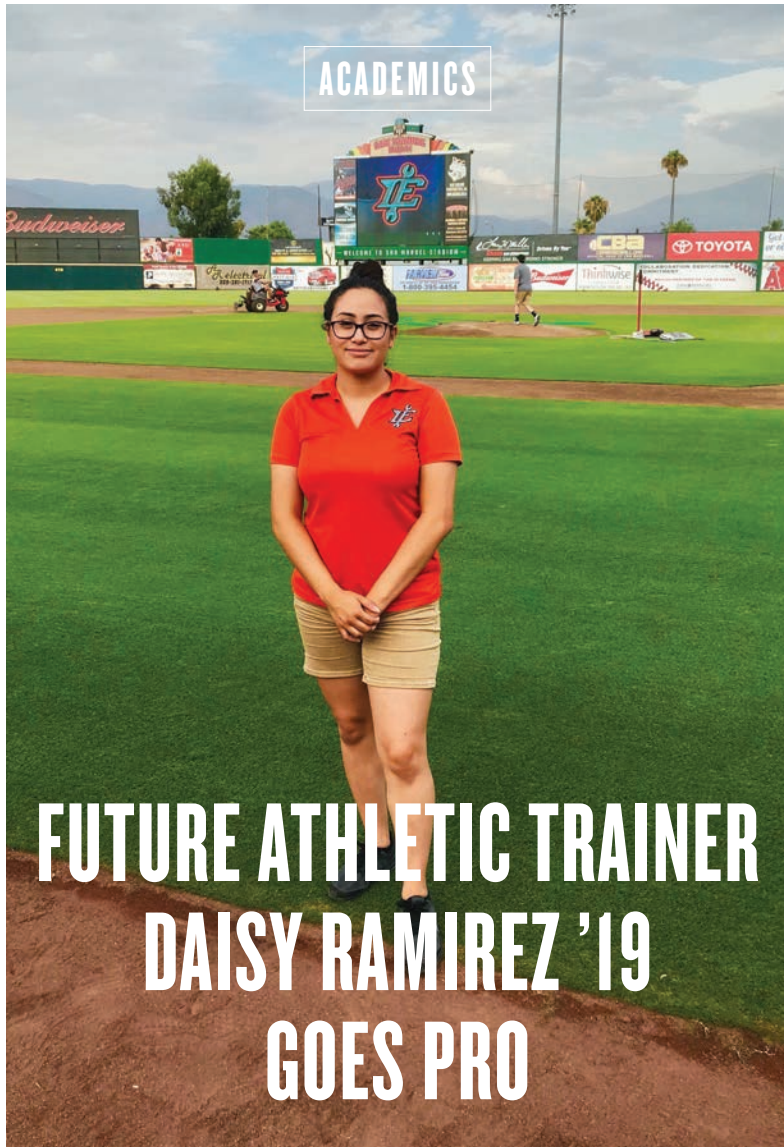
4. Legacy March

NU cadets, alumni and friends continued a nine-year tradition of marching 50 miles to raise funds for The Veterans’ Place, Inc., a Northfield transition home and support center for homeless veterans. The three-day march from Norwich, Vt., on Nov. 1–3 retraced the historic shift in 1866 that brought cadets to Northfield after a disastrous fire burned the original campus.

5. Law Lecture

Guest speaker and noted political scientist Stephen Wasby, PhD, gave a spirited discussion on President Donald J. Trump’s approach to the law and the judiciary before a standing-room-only crowd in October. The author of *The Supreme Court in the Federal Judicial System* and other books, Wasby is the former director of the Law and Social Science Program at the National Science Foundation.

Photographs courtesy Sam Kass (top left); Mark Collier (right)



FUTURE ATHLETIC TRAINER DAISY RAMIREZ '19 GOES PRO

The bilingual senior interns with the Inland Empire 66ers of the California Angels baseball organization.

BY SEAN MARKEY

AFTER SHE EARNS HER NORWICH degree, Daisy Ramirez '19 plans to continue her athletic training studies in graduate school. Her ultimate aim: work in professional sports, preferably in a Dominican Republic baseball league. She took a step closer to that dream by interning over the summer with the Inland Empire 66ers, the top farm team for the California Angels.

“I WAS SO MIND-BOGGLED THAT THEY PLAY A GAME EVERY DAY. THERE'S NO PRACTICE. PRACTICE IS THE GAME.”

From June until August, Ramirez worked side by side with the 66ers athletic trainer, strength and conditioning coach, and nutritionist to prep and treat athletes during their intense summer season. “I was so mind-boggled that they play a game every day. There’s no practice. Practice is the game.”

Ramirez put in up to 12 hours a day over the course of 40 home games during her internship. It helped that the stadium was just 20 to 30 minutes from her home, depending on the traffic. So did her ability to talk with the team’s many Spanish-speaking players.

Even better, team trainer Yusuke Takahashi “let me work very independently, something you don’t always get” during clinical settings in college, she said.

The 66ers proximity to Angels’ Stadium in L.A. allowed Ramirez to tag along as players visited the facility for rehab and was by far the best part of her internship, she says. “It was nice to see a higher level of athleticism ... You got to see the variation.”

The internships are competitive. Ramirez landed hers by applying through the Professional Baseball Athletic Trainers Society.

Assistant Professor of Athletic Training Greg Jancaitis, who directs the Athletic Training Program at Norwich, says the close-knit nature of the program enabled Ramirez to enlist the help of her professors to prepare her application.

Her success, he says, “demonstrates that even students from smaller [Division III] programs can be competitive at the national level.”

It also spotlights the drive, dedication, and focus of athletic training majors at Norwich, he says. “When our students want to achieve something, they put their minds to it and get it accomplished.” Ramirez knows “what she wants to do in her career and is willing to challenge herself to get there.”

The senior’s interest in the field was sparked at the early age of five. Her older sister and de facto babysitter studied athletic training in college. Ramirez says she sometimes tagged along to class.

As for baseball, Ramirez says her family’s loyalties are evenly split between the Angels and Dodgers, who both play in L.A. But she demurs when pressed to name her own team favorite. Perhaps a political career is also in the lineup. ■

Photograph courtesy Daisy Ramirez '19



Rugby Phenom Denisse Zambon '18

The former Cadets captain suits up for the Dominican Republic national team.

BY DEREK DUNNING

WHAT PROMISING YOUNG ATHLETE doesn’t dream of playing for their country one day, dressed in their nation’s colors during international competition?

Denisse Zambon '18, a former captain of the Norwich women’s Division I rugby team, recently lived that dream, representing her native Dominican Republic on its 7s national team at the 2018 Rugby Americas North Sevens Championships in Barbados in September.

“It was an extraordinary and humbling experience to have the chance to play for my home country,” says Zambon, who helped the D.R. place fifth overall in the 10-team tournament.

Leading her teammates in scoring over six games, the wing/center made three tries and nine conversions for a team-high 33 points, efforts that earned her All-Tournament team honors.

Zambon helped the D.R. defeat Barbados 38-0 and Mexico 14-5, before tying Guyana to close out pool play on the first day of the tournament.

On day two, her team lost 12-7 to Saint Lucia, before rallying to beat Bermuda and Bahamas in its final two games to close the tournament with a 4-1-1 record and the Plate trophy.

At Norwich, Zambon enjoyed a successful four-year career for the Maroon and Gold and was a team captain two years running. Ranked among the team’s leading try scorers in every season she competed, Zambon was named a National Intercollegiate Rugby Association (NIRA) All-American after her senior season.

“I gained a lot of valuable experience during my senior year as a captain, and that has helped transform me into a leader on the Dominican Republic National team,” Zambon says.

She was also the first female athlete to receive the Chris Munn Rugby Schol-

arship. The award is presented each year to a returning men’s or women’s rugby player, who demonstrates leadership, courage, and dedication, both on and off the pitch. The scholarship is named after Chris Munn '81, an NU rugby alum who has battled ALS (a.k.a. Lou Gehrig’s disease) since 2013.

“I’m so happy for Denisse and her opportunity to represent the Dominican Republic on the international stage,” says Austin Hall, head coach of the Norwich women’s rugby team. “She epitomizes everything we try to do in the Norwich rugby program. She’s a work-rate player, who has developed elite technical skills through self-discipline and determination.”

Hall says Zambon’s positive attitude will enable her continued success and that her opportunities will continue to grow. At this writing, Zambon was applying to graduate school at American University and NYU, where she hopes to start a master’s program in international relations or translation in January. ■

Photograph courtesy Denisse Zambon '18.



INSIGHT

SERVICE AND LEADERSHIP

Who will fill the vacuum of service and leadership in American today? Norwich graduates.

BY EDWARD KOHN, PHD

Editor's note: *A distinguished historian, author, Teddy Roosevelt scholar, and dean of the College of Liberal Arts, Prof. Kohn delivered the following keynote address (excerpted below) to students, faculty, and staff during fall 2018 Convocation ceremonies at Shapiro Fieldhouse.*

BEFORE I ARRIVED AT NORWICH, I lived and worked for 14 years in Ankara, Turkey. During that time, I watched a beautiful, democratic country descend into autocracy. Right around the 2016 coup attempt, I told myself, when I get back to the United States, I am going to do something—however small—to help defend America's democratic institutions.

I was fortunate to land at Norwich. For me, there was something very attractive about seeking a job here given Norwich's emphasis on service and leadership. Our university is now celebrating the Year of Distinction on the cusp of its 200th anniversary. I am not sure if there is anything that makes us more distinctive as an institution than this part of our mission. If you have met our alumni, you know that service and leadership are paths to distinction, and we have so many distinguished graduates.

Service and leadership: Dare I say we are having a crisis in America in these areas? Service is ingrained in the American character. President John F. Kennedy called on Americans to ask not what your country can do for you, rather ask what you can do for your country. Americans in the 1960s answered, signing up for the new Peace Corps or the domestic equivalent, VISTA—Volunteers in Service to America. But things started to change that same decade. In 1964, 75 percent of Americans said they trusted government. Today that's down to 24 percent. Twenty-four percent! In the 1960s, 70 percent of graduates of Harvard's Kennedy School of Government went into public service. Today it's half that. As Americans, we don't vote. Maybe 40 percent of voters will cast a ballot in November. Americans volunteer less and less.

Yet, here at Norwich, many of us wear uniforms. In our communities, many jobs require a uniform—police, firemen, nurses. Uniforms are symbols of service. When President Schneider asks for all of us in service professions to stand—reminding us that it is one team, one fight—that's a call to service. To serve something higher than yourself. To serve your community, your country. Norwich clearly has much to teach our fellow Americans about service. How can we today further that service mis-

sion and be a model of service for the rest of the country? Let's start small, and I'll start with myself. Today, and in the year to come, I will ask myself: What can I do to serve you, my students, my colleagues? I would say: Let us all on this campus seek to "Serve one another."

Another part of our legacy at Norwich, our distinction, is leadership. I don't even know where to start. As an American, I am so discouraged by the level of discourse of our leaders today. So many of you are in leadership positions, soon will be, or aspire to be. My simple question, which I put to you, is: What kind of a leader will you be? What is your leadership style? Yes, you can yell. Sure, you can bully. You can call your subordinates names. You can attack and belittle them in public. You can pit people against each other.

And we have all failed at one time or another—even our leaders fail. Now, how are they when they fail? Do they admit it, apologize, vow to learn from their mistakes, and do better next time? Or do they double down on their mistakes, blame others, lash out, and learn nothing? Because leadership isn't about you. Leadership is about other people. It's not about making yourself look good. It's about making your people look good. And leadership is also about service. It's about serving other people. It's about serving your subordinates, your organization.

The importance of service and leadership was made all more poignant to me by the death of Sen. John McCain of Arizona. While I may have differed with McCain on much of his politics, who could deny his service and sacrifice for

“Let's start small, and I'll start with myself. Today, and in the year to come, I will ask myself: What can I do to serve you, my students, my colleagues? I would say: Let us all on this campus seek to 'Serve one another.'”

But look at the people on this platform: President Schneider, Provost Affenito, my fellow deans. Is that how they inspire others? Is that how they get the best out of the people they work with? Is that how President Schneider has led this university for 26 years—by being a bully? Or is it by treating people with respect and transparency. By expecting the best of people. By being generous with their time, generous with praise. By being able to identify people's strengths and building on them, empowering them, and supporting them when they fail.

his country? Who could deny his extraordinary leadership? Five-and-a-half years as a POW in North Vietnam, where he was nicknamed the Prince, since his father was a well-known retired Navy admiral. The North Vietnamese guards loved torturing the Prince, dislocating his shoulders over and over and breaking his thumbs. When offered a chance for early release, McCain declined, as the prisoners' code dictated that the first man captured was the first released. He demonstrated extraordinary leadership and service to his fellow prisoners. In



“Now I am asking you to solve the problems of the country and the world. I am convinced all it takes is all of us working together, united, changing things just a little bit at a time.”

politics, as a self-styled maverick, McCain put his name on a campaign finance reform bill against the wishes of his party leadership. He spoke out against the use of torture and famously cast last year’s thumb-down vote against repealing the Affordable Care Act.

His seat in the Senate will be filled. But what about his role as an example to all of us that character, and conscience, and decency matter? His role as a conscientious leader, his life dedicated to the people of his country, his putting country and people over party?

His death has created a vacuum of service and leadership. I worry about what will fill that vacuum. The nastiness and venom and name-calling of our current politics? The politics of dividing us against each other based on race, religion, and gender? Where the term “politically correct” has become an insult for simply showing each other basic respect as human beings and fellow Americans?

It is tempting to despair. Looking out on this audience I do not despair, I firmly believe the answer is in this room.

What will fill the vacuum of service and leadership in this country? You will. You will.

We need you. I need you. This country needs you. And as global citizens, I am not exaggerating when I say, the world needs you. Some of you are only 18. I know that is asking a lot of you. You are pulled in so many directions—the Corps, academics, ROTC, sports, family, work, relationships. Now I am asking you to solve the problems of the country and the world. I am convinced all it takes is all of us working together, united, changing things just a little bit at a time.

I am a Theodore Roosevelt scholar. But my favorite quotation is that of Sen. Robert Kennedy when he visited apartheid-era South Africa and spoke to students at the University of Cape Town in 1966. This was his “Ripple of Hope” Speech. He said,

Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation ... It is from numberless diverse acts of courage and belief that human history is shaped. Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current which can sweep down the mightiest walls of oppression and resistance.

Those ripples start here, my friends. They start today. They start with you. God bless you. May God bless America. Norwich Forever! ■

Photographs by Mark Collier.



ARTIFACT

PRESENTATION SWORD

The story behind a Civil War-era gem from the Sullivan Museum and History Center.

BY JOHN HART

ALTHOUGH LESS COMMON TODAY, PRESENTATION swords, still coveted as a form of art, were given by and to soldiers or their loved ones for a host of reasons. Sometimes the gifts honored a strong leader or an epic battle. Sometimes they were presented as a gesture of thanks or to acknowledge the fallen. For his actions in the American Civil War, BG Joseph Mower (NU 1846) received this sword from his men of the 2nd Brigade, 3rd Division, 15th AC (Army of the Mississippi). It probably cost each of them a month’s wages. Why so much? The exquisite blade was made by the renowned luxury retailer and jeweler Tiffany & Co. From point to pommel, the sword’s superb craftsmanship shines. Note the grip wrapped in slip-resistant manta ray skin. ■

John Hart directs the Sullivan Museum and History Center. For more, visit Norwich.edu/museum. Photograph by Mark Collier.

CARMINE RICCIARDI '20 THE UNDERGRAD

UNDERGRADUATE RESEARCH

Working with WHOI scientists, the environmental studies major researched marine biosystems in Woods Hole.

BY CAROLYN HALEY

TO PARAPHRASE ARISTOTLE and Nike (the shoe company, not the god), if you want to learn something, just start doing it.

This fall Carmine Ricciardi '20 jumped into marine research, spending a semester at the Woods Hole Oceanographic Institution on Cape Cod, Mass. The cadet and Navy ROTC scholarship recipient was one of just seven students chosen for the Semester at WHOI program at the world-renown research organization.

Ricciardi joined undergraduate and graduate geology, environmental science, and engineering majors from other higher-ed institutions to get hands-on research experience with a WHOI scientist. The program combines field- and lab-based coursework and a study trip on WHOI's coastal research vessel, the R/V *Tioga*.

Ricciardi's project studied various oyster aquaculture methods used by Cape Cod oyster farmers in Waquoit Bay. To illuminate their respective nitrogen-removal benefits, he analyzed carbon and nitrogen export and nutrient-removal rates. He also worked to identify potential molecular markers of nitrogen-removal in the sediment-hosted microbial community.

"Oysters are filter feeders," he says. "A single oyster can clean 50 gallons of water a day." The mollusks are one of nature's methods for controlling nutrient balance in the water.

Without such filters, waters become turbid and chemically unbalanced. Surface runoff from agri-

culture, urban areas, septic systems, and other sources puts too much nitrogen and phosphorous into the water, allowing algae and phytoplankton to overpopulate. The blanket they create blocks the natural penetration of sunlight into uppermost marine layers, killing underwater vegetation. The subsequent decomposition leads to oxygen depletion, which kills fish and other creatures and eventually creates dead zones.

Ricciardi joined an ongoing WHOI research project that seeks to mitigate the problem. Monitoring test beds of oyster colonies growing at different depths, the team studies sediment content and water quality. Their goal is to identify specific chemical changes taking place in order to discover the best ways to restore balance.

The data Ricciardi helped collect and analyze will be incorporated into the program's formal paper, contributing to

the scientific literature aimed at finding solutions to this global threat to marine ecosystems.

Still a year and a half from graduation, Ricciardi is on a commissioning track with the Navy. He would like to attend flight school at Naval Air Station Pensacola to become a helicopter pilot after commissioning. To that end, he's spending his free time studying the Aviation Selection Test Battery used by the U.S. Navy, Marine Corps, and Coast Guard to select candidates for training. "I'm treating it almost like another class," he says.

The jump from oysters to aircraft isn't as abrupt as it might seem. The Navy has long worked in partnership with WHOI, funding research and training. Ricciardi's combined curriculum will give him both a broad and fine understanding of the oceanographic and atmospheric systems that affect

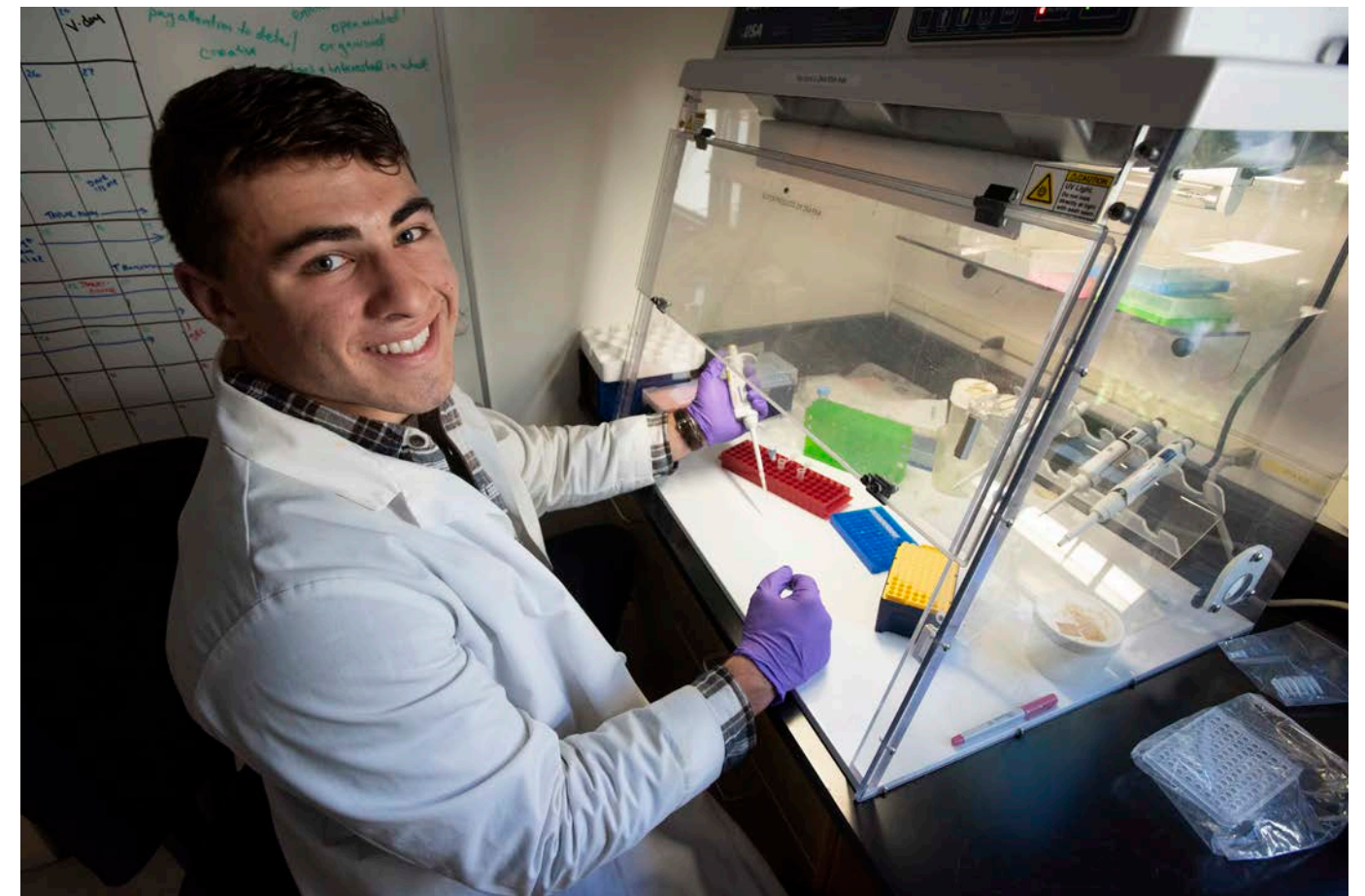
naval research, operations, and national defense.

His recent semester of hands-on science alongside top-tier researchers at WHOI has added meaning and motivation to the balance of his Norwich studies.

Academic advisor and NU Associate Professor of Geology Chris Koteas says the experience gave Ricciardi a valuable opportunity to be "surrounded by PhDs and post-docs in a testable research environment"—one that demands creativity, curiosity, strong critical thinking, and a determination and ability to push beyond.

Because he possesses all those qualities, Ricciardi rose to the top when department faculty compiled a short list of candidates for the competitive program, Koteas says. "He is very driven." ■

Photographs by Thomas Kleindinst



Carmine Ricciardi '20 spent the fall semester at the Woods Hole Oceanographic Institution on Cape Cod studying oyster aquaculture methods and their impact on the marine biosystem. He is the first Norwich student to participate in the renowned research organization's Semester at WHOI program. Norwich is now part of the consortium of select higher-education institutions to nominate candidates for the program.

IMPACT

A TEACHER FOR CRISIS ZONES

James Aird '13 found his calling teaching English in some of the world's most troubled places. Now the Harvard grad student can't wait to go back.

BY SEAN MARKEY

JAMES AIRD '13 STRADDLES A WORLD OF EXTREMES. A year ago, he was living and working in Iraq, teaching English at Raparin University in the Kurdish-controlled north. From his apartment, the walls and windows of which were pocked with bullet holes, he could hear Turkish war planes bombing the world headquarters of the PKK.

Today, the former cadet is back in greater Boston, completing his master's degree in education at Harvard. Only 28, Aird has traveled widely, often lingering in challenging places.

Two years after Norwich, he earned his TOEFL English-teaching certificate and bought a one-way ticket to Vietnam. The day he landed in Saigon, he found a job. He also discovered a calling. Education was "it" for him. "There's a lot of responsibility in a classroom," he says. "I realized pretty early on [that] you're essentially leading a group of people." Aird also shared the passion of his fellow teachers and administrators. "We're all really interested in our work, and we don't do it for the money."

He next traveled to the Democratic Republic of Congo, after an email invite from a member of parliament to teach at a small training hospital in Kivu. The North and South Kivus provinces are notorious for their role in the Congolese civil war and the genocide in neighboring Rwanda. "It's still a terrible area," Aird says. "It's absolutely brutal." The Peace Corps pulled out because of the danger.

Aird stayed several months, teaching medical staff enough English to translate donated

materials and medicine. He drank rain water and swam in a nearby river, but only after U.N. helicopters scared away the hippos. There was one hour of electricity a day. Security was sketchy.

Africa was a stepping stone to northern Iraq. In 2017, Aird joined the staff at Raparin University in the town of Ranya on Lake Dukan. In all, he spent 14 months there. There was no "Green Zone." Aird lived and traveled on his own. Yet, he felt safe. Strangers would stop their cars and offer him a ride. They wanted to share their culture, poetry, hospitality. They invited him home for dinner to introduce their families and throw parties. He bought a horse and went on picnics. He swam and hiked the surrounding mountains, from which sprang the first Neolithic human civilizations. He read *The Seven Pillars of Wisdom*, by T.E. Lawrence.

Sharp and intense, Aird is a sui generis figure. His path is uncommon, and he'd like more company. International crisis-zone education is booming, he says. It can be a good fit for Norwich grads. "You come from such a unique college experience, and there are so many people you can impact overseas." ■

James Aird at the Harvard Semitic Museum of Near Eastern archaeology. Photograph by Sean Markey

Continue Your Norwich Journey

online.norwich.edu/welcome-back



Michael Ford

Bachelor of Science in Criminal Justice
Started on Campus: 2001
Online Graduation Year: 2017

"This place was always very special to me. The heritage here is unparalleled. As I was looking at options, I found the bachelor's degree completion program. I knew that I could come full-circle and finish my degree where I started at a fantastic institution."

Finish What You Started

Your connection with Norwich can continue. See how your credits can transfer toward earning your bachelor's degree online with Norwich University.



Meghan Rioux

Computer Security and Information Assurance
Bachelor of Science Degree 2014
Information Security & Assurance
Master of Science Degree 2016

"I couldn't tell you how much time and energy my professors gave me to help me prepare for my future career. Norwich has never disappointed me, the Norwich family is wonderful and the opportunities are endless."

Unleash Your Potential

Ready to move up or change careers? Continue your journey with Norwich in one of the career-focused online master's programs.

online.norwich.edu/welcome-back

THE TOXIN DETECTIVE WILL SEE YOU NOW

**How Massachusetts State
Toxicologist Marc Nascarella '99
safeguards the lives of millions.**

BY SARAH RUTH BATES

PHOTOGRAPHS BY ARAM BOGHOSIAN



HIS official job title is chief toxicologist and director of the environmental toxicology program for the Massachusetts Department of Public Health. But unofficially you could call Marc Nascarella '99, PhD, a people's scientist.

From his office and lab in downtown Boston, the former USAF airman plays an outsize role in safeguarding the health and well-being of the Bay State's 6.8 million residents—from the safety of the homes and neighborhoods they live in, to the emissions of the nuclear plants they live by, the fish they catch, the water they swim in, and even the pot they smoke.

It's a lot of turf to cover, especially the way he does it—with "boots on the ground." The PhD runs community meetings, takes samples, and speaks throughout the state. Yet, it doesn't appear to be enough to keep the subway worker's son fully occupied. Nascarella also teaches graduate-level toxicology classes at the state's top public university (UMass Amherst) and spends vacations volunteering with Doctors Without Borders overseas.

The constant Brownian motion can make it difficult

to pin the harried scientist down for more than a quick phone interview. But after a fair bit of nagging, he agrees to meet for coffee at a Starbucks in Allston, just across the Charles River from Cambridge. Nascarella sees me coming and waves through the rain-spattered window.

Sitting with military-perfect posture, Nascarella tells me about a participant in a routine health screening study, whose blood and urine tests showed unusual results. "Thalium is a hard chemical, usually mined with other metals. This guy had really high levels of it. We thought, what's going on?"

This is Nascarella's expertise: detecting high levels of chemical exposure in people's bodies through blood and urine tests, figuring out what environmental issue may have caused the exposures, and reducing them. He scheduled a conversation, hoping for clues to his chemical exposure. "He said, I work in a factory. I thought—

nailed it. Must be a factory exposure. But it turned out he was the big boss, and his office was far from the factory floor.”

Nascarella kept asking questions. “Turns out, he was a really health-conscious guy—he ran every day. He realized he’d been having a sandwich and chips every day for lunch. He wanted to make sure he was getting his vegetables, so he bought a huge bag of frozen broccoli to keep at work. And every day, he heated up a bowl of broccoli.” Broccoli was the key: His big box discount store sourced it from an area of South America with thalium-rich soil. Case closed.

AS A KID, IF YOU ASKED NASCARELLA what he wanted to do when he grew up, he would have said join the military or become a scientist. He did both, in an unusual order. In high school, he joined a cadet program, the Civil Air Patrol, and wore his first uniform. Then he enlisted in the Air Force. “I was a security force leader—a cop—on a squad team doing nuclear weapons security.”

After serving, Nascarella wanted to attend college. So he enrolled at Norwich, expecting to get his bachelors degree and a good job after graduation. But then “Norwich opened my eyes to everything else. I’d always loved science, and thought I’d try some science classes.” It clicked. Nascarella credits his Norwich professors with igniting that interest. He followed it through graduate studies, and earned his PhD at UMass Amherst.

But he didn’t shed his military identity entirely. “My boss jokingly calls me ‘The Commander’ because I’ll say, ‘we need to do this, this, and this’”—he thumps a fist on the table between us for emphasis—“and she’ll say, ‘okay, Commander.’”

His position has a broad scope. It encompasses monitoring the safety of recreational bodies of water, contamination levels of hazardous waste sites, and even the areas surrounding three nuclear power plants. He’s also currently running two studies in the field. One

is assessing levels of heavy metal in state residents—like the broccoli eater. The other is measuring levels of marijuana in the body of frequent marijuana users.

His marijuana research has yielded surprising results. Compared to other plants, marijuana “hyperaccumulates” metals from the soil it grows in. “Marijuana can take safe levels of chemicals in the soil, like metal, and concentrate them in the plant tissue.” Even medical marijuana—grown indoors, without the use of pesticides, in a fully controlled environment—can contain dangerous levels of metals. Which is why testing for levels of toxic metals is required for all medical marijuana grown in the Bay State. The risks are likely more significant for long-term marijuana users, who may consume plants grown in far less controlled conditions. “In an urban environment, someone might scoop up some city dirt in a bucket and grow plants in their basement.” Over a period of extended use, he says, “that could potentially be really dangerous.”

Throughout the many facets of his job, Nascarella is on the lookout for such dangers, especially ones aimed at vulnerable populations. He gives the example of a contaminated waste site releasing dangerous metals into the soil around it. “Say that site happens to be right next to a housing development. People living there might not have air conditioners, so they open their windows to cool off. There’s a real risk that those individuals, who [may live in certain areas and] already have a disproportionate burden of disease and environmental exposures, now have contaminated dust blowing through their windows, into their homes.” Nascarella tells whoever’s responsible for the waste site to monitor the dust, spray it down with water to stop it from spreading, and test nearby homes to make sure they’ve controlled the problem. “Absent the state looking after those communities,” Nascarella says, “that might not happen. We have a tremendous ability to implement change.”

He’s like a primary care doctor for the Massachusetts population: estab-

lishing healthy baselines, doing check-ups, monitoring potential issues, and intervening when necessary. Living in today’s world exposes us to contaminants that we’ve heard about on the news, but we don’t know how scared we should be. Nascarella monitors those chemical levels, and when a pollutant crosses a safe threshold, he acts.

And, because he works in a state agency, Nascarella can effect changes quickly. “The federal government is a really big machine, so it’s difficult to move. And sometimes at the community level, we just don’t have the resources needed to make changes.” At the state level, Nascarella has leverage, but not too much red tape.

IASK NASCARELLA TO REFLECT on the general status of the environment, expecting a Massachusetts-specific answer. Instead, the toxicologist launches fluidly into a lecture-ready explanation of the global effects of climate change: “We’re seeing more conflict in regions of Africa,” because farmlands have dried out beyond usability, “farmers are running up against herders, and they both have less space,” we’re seeing arms in usually peaceful regions, “and there’s a shift in geopolitical instability.”

While even a locally focused environmental scientist has to follow the effects of global warming, Nascarella knows more than he needs to. I wonder how, and why, he developed that finer expertise. He explains that he’s “a little hyper-focused” on the topic, because he just spent nine days in Geneva at a Doctors Without Borders meeting on the subject. I’m surprised that his Massachusetts job sends him so far afield, and he clarifies that he volunteers for Doctors Without Borders. “It’s a fun way to spend a week’s vacation.”

The scientist very clearly loves his work. I ask if he ever got tired of it. “I get tired, but not of the work,” he says. “I joke with my boss that I would literally do the job for free. Of course, saying that never works in my favor.”

I wondered, though, if his work took

a psychological toll. He knows so much about the negative health effects of chemicals, and their presence in our food, air, and water. Didn’t that make him anxious? I responded to each of his anecdotes with a new fear, mentally swearing off large bags of vegetables for life, and worrying aloud about dust contamination through my own open windows. (Nascarella reassures me that the dust example was an acute health concern for young children). He mentions a physician colleague who had concerns about heavy metals in raw fish. I ask Marc if he’d eat sushi, expecting a “no.” Instead, he instantly says, “Yes.”

Our bodies, he explains, can tolerate most chemical exposures. He wants to limit the risks of harmful exposures, but he can’t eliminate all exposure. “That’s how we regulate cancer-causing chemicals [in water]—we don’t say they’re not [going to be] present in water. The bigger point is that there’s no such thing as [chemical free]. Even organic produce has chemicals in it.”


I shudder, and say I wish I could move to an island where I’d be safe. “What is safe?” Marc says. “There are chemicals in your body, in everything you eat. Your body has figured out a way to respond to that.”

I ask if there was anything he wouldn’t do because of his work. He knew more about the dangers of contaminants, so he must avoid certain places, activities, foods.

“No, I think the converse is true,” he says. “I have a great deal of confidence in the systems that protect the food supply. I’m a fisherman. I eat recreationally caught fish, and I don’t worry about it. I think understanding those systems is empowering.”

Our meeting over, he gives me a firm handshake, holds the café door for me, and walks out into the rain. It’s after rush hour, and for Nascarella, the end of another day spent working late to keep 6.8 million people safe. ■

Cambridge-based writer Sarah Ruth Bates has a master’s degree in bioethics from Harvard. Aram Boghosian is a Boston-based photographer who contributes to the *Boston Globe* and other publications.



Toxicologist Marc Nascarella helps safeguard the Bay State—from the homes people live in, to the emissions of the nuclear plants they live by, the fish they catch, the water they swim in, even the pot they smoke.

THE CRISIS MANAGERS

Boston is in ruins. What will they do?

BY SEAN MARKEY

IN LESS THAN 48 HOURS, A MAGNITUDE 7.0 earthquake will strike 40 miles outside downtown Boston along the Atlantic coast. The massive temblor will be felt from the outskirts of Montreal to Manhattan. In Boston, buildings made of centuries-old brick will collapse like cards. Sewage lines will break, gas lines rupture. A river skimmed with spilled fuel will catch fire. Power failures will darken swaths of the state, turning the clock back to colonial times.

Once the earth stops shaking, the crisis begins. At that moment, 6.8 million people will turn to 12 Norwich cadets to help lead them through and forward.

Thankfully the earthquake is just a simulation. Developed by the Federal Emergency Management Agency, it is a table-top exercise in crisis management. The scenario serves as a capstone exercise for the dozen Norwich students handpicked for Boston Policy Week. The experiential learning pilot project is an intensive, four-day dive into state-level

policy making and federal and state agency oversight organized by Profs. Yangmo Ku, Travis Morris, and Matthew Thomas.

The interdisciplinary group of political science, criminal justice, psychology, and neuroscience majors is meeting key staff (most of them NU alumni) in the Boston regional offices of the FBI, DEA, FEMA, DHS, and Massachusetts National Guard. They are also engaging with elected officials in the Massachusetts House of Representatives and



Emergency Response Team A: (front row from left) Jennifer Zarycki '20, Morgan Woods '19; (back row from left) Dylan Ackerman '20, Aaron Patterson '19, James Reed '19, Ben Martel '20.

EXPERIENTIAL LEARNING



Press secretaries James Reed '19 (left) and John Robinson '19.

Senate, and staff in the Department of Public Health and the nonprofit MITRE Corp. At night, the students debrief and work on their disaster-response plans.

Cut to Day Two, a Thursday afternoon in mid-October. Yesterday, the team met with Norwich alums Dan McElhinney '80, Timothy Looby '86, and Dennis Pinkham '69 at the Boston regional office of FEMA. Earlier today, it

was State Reps. Harold P. Naughton and Bruce Ayers and State Sen. Anne Gobi and staff at the Massachusetts State House.

Tomorrow it will be the FBI, DEA, and MITRE Corp. But at the moment, the cadets are in a fifth-floor conference room of the Tip O'Neill Federal Building in Boston's West End. There, Matt McCann '94 and three colleagues from the

Department of Homeland Security's Office of Infrastructure Protection (IP) are briefing the upperclassman. The New England regional director touches on the work his office does and some nuances of disaster mitigation and response.

McCann describes his program as a "federal start-up" within DHS's 22-agency federal department. IP works to manage risk and enhance the resilience of key infrastructure, from utilities to harbors. As the 27-year Coast Guard veteran explains, a key component of the work is relationship building. "A year and a half ago, I didn't know any of the secretaries of state in New England," he says. "Now I know them all." Like his counterparts in other federal agencies, particularly law enforcement, McCann says, "Nothing we do in this environment is a solo act. It's a team effort."

Jordan Lutz '20, Dylan Ackermann '20, James Reed '19, and their fellow cadets pepper McCann with questions. How would his office would respond to an earthquake? "We are a risk-management agency," he explains. "We're not a response agency." Then he dives into some details as to why "we are all going to have a bad day" if a 7.0 quake hits Boston.

"In New England, we have a lot of unreinforced masonry buildings," he says. A number stand on shaky foundations. The city's tony Back Bay neighborhood, for example, is "all fill. These soils have a likelihood of liquifying" during an earthquake. Moving on, McCann notes that Boston has four Level-1 trauma centers. "Where are you going to send people if those are all down because of an earthquake?"

John Robinson '19—a political science major and Navy ROTC officer candidate from Tampa, Fla., who serves as a team press secretary—asks about social media. "You need to get your message out there quickly," McCann replies. "Because if you don't, someone else will, but put their spin on it."

What about a tsunami triggered by the quake? asks political science major Aaron Patterson '19, a Vermont National Guard enlistee from Mount Juliet, Tenn. "New England has a lot of ports," McCann says, adding that 90 percent

of all worldwide commerce is maritime-based.

Cadet Commander Morgan Woods '20 asks about early or common mistakes in disaster response. Before the conversation ends, McCann shares this thought on disasters: "Eighty percent of any incident is the same. It's the 20 percent that's nuanced and keeps things interesting."

THEIR MEETING OVER, THE team heads on foot to their next conference room. This one is seven blocks away at the Massachusetts Department of Public Health, where they meet Marc Nascarella, PhD, '99, the department's chief toxicologist and director of its environmental toxicology program. (See profile on p. 21.) In the hour and change they spend together, Nascarella gives an overview of his field and work, pitches students to consider future careers in the U.S. Public Health Service, and runs a brief Q&A on disaster work.

Recent IRL gas-line explosions in the Merrimack Valley, in which 40 homes were damaged after Columbia Gas workers possibly over-pressurized gas lines, allows the toxicologist to spotlight lesser-known impacts of such emergencies on public health. In this case, how big commercial kitchens in the area could be affected by the lack of hot water. Without it, bacteria can't be killed by hand-washing. As a result, is that food-borne disease could ripple through the food supply.

Woods, the cadet commander, asks Nascarella what his chief concerns are in the wake of a disaster. The scientist shares three. "One of my first concerns is people with mobility issues, people in wheel chairs." If roads are out, how do vans reach them? The same applies to fuel for home heating. Blocked roads mean heavy fuel trucks can't resupply consumers. His other concern is the water source for impacted communities. What happens if you "own your own well and your septic system is flowing?"

At 5 p.m., Nascarella makes a hard stop in to catch a graduate course he teaches at night. The Norwich crew walks to the nearby Union Oyster House restaurant, owned by Joe Milano '66,



Emergency Response Team B. From left: Goebanen Clarke '19, Jordan Lutz '20, John Robinson '19, Ben Voll '22, Patrick Bruneau '20, Angelina Coronado '20.

for dinner and networking with area Norwich alumni.

On Friday, Day Three, students visit the FBI, DEA, and MITRE—a highlight for many participants. They meet FBI leader Hank Shaw '88, DEA Boston Strike Force Group Supervisor Mark Tully '92, and MITRE Principal Systems Engineer Brad Stoffolano. Saturday, Day Four, is game time. The students present their disaster recovery plans at National Guard Joint Force Headquarters at Hanscom Air Force Base. They are judged by security expert Chuck Nettle-ship '85, M'03, who plays the role of acting governor. At the outset of the trip, the 12 cadets formed two teams. Each comprised six key leadership positions: adjutant general of the Massachusetts National Guard; press secretary; state emergency management agency director; operations managers, and chief logistics officer; and local emergency management director/chief elected official. In the end, Team A, led by Cadet Commander Woods, prevails. "The teams were evenly matched," she says, adding that they worked well together during the week to "learn as much as possible."

BACK ON CAMPUS, PROF. KU reflects a few days later that programs like Boston Policy Week are powerful because they provide students the opportunity to meet and speak

with high-level professionals working in a diverse array of fields. That exposure can change students' lives—sometimes dramatically, he says. "It has big impact. Before this trip, and after this trip, their future career path can be totally different."

Woods is a case in point. A psychology major and ROTC scholar, she plans to commission into the Army after graduation. Longer term, she aims to earn her PhD and pursue a career in research psychology. But her Boston experience has introduced some new ideas.

"Managing state emergency response was never a task that crossed my mind," she says. But visiting her hometown "to learn how my own state responds to...natural and manmade disasters opened my eyes to a level of preparedness that we require from our local and state governments."

"I had never thought about working in the emergency prevention or management field," she says. "But now it could be a very real [possibility] for me."

Jennifer Zarycki '20, a criminal justice major/forensic psychology minor from Lanoka Harbor, N.J., says the program "was by far one of the best experiences I've had here at Norwich."

The best summation, however, comes from Prof. Ku. "Nothing," he says, "beats experiential learning." ■

Photographs by Sean Markey.

LEADERSHIP

Building the Next Army Telecom Bundle

Why Maj. Gen. John Baker '85 is adding data scientists and quantum physicists to the U.S. Army's vital Network Enterprise Technology Command.

BY SEAN MARKEY

MAJ. GEN. JOHN Baker '85 will tell you he is a soldier, not a tech CEO. But there is overlap. In 2016, he took command of NETCOM, the Army's Network Enterprise Technology Command, which handles 60 percent of the Army's secure telecom and internet traffic. "Every device that you have in a home that allows you to communicate, that's what we provide." As NETCOM's commanding general, Baker oversees 15,000 soldiers and civilians on four continents who operate a sprawling network of satellites, fiber optic lines, software systems, and communications and data centers.

Based at Fort Huachuca, Arizona, more often than not Baker is in the air, traveling to a different time zone, if not continent, to surveil, trouble-shoot, and lead operations. Like any large firm, NETCOM faces significant business environment



“Take a long-term view. Recognize that you can't predict the future. But do as much as you can to anticipate what that future might bring so you can set your team up for success.”

challenges. Among them, an aging workforce; shopworn technology; cyberattacks; the growing disruptions of machine learning, artificial intelligence, and quantum computing; and how to keep pace with trillion-dollar tech companies (e.g., Apple) on a \$1.2 billion budget. "He's trying to posture the command and, more importantly, the Army for what we believe the next five, ten years will be," says Baker's chief of staff, Col. Tim Norton. Here, the commanding general reflects on his mission, vision, and leadership style and what he learned as a Norwich cadet.

NETCOM has an aging workforce approaching retirement age. How are you dealing with that challenge and others?

I see them as opportunities. We introduced a program, for example, that hires a hundred interns in alternating years. The majority of them (150), are electrical engineers and computer scientists primarily. We're doing that so that in the next decade, as they choose to continue serving, we'll have a workforce that has a stronger understanding of the type of architecture that we're going to be employing. By bringing in people with very good STEM skills, I am changing

the structure of the NETCOM work force over time. These people can help us understand the benefits of machine learning, develop deep-learning algorithms, and incorporate the artificial intelligence advances that are starting to see some success. Eventually, we'll transition our architecture from one that is software defined to one that is based on the physics of quantum computing.

Why quantum computing?

Quantum computing is the next big idea in IT. Because you're using essentially quantum physics to generate your computational power that the network will be driven by. With qubits, you can have any factor of combination of numbers—and it's infinite. Right now, our networks are based on binary codes of ones and zeros. There is an [inherent speed limit] based on those ones and zeros. When you get to quantum computing, you're using qubits that can have any value. Your computational power increases exponentially. I've done just a little bit of reading on quantum computing, and I've had several briefs on it. But I can tell you that it has caused me to think much more deeply about the benefits that we can see from using that in our networks to help

us maintain security and increase speed.

How about machine learning?

Right now, a lot of our tasks require some amount of interaction with individuals. Every time we want to push a patch onto the network, we generally have to have one of our system administrators push that fix or update. A lot of these tasks are repetitive. When I took command two years ago, we set up a data science directorate. Now our data scientists are helping us see where cases are repetitive and where, with the design of an algorithm, we can probably automate a process that right now is being done manually. By automating it, we can both increase the speed in which we do it and decrease the amount of error. As good as our men and women are, they sometimes make mistakes. When we talk about machine learning, that's what we're referencing.

And artificial intelligence?

Artificial intelligence begins to use many of the benefits of machine learning. If machine learning is the beneficiary of understanding the data that is produced from our software-defined networks, then artificial intelli-

gence is the beneficiary of the many aspects of machine learning. We will eventually create algorithms that allow, with some autonomy, actions to be taken that don't require an individual to direct each task.

As a leader, how do your position your command or organization for success?

I take the long view—both of what the mission is going to require and the structure that is going to be necessary. That perspective is essential in jobs like this. Take a long-term view. Recognize that you can't predict the future. But do as much as you can to anticipate what that future might bring so you can set your team up for success.

People in jobs like this can be very focused on what's coming at them next month, in two months. But I'd be cautious, certainly, if I was mentoring and coaching people with that kind of short-sighted view. Because at this level, in an organization that's got responsibility for 15,000 people spread across many continents, it's essential that we are looking two to five to ten years out as we set the conditions for success.

What are you reading at the moment?

I've been reading *Money-*



ball [by Michael Lewis] and recently finished a book about the Indian Army at war during World War II. I also read *The Economist* regularly and *Harvard Business Review*. My sister told me about *The Economist* some 25 years ago. I find it to be a fairly neutral magazine. Every quarter, they publish a technology review. I think that's been helpful in my career and I also enjoy their book reviews. I like history and technology, so the books they recommend I usually end up reading. I've been reading *Harvard Business Review* for probably the last eight or nine years. I began when I was promoted to general. I wanted a magazine that would help me understand some of the more nuanced issues of executive leadership.

Speaking of which, what do you think enable you to be as successful as you have been in your career?

I'll tell you two words: Laurie Baker—my wife. I met

her in Germany. She was a Department of Defense school teacher. When I married Laurie and we started having children, I think it only increased my desire to serve in the Army and to do as much as I could to benefit the men and women who I had the honor of either leading or serving with.

What's your leadership philosophy?

I think I am direct in my leadership. I ask people to take on tasks. I give them a vision of what I'm trying to achieve and let them go and accomplish it. I also lead from the front. So I do not spend that much time in my headquarters and haven't throughout my whole career. I'd rather be out among the men and women of my units—whether it was as a company commander visiting my communications teams up on hilltops in Germany or as a battalion commander in Iraq, driving around central Iraq with my security patrol vis-

iting our different small signal elements. Today, I'm only in my headquarters at Fort Huachuca about five days a month. I have a global command and try to be among the units and the men and women of our command across [the world]—Korea, the Pacific, Europe, Southwest Asia, across the United States.

I think the other aspects of my leadership style are empathy and a strong belief in the value of treating people with dignity and respect. I try to give the men and women of my command, the people I've worked with over the decades, as many opportunities as possible to allow them to be as successful as possible.

What did Norwich teach you?

I think the first thing I learned was you're going to have to work hard to contribute. With that work come opportunities. With those opportunities, potentially you could be selected as a leader. That's what I saw at

Norwich. Whether it was in the Corp of Cadets or on the lacrosse field. You were there to study and to get an education. But you were also given lots of opportunities to demonstrate potential in other ways. You just had to work for them.

By the time I graduated, I think I had at least a good understanding of what it was going to require on my part to be a successful junior leader. I took that understanding with me as I became a tank platoon leader in A Troop ... in the 3rd Cavalry Regiment. It was me, 15 soldiers, and our four tanks. That was certainly new and exciting for me. But it was not the first time that I had led 15 people. It certainly wasn't the first time I had gotten four people to work really close together as a cohesive team. ■

Interview condensed and edited for length and clarity. Photographs courtesy NETCOM.

A DAY IN THE LIFE

Charles Grunert '20

Major: Computer Security and Information Assurance

Lifestyle: Corps of Cadets

Home: Chicago, Ill.

Days start early and end late for junior Charles Grunert, a Dean's List student and Army ROTC scholar from Chicago, who is always on the go. The cybersecurity major balances a demanding academic load with his passions for the Corps' Mountain Cold Weather (MCW) unit and music (think trumpet and jazz). On the April day we followed him last year, Grunert spent a windy afternoon on Payne Mountain testing MCW candidates, a.k.a. "Green Sticks," on their knot and rope skills. Later that evening, he led sectional practice for his fellow trumpeters in the Regimental Band in White Chapel. Given his non-stop schedule, meal times were social times—with the odd business meeting thrown in. At night, he joined friends and classmates at Kreitzberg Library to tackle homework and study into the wee hours.

"I doubt any other college's ROTC or cyber program could have pushed me to undergo so much training in leadership and development. It's a project in selfhood like no other," he says today. "But the most meaningful part of the Norwich experience has to do with the people I'm surrounded by." He describes peers as some of the most hardworking, dedicated, and upstanding people he's ever met. "I've changed for the better [thanks to] the pure osmosis of being here."

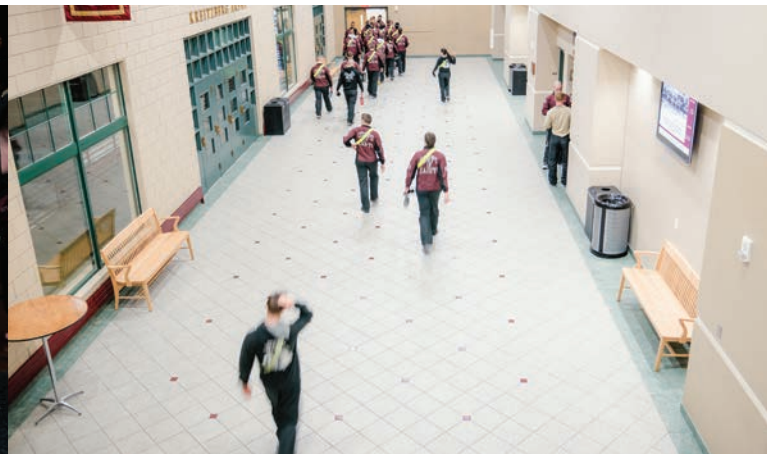
STORY AND PHOTOGRAPHS
BY SEAN MARKEY





5:33 a.m.

Oversleeps alarm, late for morning PT



6:17 a.m.



6:30 a.m.



6:47 a.m.

Shower



7:43 a.m.

Reveille



7:49 a.m.



8:08 a.m.

Haircut



8:32 a.m.



8:52 a.m.



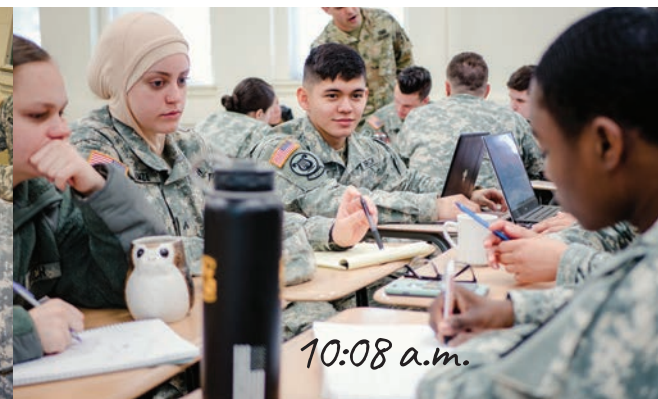
9:06 a.m.

Breakfast



9:53 a.m.

Military Science class



10:08 a.m.

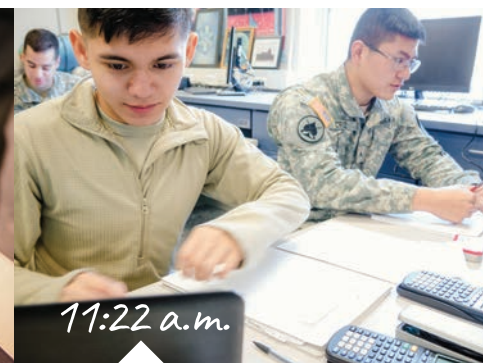


10:30 a.m.

Caffeine at Wise Campus Center

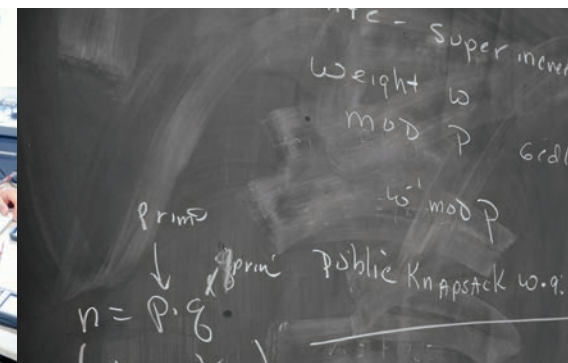


10:57 a.m.



11:22 a.m.

Prof. Gerard LaVarnway's Cryptography class



CONNECTIONS

WICK GRIT

200-MILE ULTRA-RUNNER RYAN FECTEAU '15

Why the lacrosse alum chases the limit of human endurance.

BY TYLER NEVILLE

TO MOST PEOPLE, RUNNING A 100-mile endurance race seems a bit crazy, if not impossible. Completing four such events, then one twice as long, well, that's just outlandish.

Count Ryan Fecteau '15 among the outlandish. In August, the former cadet and Danvers, Mass., native completed the 206-mile Bigfoot 200 race in Washington State. Over the course of the three-day event, Fecteau and his fellow competitors traversed the western flank of 8,366-foot Mount Saint Helens and 206 miles of the Cascade Mountains, ascending 42,000 feet, or nearly 8 miles, in total elevation before finishing in the town of Randle.

For Fecteau, the appeal of such extreme tests of endurance comes down to pushing himself. "My pursuit in running is really all about finding my potential," he says, "which I find through running as far as possible."

His training consists of four 10- to 15-mile runs a week, a longer

four- to six-hour mountain run on the weekend, strength training, and daily mobility and recovery work.

He began competitive distance running his sophomore year at Norwich, running his first 26-mile marathon in the summer of 2013 after helping the Cadets men's lacrosse team win their first-ever Great Northeast Athletic Conference Championship the previous spring.

"MY PURSUIT IN RUNNING IS REALLY ALL ABOUT FINDING MY POTENTIAL," HE SAYS, "WHICH I FIND THROUGH RUNNING AS FAR AS POSSIBLE."

The athlete sees a direct connection between the two sports. "The balance of physical and men-

CONTINUED ON PAGE 37



12:17 p.m.

Lunch time



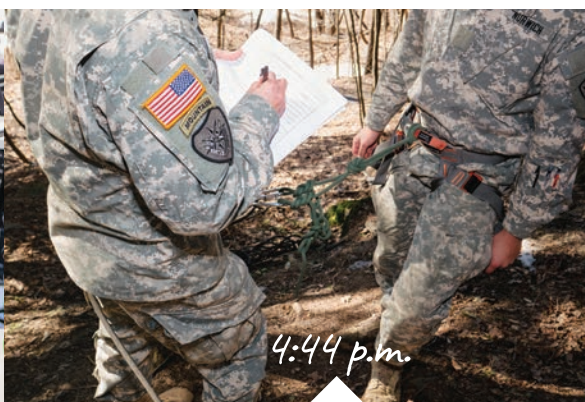
12:50 p.m.

Band notes



2:02 p.m.

Three-hour Networking class



4:44 p.m.

Mountain Cold Weather training



6:13 p.m.

Dinner with friends in Northfield



7:57 p.m.

Regimental Band sectional practice



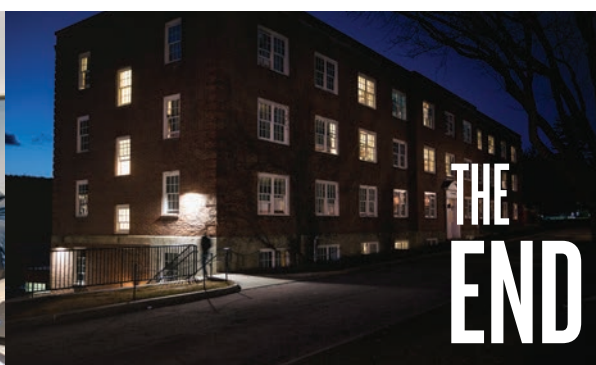
8:22 p.m.

Kreitzberg Library study session



8:24 p.m.

Midnight, lights out



CONTINUED FROM PAGE 36

tal work that is required to succeed in lacrosse is mirrored in running,” he says. “You have to constantly work on both to improve as an athlete.”

Fecteau improved quickly, indeed, running his first ultra-marathon the following summer. From there, he ticked off four 100-mile races, including the 2018 Cruel Jewel 106 in Georgia, where Fecteau finished 13th overall in 30 hours and 44 minutes. Feeling “compelled to go further,” he set his sights on the Bigfoot 200.

“It was incredibly difficult to prepare for because of the enormity of the challenge,” he says.

The brutal 206-mile race features 20 aid stations where racers can access medical care and personal support crews en route. Six stations offer cots and all 20 provide some type of hot food. Beyond that, Ryan was mostly alone for nearly three days of non-stop running. He endured blistering summer heat, frequent rain showers, and cold nights at high altitude through miles of wilderness.

In the end, Ryan placed ninth out of more than a hundred competitors, running the course in 69 hours and 46 minutes—just ten hours off the winner’s pace.

“It was far and away the hardest race I have ever run,” Fecteau says. He says balancing the demands of a full-time job, long hours of training, and a social life requires a lot of time management skills and self-discipline, qualities he honed at Norwich. “I learned that discipline [at Norwich] by balancing academics, lacrosse, and Corps responsibilities.”

Knowing Fecteau, it won’t be too long before 200-mile races turn into 300-mile events. For now, he’s scheduled to run Hawaii’s Hurt 100 in the mountains above Honolulu in January. And after that, who knows? Whatever he focuses on, it’s sure to be equal parts outlandish and impressive. ■

Photograph courtesy Ryan Fecteau.

CLASS NOTES

1951

Friends of Conrad Whitney gathered at the West Harford Golf Club on October 20 to celebrate his 90th birthday. *Photo 1.*

1953

Harold Gilmore shared news of his friend and better-late-than-never NU alum Dick Coffman’s recent trip to the Hill to receive his master’s in military history. The pair were in Baltimore on an Honor Flight New England trip to Washington, D.C., on June 17, 2018. *Photo 2.*

1968

Yank Shugg, John Riggs ’67, and Barry Meinerth enjoyed a fly-fishing trip to Montana’s Big Hole River in October 2017. *Photo 3.*



Front row (left to right): Tim Donovan '62, Conrad Whitney '51, Marilyn Whitney, Oatsie March '51, wife of Hugh, Jacque Donovan. Back row (left to right): Dan Burnham '88, Paul Bova '88, Peter Cuthbert '51, many more good friends, and (far right) Roger Damon '51.



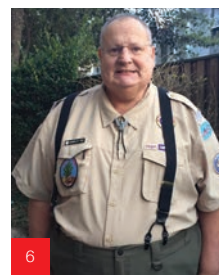
Harold Gilmore '53 and Dick Coffman 'M18.



Top photo: Yank Shugg '68, John Riggs '67, and Barry Meinerth '68 enjoyed a fly-fishing trip to Montana's Big Hole River in October 2017. Bottom: Robert Casella '73. Photo by Roland Barksdale.



Left to right: Peter LaFrance '74, Mark Stevens '74, Jon Melick '74, Brian Lombard '73, Gary Ashworth '73. Right: Charles Roe '77.



1973

“The Norwich University Class of 1973 celebrated our 45th reunion this year,” writes **Robert Cassella**. “I thought that I would jump start the celebration earlier this year ... Falcon Skydiving in Waldron, Mo.” *Photo 4.*

1974

Peter LaFrance reports that a few members from the classes of 1973 and 1974 gathered for a mini-reunion in Worcester, Mass., in August 2018. *Photo 5.*

1977

Charles Roe says he is working for the Federal Aviation Administration as an aeronautical information specialist and continues to help with the Boy Scouts as a commissioner with the National Capital Region White Oak District. “I am still going to the DC VAMC and WRNMMC for treatments,” he adds. In August, he received a Catholic War Veteran Award in Pittsburgh, Penn. “So far I saved 199 U.S. Army Infantry soldiers, four neighborhoods with associated fire fighters, and 50 school kids.” Charles Pittsburgh Roe '77, still serving. *Photo 6.*

1981

John Manning shares news that he completed the Pan-Mass Challenge 2018 this past August. Joining him were son **Liam Manning '20** and **Olivia Bloom '20**. *Photo 7.*



Left to right: Cadets Tim Kelly '85, Craig Vittum '86, Jack Martin '86, David O'Connor '85, and Paul Harrity '86.

1982

Alan Johnston shared a photo from the American Legion Chinapost reunion in San Antonio, Tex., where he ran into **Matt Kristoff '88**. *Photo 8.*

1985

David J. O'Connor, senior vice president of global security and operations at Bain Capital in Boston, wrote to say he met up with **Paul Harrity '86**, **Tim Kelly**, **Jack Martin '86**, and **Craig Vittum '86** at the Norwich Alumni Club of Cape Cod Golf Tournament not long ago. “The boys are still trying to stay ‘one step ahead.’” *Photo 9.*



Patrick McKeen '88 and his son Colin at 13,000 ft. on Mt. Columbia, Colorado.

1988

Patrick McKeen and his son Colin, along with seven other members of Boy Scout Troop 262 from Flower Mound, Texas, spent seven days on a high-adventure hiking and camping trip in the Collegiate and Indian Peaks wilderness areas of Colorado. *Photo 10.*

1989

Col. Jayson Altieri (Ret.) was among the Norwich alumni and faculty who gathered at the August 2018 Civil Air Patrol National Conference in Anaheim, Calif. The group staffed a recruiting booth and shared informational briefings on NU graduate and undergraduate programs. *Photo 11.*

1990

Leo Huott wrote to say that a stop at the Burger Joint in Springfield, Va., led to an impromptu meeting with Rich Raimond '89, Leo Huott '90, and Bill McCollough '91. "What is the chance of that?!"



Left to right: Col. Jeff Carins (Ret.) '80, Maj. Kurt Efinger '09, Col. Jayson A. Altieri (Ret.) '89, faculty member Lt. Col. Jeremy Hodges, Norwich staff member Lt. Col. Anne A. Brechbuhl.



Left to right: Diane Vanecek '79, Nick Rapley '94, James Rapley '94, Frank Vanecek '10H

1994

Vice President of Student Affairs Frank Vanecek and his wife Diane traveled to Newport, R.I., to attend the August 24th Change of Command ceremony for Navy Captain Nick Rapley '94, who is taking command of the Navy Supply Corps School at the Naval Station at Newport. No surprise that Nick's twin brother, fellow NU alum, and Harvard Medical School grad James Rapley '94 was also there to support Nick. Speaking of support, the Vaneceks have stayed close to Nick and James since the two first arrived on the Hill from Los Angeles nearly 30 years ago. *Photo 12.*

1995

Trevor Hough has been promoted to the rank of colonel in the U.S. Army. He is currently serving as special advisor to the vice president for Middle East policy with the Office of the Vice President in the White

House. Hough graduated from Lake Placid High School before arriving at Norwich and has served in the military for 25 years. In 2009, he earned a master's degree from the Naval Postgraduate School, Monterey, Calif. His dad Ernest Hough III must be proud.

1997

Architecture program graduate Rodney Jacques shares news that colleague and business partner Nick Velozo '10 and their firm, William Stark Architects, Inc., has been asked by the local Vietnam Memorial Wall Committee in Fall River, Mass., to assist with designing an 80 percent replica of the Vietnam Wall Memorial. "This memorial would be one of a handful of [similar] Vietnam Memorial [replicas] located in the U.S." Others are being planned and/or built in Kentucky, Oklahoma, Utah, and California. Rodney notes that Fall River is also the home of Battleship Cove, the world's largest collection of World War II naval vessels.



Roxbury Clock

On April 30, 2018, Col. Reinhard M. Lotz, USA (Ret.) '60 donated and delivered an Elnathan Taber tall case clock to Norwich University. The clock, which dates to approximately 1810, resides in the foyer of the President's house and is in memory of Col. Lotz's parents, Ida and Reinhard. Known as a "Roxbury" clock, the case is in the Willard tradition and maintains nearly all of its original elements, including the tin weights. The clock's new home is a fitting tribute to Col. Lotz and his parents for all that they instilled in him as he continues to give back to Norwich University—time and time again.

2007

Nicholas Carswell M'07, a senior project manager and construction inspector in Gainesville, Fla., was recently promoted to associate at his company. Carswell earned his bachelor's degree in political science and history from SUNY Potsdam and his master's degree in military history from the NU College of Graduate and Continuing Studies. He is a certified engineering technician by the National Institute for Certification in Engineering Technologies and holds a number of Virginia Department of Transportation certifications in construction inspection and site safety.



Norwich MPA'10 alumnus Brig. Gen. **John Lawlor** at Yankee Stadium during Military Appreciation Day, where several events took place honoring those who serve and have served. Here, Lawlor administers the oath of reenlistment to several Army Reserve soldiers with great support from the crowd, proud soldiers, and families.



Danielle DelDotto '15 and Madyson Moore '15.



Matthew Marcella '13 and family.



Torrian Peterson M'18 and friends

2011

Malcolm Reid M'11, a course developer at Norwich and a graduate of the CGCS master's of science in information assurance program, has good news about "a recent industry award I received with the team and Norwich community at large: I recently made the IFSEC: Top Global Influencers in Security and Fire. Specifically, in terms of industry rank and category, I am listed as the 10th most influential security thought leader in the world for 2018."

Lt. **Alexander Mullin '11** married Christine Cho on July 29, 2018, at Regatta Place in Newport, RI. He says they were thrilled to be surrounded by Norwich grads and family. *Photo 14.*

2012

Lacrosse alum **Danielle DelDotto** wrote from North Andover, Mass., to say that she and hockey alum **Madyson Moore '15** were engaged on May 19, 2018. *Photo 15.*

In June 2018, the Eastvale, Calif., City Council voted unanimously to appoint Assistant City Manager **Bryan Jones MPA'12** as interim city manager for the City of Corona.

2013

Matthew Marcella shared the happy news that he and his wife Kristen welcomed their new son, Theodore, to the world on July 1, 2018. Teddy will be NU Class of 2041! *Photo 16.*

2017

Alexander Rajis wrote to say that "the MBA degree I

received from Norwich has helped me to secure a graduate faculty position at Harrisburg University of Science and Technology." Alexander is teaching a project management graduate course while pursuing a doctoral degree in business administration with a project management concentration.

2018

U.S. Army 1st. Sgt. **Torrian Peterson M'18** has a heart-warming story about his Army colleagues pitching in on short notice to help his brother-in-law Anthony, who has Down syndrome. When his wife was abruptly told that Anthony couldn't stay with her at work one day, the 23rd Military Police Company stepped in and stepped up.

"Anthony spent [the day] as 1st Sgt. for the 23rd Military Police

Company," Torrian writes. "He addressed discipline issues on soldiers at the Company, especially for those who forgot to call at ease and stand at parade rest! He conducted leaders checks of our areas, making sure they were cleaned to standard. He even got to sit in a turret of a real Humvee and climb the cargo net. He was given a coveted company coin for his hard work, and a lifetime membership in the Gunslinger Company."

Anthony's parent's gave a very big thank you to 1SG Torrian Peterson for taking him under his wing and giving him this opportunity.

"1SG Torrian M. Peterson, NU MSL 2018. Great to see Gunslinger 7 exemplifying the Army and Norwich values," they said. *Photo 17.*

CLUB NEWS

BY HEATHER SOCHA,
DIRECTOR OF ALUMNI & FAMILY EVENTS

NU CLUBS GAVE A WARM welcome to the Class of 2022 at Student Sendoff events over the summer, which saw more than 40 events from Freeport, Maine, to Kaneohe, Hawaii. Parents commended the advice from previous and current students and said they were blown away by the strong alumni support. "They were fantastic!" one parent said. One future rook shared that the best advice he heard was to "find the fastest routes to any destination, especially those involving buildings. The less you're outside as a rook, the better!"

Be sure to check alumni.norwich.edu for 2019 sendoff dates next spring. To ensure you receive email notifications about events in your area, update your mailing address by contacting alumni@norwich.edu.

"Service before self" is a well-known Norwich value. NU Clubs embody this idea every fall during the Season of Service. Clubs across the country volunteer in their local communities in various capacities. The NU Club of Cape Cod, for example, gathered some 30 participants to support the annual placement of 70,000+ flags on the graves of veterans at the Massachusetts National Cemetery in Bourne. A dozen Norwich first-year students and sophomores joined alumni, parents, and family members at the event, and cadet Andrew Cotton '22 performed a beautiful, impromptu rendition of the *Star-Spangled Banner* during the program. Cadets were delighted to connect with Brig. Gen. Chris Faux '86 and Maj. Gen. Gary Keefe '86, who were in attendance for the special occasion. ■



NASHVILLE SENDOFF



RICHMOND SENDOFF



CHICAGO SENDOFF



HAWAII SENDOFF



MASSACHUSETTS NATIONAL CEMETERY

DYNAMIC DUO

R. Pierce Reid M'14 & Jacque Shiner M'17

BY JANE DUNBAR

IT'S IMPOSSIBLE TO SPEAK WITH R. Pierce Reid M'14 and Jacque Shiner M'17 without hearing that nagging voice inside your head that demands to know what, exactly, you've been doing with your life.

The couple boasts enough accomplishments to distribute among a dozen people—and even then, those people would be exhausted. But not these two. Their collective energy and enterprise propel each to ever-greater heights, with no signs of slowing.

“I have the attention span of a ferret who just drank a double espresso,” quips Pierce, an imposing figure with a cop haircut and the beefy arms of a machinist. His power-suited partner Jacque laughs in agreement.

Pierce and Jacque met more than a dozen years ago in Washington, D.C. Jacque worked as an internal senior pricing analyst, successfully shepherding companies through complex, multi-million-dollar government contract proposals. Pierce was preparing to retire from an eclectic career in high-tech marketing, dot-com start-ups, and military information operations.

The two hit it off and talked about the future together and soon relocated to Stowe, Vt., where Pierce grew up.

Shortly after arriving, he joined the town's police department, and has spent the past 13 years as a patrol officer. He also—ready?—co-owns and operates the Vintage Garage, an antique car repair and restoration business; is planting a vineyard on his family's farm; collects and restores military artillery; writes published papers on information security and propaganda; participates in WWI archaeological digs; and is working on a book about USMC Gen. Walter Stauffer McIlhenny.

The last two endeavors are outgrowths of a master's degree in military history, which he earned from NU's online College of Graduate and Continuing Studies in 2014 “just for fun.” For Pierce, the degree was a way to advance his lifelong passion for

military history.

Jacque, in turn, now runs her own consulting firm, OSA Proposals, which she launched in 2015. Along with business-related training seminars, she presents on collaborative procurement relationships to national contract and purchasing associations. She is also slated to become the Worthy Grand Patron of the Order of the Eastern Star (a fraternal service organization). Like Pierce, Jacque also earned her online master's degree from CGCS. Her degree is a master's in public policy and administration, which she completed in 2017.

In recognition of her unparalleled scholarship, including the publication of a textbook chapter on procurement, Norwich presented Jacque with its first-ever “Shooting Star” award. The ink on her diploma barely had time to dry before Rosemarie Pelletier, PhD, who leads the MPA program at CGCS, invited Jacque to develop the curriculum for a new, master's-level course in government contract management.

“My own degree directly impacted my professional acumen,” Jacque says. “I'm excited to give back, by directly contributing to the success of future MPA students.”

Pierce and Jacque maintain deep relationships with the university. He lectures on information warfare in the online military history program and serves on the advisory board of the William E. Colby Military Writers' Symposium. She recently organized a Todd Lecture Series event with former NYPD Commissioner Raymond W. Kelly and will soon teach in the MPA program.

“Everything about Norwich inspires us to be involved,” Pierce says. “It's a great community to be part of.” ■

Photograph by Mark Collier.

ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from July 3, 2018 through October 4, 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.

1942 **Donald B. Farnham**, 99, 7/24/18
1944 **Patricia D. Seivwright**, 92, 9/8/18
1947 **Thomas B. Doyle**, 93, 8/22/18
1952 **David C. Crawford**, 88, 9/12/18
1952 **William S. Cutter**, 87, 9/19/18
1956 **Robert E. Garside**, 84, 8/10/18
1958 **James T. Catlett**, 83, 9/18/18
1958 **John N. Celona**, 82, 8/20/18
1961 **Sylvia Grimm**, 78, 8/27/18
1962 **Ingrid S. Dean**, 79, 9/16/18
1963 **Linda R. Tamm**, 75, 8/24/18
1966 **Edward F. Johnson**, 74, 8/25/18
1967 **Alfred J. Moskal**, 73, 9/26/18
1967 **Virginia C. Saunders**, 71, 9/17/18
1968 **Orin S. Kent**, 75, 8/7/18

1968 **Robert A. Richter**, 73, 8/4/18
1970 **James G. Nassar**, 68, 8/26/18
1973 **Emily G. Brady**, 65, 7/20/18
1973 **Shawn M. Healy**, 68, 9/12/18
1983 **William D. Munster**, 70, 9/15/18
1984 **Mark C. Biron**, 60, 8/25/18
1986 **Clara Woods-Sealey**, 93, 8/13/18
1993 **Dustin P. Tomlin**, 48, 8/25/18
2007 **Patrick G. Skelly**, 83, 8/1/18
2009 **Samuel J. Titus**, 36, 10/4/18
2011 **Brandon L. Pals**, 42, 10/3/18
John L. Abrams, 8/20/18, *Friend of Norwich*
Sharon I. Richie-Melvan, 9/3/18,
Former Faculty Member

Celebrate 200 BICENTENNIAL EVENT HIGHLIGHTS 2019-2020

Mark your calendar for these once-in-a-lifetime events commemorating Norwich's Bicentennial!

Celebrate 200: Bicentennial Galas

Naples, Fla.	January 19
New York City	June 6
Washington, D.C.	October 26
Boston	November 16
San Francisco	January 25, 2020

Homecoming 2019:
Bicentennial Birthday Bash
September 18-22

VISIT ALUMNI.NORWICH.EDU/CELEBRATE200
FOR DETAILS!



History. Tradition. Honor.

THE NORWICH
UNIVERSITY CEMETERY

Northfield, Vermont

*Open May 15-November 15
8:00 a.m.–5:00 p.m.*

For more information, contact
Jamie Comolli
at 802-485-2300 or
jwirasni@norwich.edu

PARTRIDGE SOCIETY

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.

The Partridge Society Board of Directors welcomes the following new and promoted Lifetime and 1819 Circle Members and acknowledges new levels achieved between May 1, 2018 and October 31, 2018.

CHAIRMAN'S ONE DIAMOND

(\$1,000,000–\$1,999,999)

Mr. & Mrs. Lawrence J. Budnick, Jr. '64,
P'86 & G'21
Mr. & Mrs. Rupert Johnson

THREE-STAR GENERAL MEMBERS

(\$250,000–\$499,999)

Alan '75 & Cynthia '75 DeForest P'01
Larry '77 & Kathy Lang
Edward Smith, Jr. '58
Eugene W. '49 & Grace L. Ward

TWO-STAR GENERAL MEMBERS

(\$100,000–\$249,999)

Alfred S. Gardner '53
Elliot & Karen Hershberg
Bill '62 & Tay '62 Sawyer

ONE-STAR GENERAL MEMBERS

(\$50,000–\$99,999)

Mr. & Mrs. Edward H. Behie '59
Albert J. Buczko
Justin '91 & Corine Connors
Brendan '69 & Joan Garvin
Mr. & Mrs. Jeffrey Hannon '86
Richard S. King '68
Chris '83 & Martha Kristian
Robert O. Lindefeld '86
Mr. & Mrs. William N. Priesmeyer '67
Marilyn T. Shepardson W'57
Ronald Souders '69
Philip Tiemann, Jr. '50
Robert C. '59 & Kathryn H. Young P'85

LIFETIME MEMBERS

(\$20,000–\$49,999)

Lt. Col. Anela Arcari, USA '91
Dale Armstrong '88
Brian '68 & Virginia Austin
Lt. Col. & Mrs. James D. Bannister,
USAR (Ret.) '68
Judith Bonney W'58
Maureen Brennan W'64
Mr. & Mrs. Peter Bryant '63
David '80 & Lianne Casey
Guy K. Chester '59
Lt. Col. & Mrs. Robert S. Chilton, Jr.,
ARNG (Ret.) '73
Thomas '68 & Carolyn Couture
John F. Coyle '63
Steven Gagner '03 & M'17
Drew Ganter '89
Bruno '56 & Eileen Goldschmidt
Mr. & Mrs. Donald D. Gray '63
Mr. & Mrs. Paul G. Heffernan, Jr. '80
Michael '74 & JoAnn (Murphy) VC'72
& '74 Kelley P'05, P'06, P'11 & P'15
Ms. Nancy A. Kinder M'04
Erik Liebegott '92
H. Bartlett McGee '57
Dr. Michael '76 & Tammy Palmer
John '70 & Kim Rosado
Dick '57 & Georganne Seavey
Cpt. Charles L. Shultz, USA '62
Todd & Beverly Smith '91
Steven '83 & Cathy Sorice
James '92 & Carrie Anne Whitmore
Col. & Mrs. Barry E. Wright, USA (Ret.) '70

1819 CIRCLE MEMBERS

Albert J. Buczko
Lt. Victoria Zurlo-Havey, USN '13
& Lt. Alton Zurlo-Havey, USN '14
Stephen Jones '71
Elizabeth Kennedy '01
Paul A. Lazure '69
Logan Potkowski '02



WILLIAM F. LYONS '90

CEO, ENGINEER, LAWYER, COLONEL

GROWING UP IN NATICK, Mass., William Lyons worked as the head custodian for the largest florist in New England. “That’s the way I was raised. If you can work, you do work.” At Norwich, he learned grit, responsibility, self-determination, and how to manage his time. He also finally learned how to learn, after many “trials and tribulations.” Today, he is the founding partner, president, and CEO of Fort Hill Companies, a ten-year-old Boston-based boutique architecture, civil and transportation engineering, and structural engineering firm with \$1.8 million in annual revenue and projects around the globe. His nine-page C.V. charts an energetic, diverse career path, including a master’s degree from the U.S. Army War College, a Boston law degree, and numerous professional certifications and peer-reviewed publications. A colonel in the U.S. Army Reserve, Lyons served in Iraq during the ground invasion and earned the Bronze Star. Here, the NU Alumni Association president **reflects** on his unpredictable path to success.

He spoke by phone from an Urban Land Institute conference. “It’s a member-driven group focused on the urban form and improving the quality of life for people who live in cities.”

“I was a **terrible student**. I’d get Honor Roll every semester, but I didn’t learn true study skills.”

“Even to this day I **teach at night** at [SNHU].”

I’ve always needed the stimulation of doing more than **one thing**. My dad, God rest his soul, was a fire fighter for 26 years—that’s what he did. I’ve never been the kind of person who can just do one thing.

At **Fort Hill** we do architecture, engineering services, planning services. About 60 percent of our clients are federal clients. Like the departments of Veterans Affairs, Defense, and Transportation and state agencies, like the Massachusetts Bay Transit Authority, the Division of Capital Asset Management and Maintenance. We design roads. We design buildings, clinics, hospitals. We’re doing a historic landscape study for the VA out in San Francisco and then will start a preservation study for them. We also do a lot of work for the United States Agency for International Development. We’ve got a lot of work in Africa, the Middle East, and Latin America. All in all, we’ve done work in 26 countries.

Clearly, I didn’t set out to be the CEO of an architecture and engineering firm. I majored in electrical engineering at Norwich. I wanted to design and build chips, electronics.

After graduation, I com-

He also **runs a small law practice, a forensic engineering firm**, and has a patent-pending for **transportation technology**.

During the ground war in Iraq, Lyons served in **military intelligence** and later **supervised a hundred tactical human intelligence teams**.

missioned as an Army reserve officer. I came home from the Officer Basic Course and reserve duty in the fall of 1991, and there were no jobs. It was probably the hardest year of my entire life. I applied for every job under the sun. I eventually found work selling pots and pans and china and dishes. I did that for a few months. I made a whopping \$225 in a span of about six weeks, because I’m not good at selling pots and pans.

Then a family friend offered me a job pumping gas at his gas station for \$5 an hour. So, here I am with an electrical engineering degree pumping gas at \$5 an hour. That went on for several months, and finally my big break came. A friend of my father’s came into the gas station. He happened to be the Deputy Commissioner of the Massachusetts Highway Department. He said, “I’ll tell you what, we have electricity in our traffic signals at the State Highway Department. So why don’t you show to the office on Monday?” I could have just said, “No, I’m going to hold out for that electrical engineering job.” But instead I said, “**Sure, I’ll do that.**”

That’s been a consistent thread throughout my military and domestic careers. You have to be an opportunist

and have your eyes open to ideas that might pop your way. So many of my best **military assignments** were just kind of dumb luck. You had to be in the right place in the right time, and you had to be willing to say, “Yes.”

Would I say that I ever set out to be a **traffic engineer**? Yet, there I was, a traffic engineer. Years later, I went to law school. I wanted to be a real estate lawyer. Well, I graduated and tried to get a job in 2008, the absolute bottom of the economy.

It just so happened that my college roommate, Kyle Nerolla, was an engineer for a special operations command. He called me up and said, “Hey, Bill, I have a need for a civil engineer. Do you know anybody that can do that stuff?” Yeah, me.

It was total happenstance, and I launched a business on the basis of that. I literally created a business on that call I was receptive to. I could have said, “No, I’m holding out for that law job.” You know? But a law job wasn’t coming. I kind of knew that. So I said to myself, “You know what? I’m going to take a chance on this gig.” ■

—As told to Sean Markey

Interview condensed and edited for length, clarity, and style.

Lyons’s next job was “**designing, planning, and permitting Walgreens all over New England.**”

Responding to a Boston Globe ad, Lyons was hired on the spot by the mayor of Somerville, Mass., as the city’s new **traffic director**.

LIFE LESSONS

[1] The Norwich community is unlike any in the world. Don’t lose track of those people. Find ways, at every opportunity, to engage with the Norwich community. Because they will find ways to help you and vice versa, like a family.

[2] Be flexible. Have the ability to identify opportunities that aren’t normally in your wheelhouse that pop in front of you. If your aperture isn’t open to thinking about new opportunities, then you might never take a chance on them.

[3] Hard work will get you where you need to go. You might not be president of the United States. But if you wake up every morning with determination and grit and commitment, you’re going to be successful in whatever you’re trying to do.



FIFTEEN YEARS AFTER THEY first met on the Hill, U.S. Air Force Majors Theodore Rogers '05, M'11 and Matthew Diamond '06, M'11 are together again—teaching inexperienced pilots the fundamentals of tactical flight in contested situations.

And they're doing it in Afghanistan.

The pair are among the inaugural members of a multinational team working to stand up a new UH-60 Blackhawk helicopter program for the Afghan Air Force. Their year-long assignment, which will have concluded by the time this article appears, is part of a \$6 billion modernization effort. Its goal, Rogers says, is to elevate the expertise of Afghan Air Force pilots and prepare them to be "leaders making smart decisions on risk, who can advise their counterparts [in the Afghan Army] on how best to deploy aircraft on the battlefield."

The program has proven rewarding not only for the trainees, but for their flight instructors.

"When [the Afghan pilots] first started, in the daytime, they were putting the aircraft—and maybe us—in a difficult situation," Diamond says. "Now, not only are they flying formation at night, they're also navigating in a hostile environment and getting results. It's been immensely gratifying to witness."

Both men landed at Kandahar Air Base thanks, in part, to parallel careers that first took wing at Norwich. Rogers and Diamond both received Air Force ROTC scholarships and qualified as UH-1 ("Huey") medical evacuation helicopter pilots after graduation. They both went on to fly combat search-and-rescue missions in the HH-60G Pave Hawk during separate deployments to the Middle East.

Their careers continued to mirror each other when Rogers and Diamond both earned master's degrees in diplomacy and international conflict resolution from NU's online College of Graduate and Continuing Studies.

"To have to go in and do something extraordinary with people who have language, cultural, and security barriers was daunting," Diamond says. "The [master's] degree offered many lenses through which to view the implications of these barriers, and how to successfully overcome them."

"We make strategic-level decisions and recommendations daily," Rogers adds. "Norwich taught us how to coalesce people from diverse backgrounds so they can perform. In the end, we're all part of one Corps and one team."

Bravo Zulu, gentlemen. ■

Photograph courtesy Mathew Diamond.

Strength



"Norwich University fosters the development of leaders with the ability and willingness to step forward to solve the problems of our generation. This type of leader is very much needed, not just today—but in the future."

Help Norwich strengthen these leaders by joining Bonnie and me; please donate what you can. A planned gift is what works for us. We believe this is a legacy worth preserving."

Bonnie and Michael Elkins '64 designated Norwich as a beneficiary in their will.



Leaving Norwich in your will, like Mike and Bonnie, is easy to do. For more information contact Megann O'Malley at (802) 485-2282 or email momalley@norwich.edu

www.norwichgiftplans.org

Alum First and Last Name
123 Main Street
Northfield, Vermont 05663

2019 BICENTENNIAL



Donovan Lewis '22 of Savannah, Ga., sports the Bicentennial jersey patch that Norwich athletes are wearing this year to mark NU's 200th anniversary.

Photograph by Mark Collier