NORWICH RECORD

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THE END OF AN ERA

President Richard W. Schneider Prepares to Sign Off on His Historic 28-Year Tenure

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Publisher
David J. Whaley '76

Vice President of Communications
Kathy Murphy

Editor in Chief
Sean Markey

Art Director
Natalie Baber

Photographers
Mark Collier Karen Kasmauski
Matt Furman Michael Menn '19

Copy Editor
Carolyn Haley

Ad Design
Robbie Blanchard Joseph Yglesias

Contributors
Matthew Crowley Jessica Sicard
Eddie Habeck Stephanie Snell
Eucaris Medina Diana Weggler

Correspondence
EDITOR, THE RECORD
158 Harmon Drive, Northfield VT 05663
(802) 485-2403 | record@norwich.edu

Address Changes, Class
Notes & Obituaries
Office of Alumni & Family Relations
(877) 631-2019 | alumni@norwich.edu

Norwich Online
www.norwich.edu

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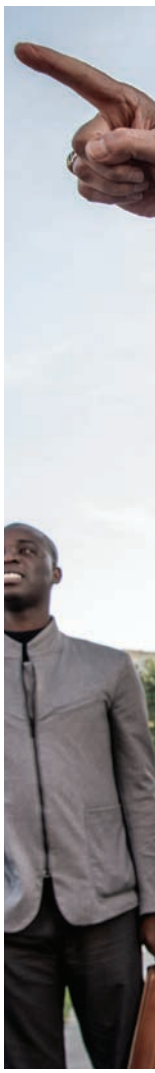

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The Norwich Spirit

President Schneider, Sue and Lyman McWain '65.

"My exposure to Norwich graduates through the years proved to me that as a group we were willing to take risks, enjoy our professional life, and are driven to high achievements in our industries. Many stories have been told, and the wonder of it all is the similarities we expressed, regardless of our professional experience or magnitude of financial achievement. ***There is something in our personal formula, some thread, that is the Norwich experience.***

We give to Norwich annually using the tax advantage of contributing stock directly to the University from our IRA/401(k) funds. By gifting stock as part of our Required Minimum Distribution (RMD), we bypass income and capital gains tax on the withdrawal. If your IRA grows, you may even earn back the money you donated to Norwich. It is truly a win-win situation.

Sue and I believe Norwich is the best investment we can make to improve this country, and the world. Our gifts allow students to enjoy the valuable Norwich experience, eventually bringing those qualities learned at NU to leadership positions in the world community. We are honored to be in a position to give back to such a wonderful cause."

– Sue and Lyman McWain, Class of 1965

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Congress passed The SECURE Act, effective Jan 1, 2020, which affects the rules regulating your IRA distributions. To learn more about The SECURE Act, or about ways that you can make a planned gift to benefit Norwich, please call Megann O'Malley, Associate Director of Planned Giving, at (802) 485-2282, or email at momalley@norwich.edu.

An Honor and Privilege

As the end of my final year as president draws near, I find myself reflecting on what Norwich and Norwich people have meant to me, while also thinking ahead about our university's future.

Serving Norwich has never felt like a job. It goes much deeper than that. Everything Norwich represents perfectly aligns with my beliefs, convictions, and values—matching every dimension of my personality. Where else could I find an opportunity to be in academics and support the military at the same time? Two activities I love!

More significantly, the position has given me meaningful purpose, such that I am having difficulty envisioning disengaging. For the past 28 years, the students, faculty, and staff have been my source of energy and intellectual stimulation. They invigorate me; every morning I cannot wait to get up and go to work.

The children's author A. A. Milne wrote, "How lucky to have something that makes saying goodbye so hard." There are so many things Jaime and I are going to miss: dancing at the Regimental Ball; cheering on our terrific sports teams; attending band concerts, Pegasus Players performances, the Military Writers' Symposium, and the Todd Lecture Series; participating in our Junior Ring ceremonies; and of course, presiding over rook and civilian arrivals, Homecoming, Commencement, and Commissioning.

Most of all, Jaime and I are going to miss seeing Norwich students grow up before our eyes. It is a privilege to witness their transformation from wide-eyed freshmen to confident graduates. Informally engaging with students while walking our dogs around the UP has given us the opportunity to forge real connections. The bonds of friendship we have formed with students, faculty, staff, and alumni have been by far the most rewarding aspect of our time on the Hill.

It is because Norwich molds great people—whole, well-rounded, down-to-earth, commonsense people. It produces doers and makers, leaders who are able to get things done. And it has molded me as well. Norwich gave me the opportunity to have a vision and then execute on that vision. That is what founder Alden Partridge did. It is what Norwich still teaches.

In the spirit of our motto, "I Will Try," I have endeavored to serve Norwich faithfully and to the best of my ability, while remaining true to Partridge's vision. And thanks to your faithfulness, I will depart from our beloved Hill having left it on solid footing. I cannot thank you enough for your support, your loyalty, and above all, your friendship. That said, I need everyone reading this to provide our new president with the same level of commitment you have provided me. It is easy to say, "Norwich forever!" But if you truly mean those words, turn them into action.

Our world needs Norwich graduates more than ever. As I look to Norwich's future, I see great promise and the continuation of our mission "to make moral, patriotic, efficient, and useful citizens." Even though I will no longer be at the helm, Norwich will remain forever in my heart, and Jaime and I will be cheering from the sidelines, watching with great interest and devotion.

Norwich forever!

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

News From

NEW PRESIDENT

U.S. Air Force Col. Mark Anarumo, PhD, was selected as Norwich's 24th president, following the January Board of Trustees meeting in San Francisco. "Col. Anarumo emerged as the most capable candidate for this position," Board Chair Alan DeForest '75 said. "We are confident that we have selected an exceptional individual who will inspire our 200-year-old university to reach even greater levels of excellence."

Anarumo comes to Norwich from the U.S. Air Force Academy in Colorado Springs, where he served as a permanent professor and director of the Center for Character and Leadership Development. He was previously the vice commander of the 39th Air Base Wing at Incirlik Air Base, Turkey, where he oversaw some 5,000 U.S. military, civilian, and contractor personnel and directed the combat readiness of U.S. Air Force units at Incirlik and four other installations.

Anarumo assumes his new post on June 1st. He replaces President Richard W. Schneider, who is retiring *(see related article on p. 14)* after a historic 28-year-term leading the university. Read an in-depth interview with Col. Anarumo in our upcoming Summer 2020 issue.

FORGED & FIRED

In February, the Sullivan Museum and History Center opened a new exhibit on sword, saber, and firearm craftsmanship. The exquisite examples come from the museum's permanent collection, as well as loans from the International Spy Museum, the Fleming Museum of Art, and the Fenimore Art Museum, among other institutions. Look closely and you'll also find steampunk weapons and reproductions from *Star Wars* and *Star Trek*. Now through December 2020.

The Hill

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5 STORIES YOU MISSED ON NORWICH.EDU

1 $650K NSF GRANT

A team led by mathematics Prof. Darlene Olsen won a five-year National Science Foundation grant to support scholarships, mentoring, and curriculum improvements in first-year mathematics courses. Scholarships benefit low-income, academically talented incoming high school students majoring in biology, biochemistry, chemistry, mathematics, neuroscience, or physics.

2 LIFT HOUSE DEBUTS

In January 2020, the Design+Build Collaborative in the School of Architecture + Art announced the completion of the LIFT house. Sited in Barre, Vt., it is the first of two new custom tiny house designs built to serve people with mental illness or who are homeless or at risk of homelessness. The project is a partnership of Norwich, TD Bank, Downstreet Housing & Community Development, Washington Co. Mental Health Services, and the Vermont Housing and Conservation Board.

3 "UBER" FOR INTERNS

Beginning in the spring semester, students without a car can easily travel off campus to reach internships with Vermont employers, thanks to Career Cab. The ride program is funded by a $20,000 Vermont Labor Department Workforce Education and Training Fund Internship Program grant.

4 RUGBY FINAL FOUR

In December, the men's rugby team finished fourth in the USA Rugby Division II 15s National Tournament. The season marked the team's third top-four finish in the nation in the past four years.

5 HOCKEY SOCK TOSS

The men's ice hockey team paired with Northfield sock manufacturer Darn Tough Vermont®, which donated 1,500 pairs of socks, for the team's second annual sock toss. Norwich also donated new socks to five area nonprofits that distributed the warm winter woolens to community members in need.

Anarumo photograph courtesy USAF; all others by Mark Collier

FUN FACT The president of Panama is NU alum Laurentino Cortizo '74. Campaigning against corruption, he was elected to a five-year term in May 2019.

V/R LETTERS FROM OUR READERS

Editor:

Re: *"The Mentor: Forty-four years into his Norwich career, Prof. Frank Vanecek hosts a Homecoming Computer Class Reunion" (Norwich Record,* Winter 2020):

I was one of Prof. Frank Vanecek's original students in 1976–77, and one of his first computer tutors under the old work-study program deep in the Dewey Hall bunker. I am also one of Prof. Vanecek's lifelong students. I had the pleasure and honor of attending his reunion class during Homecoming 2019. Frank brought the same vitality, intensity, and humor that I remember as a student and even gave me the "Tutor on Duty" sign from the bunker. Afterward, my wife Anita Megas '81 expressed her regret that she never had Frank as a professor.

Norwich and I parted ways in 1979 after four-and-a-half years of me trying to get a degree. I had run out of money and was butting up against a 1.88 GPA. (Believe me, I earned every grade I received, from A to F to I.) But eight years ago, the bug that [development director] Dave Casey '80 had put in my ear at Homecoming 2011 buzzed louder and louder. Seeing that Prof. Vanecek was still at Norwich, I emailed him to ask if it was possible for me to come back and finish after almost 33 years. He wrote back to say that he'd look into it, but could make no promises. The next communique I got, Prof. Vanecek had appended the requisite academic petition and instructions for me to reapply. My heart caught in my throat when I saw that he not only signed as my academic advisor, but gave me a very firm and positive recommendation. I was accepted, and Prof. Vanecek told me about his own PhD and promotion to VP before turning me over to Prof. Benabess.

The upshot of the story: I earned A's in the two courses it was determined I needed to complete my degree, after Norwich staff reviewed my Norwich, Springfield Technical Community College, and Community College of the USAF transcripts. I was awarded my Norwich degree on August 24, 2013—38 years to the day I had first set foot on campus for Rook Week. The following May, I attended Commencement so that my mom could see me walk across the stage. Prof. Vanecek took three hours out of his busy schedule that weekend to give my wife and me a tour of campus and have lunch with us at the Wise Campus Center.

In my heart, Prof. Vanecek is the very model of a true professor and exemplifies the spirit of Norwich. Thank you again Prof. Vanecek—my affection and respect always.

Sincerely,
Steven P. Robinson '13
NUCC '79

P.S. I also heard that President Schneider took interest and went to bat for me, too.

CORRECTION

Dick Thayer '59 wrote to correct a caption error in our story about the Magnificent Class of 1959 ("The Alumni Parade") in the Winter 2020 *Norwich Record.* It was Gordon Fawcett '59, not Dick, who appeared in a photo with Dave Bockoven '59 carrying the class banner. "[Gordon] was there because he is much better looking," Dick explained.

What I Wear to Class

Leah Cifuentes '19, M'20

Major: Online Master's of Public Administration
Hometown: Pittsburgh

Earrings: "My mom is from Guatemala." Her sartorial advice? Always have a touch of jewelry, especially earrings.

Winter ACUs: A fall semester international exchange student at NU, Lee is a Republic of Korea Army ROTC cadet from Han Yang University, the MIT of South Korea.

NU Ring: "My pride and joy." She says it reminds her of all the sacrifices she made, academically and as a cadet. Cifuentes graduated summa cum laude and earned a full scholarship for her NU online master's program.

Fave Photo Pose: In Korea, a crossed thumb and index finger makes a finger "heart." "All of our citizens, even presidents, use this."

Favorite Class: English 101. "My professor, Kate Donley, was really awesome. She invited us all to her house and made dinner."

Overcoat: "I wear this jacket when I want to be extra professional" but still have a touch of color. She bought it last year with pooled gift cards from J. Crew.

A.W.O.L. Jacket: "I have two more things to wear in winter. We have four seasons and winter is so cold, like here."

Secret Habit: Cifuentes works full-time in the NU development office while pursuing her online master's degree, but still makes getting 8 to 10 hours of sleep a night a priority. "I want to be healthy many, many years to come and live a long, happy life."

Jiho Lee

Major: English
Hometown: Seoul, South Korea

Shoes: Purchased at Littles, a venerable family-run store in Pittsburgh that stocks stylish, lesser-known brands.

BALI, INDONESIA

AUGUST 19, 2019

Following a summer internship in Seattle, architecture program master's candidate and newlywed Michael Menn '19 traveled with his wife to Bali for their honeymoon. Here, a captive elephant gives Katya a "kiss" at a safari show in Ubud. The couple also met far less gentle species, including the island's abundant, larcenous, and apparently tech-savvy monkeys. "One of them climbed on me and tried to open my backpack and get my drone out," Menn said.

Photograph by Michael Menn '19


Charm.

ATHLETICS

HOCKEY GOAL GOES NATIONAL ON ESPN'S *SPORTSCENTER*

Junior forward Ryan Boucher's falling-down goal against Middlebury draws Hall-of-Famer comparison

BY MATTHEW CROWLEY

In a January win over Middlebury, Ryan Boucher '21 scored in spectacular style with minutes to go in the third period, thrilling fans at Kreitzberg Arena. Thanks to ESPN, sports fans across the country also got to share the joy.

Boucher's dazzling goal ranked sixth among the night's top 10 highlights on the network's *SportsCenter* program. Jack Korte of WPTZ-TV, Channel 5, a Burlington NBC affiliate, shot the video, saved on Norwich's Instagram page. (You can see it here: https://www.instagram.com/p/B7V9ZAQgdKN/.)

As the play developed, Boucher, a junior forward from Fitchburg, Mass., displayed deft stickwork after taking a pass from Cadets defenseman Connor Swystun '19.

Boucher carried the puck through two Middlebury defenders, zipped down the left wing, cut in on goal, and backhanded a shot past the Middlebury goalie. Boucher's momentum carried him forward enough that he fell down after depositing the puck.

"Connor ... flipped the puck out of the defensive zone. When it landed, I had a lot of speed coming up the board and noticed it was still a bouncing puck when it reached the defenseman's feet," Boucher recalled. "I swung my stick at the bouncing puck to get ... on the inside of the defenseman. Once the puck settled, I knew I had a step on the defenseman [and] I could beat him to the net. I brought the puck there."

"The rest happened so fast," he added. "I saw the goalie stretch out and had a good position so I lifted the puck over his pad. I had a lot of speed, and when I got up, I jumped onto the glass. I don't score goals like that too often anymore, and it was really exciting."

SportsCenter anchors Elle Duncan and Toni Collins certainly seemed excited. "Oooooooh man," said Duncan, whom local audiences might know from her days at Boston sports broadcaster NESN. "Listen, he wanted to play foosball," Duncan said in a pop-culture nod to the 1998 movie *The Waterboy*. "But I think it's best that he ended up playing hockey instead, because he looks very Bobby Orr-ish out there."

Bobby Orr is the Hockey Hall of Famer who scored a famous falling-down goal to help the Boston Bruins win the 1970 Stanley Cup. Sports commentators have dubbed that score, against the St. Louis Blues, the "Orr soars" goal.

"Being mentioned in the same breath as Bobby Orr is kind of crazy," Boucher said. "I think it was the way I fell as I scored as to why people are even mentioning me in the same breath as him. That is the only possible way someone could ever compare me to one of the greats."

We beg to differ.

UPENDING TRADITIONAL SPORTS

Unless you've been stuck on an asteroid, you'll know that eSports are huge. More people watched a recent League of Legends World Championship than the NCAA Final Four and the Super Bowl combined. *Gamer and computer science Prof. Jeremy Hansen helped establish the NU eSports team in 2018. Since then, it has taken off like, well, a rocket. It now boasts more than 60 players who compete in six games at the varsity, junior varsity, and club level—making it one of largest teams on campus. Incoming Norwich players can even earn scholarships. Generation Z welcomes you to the future of sport.*

Photograph by Mark Collier;
illustration from iStock

THE END OF AN ERA

Endings can be bittersweet, especially when it comes to the things you love. As his transformational 28-year tenure draws to a close, President Richard W. Schneider finds saying goodbye is harder than he expected. He is not alone

By Sean Markey
Photographs by Matt Furman and Karen Kasmauski

One day not long ago, President Richard W. Schneider landed at Chicago's O'Hare Airport and hailed a cab. It was midmorning, and earlier that day Schneider had woken up at 3 a.m., left his house by 4 a.m., and driven to Burlington airport to catch a 6 a.m. flight to the Windy City. He made the two-hour plane trip to attend the Liberty Gala, a military appreciation ball and fundraiser for the Pritzker Military Museum and Library. His appearance would be a show of support not only for the cause but also for the gala's organizer and museum's founder, Col. (IL) Jennifer Pritzker, IL ARNG, (Ret.)—a longtime friend, Norwich benefactor, and trustee emerita of the university. As Schneider climbed into his cab, a small flat screen television pointed at the back seat took aim. It soon played a commercial for Flatiron College. Based in New York

Photograph by Matt Furman.

"It's been a year of lasts," says Pres. Richard Schneider, pictured here with his wife, Jaime. Both say they will miss Norwich terribly when Schneider officially steps down on June 1.

Photograph by Karen Kasmauski.

City, Flatiron is an eight-year-old, for-profit coding boot camp that teaches online software engineering, computer programming, data science, cybersecurity analytics, and UX/UI design courses. The company, which has upward of 150 employees, was acquired in 2017 by WeWork, the troubled shared office space startup, and has since expanded to ten major U.S. cities. Tired as he was, Schneider was in no particular mood for Flatiron's commercial. As electronic music pumped through the cab, lush video footage cut from keyboards to computer screens to students that looked like models (or vice versa) while a perky narrator promised that Flatiron could teach students to code in a matter of months. It also guaranteed they would land a well-paying job afterward or—and here's the part that Schneider found especially galling—their tuition would be free.

"Free!" Schneider repeated several weeks later, his voice cracking a bit in exasperation. Schneider was now standing in the Mack Hall auditorium back on the Norwich campus. Dressed in his green Vermont State Militia uniform, a slim skin-toned microphone projecting from his ear, he paced in front of the stage's ruby-red velvet curtains. Faculty and staff sat in the audience, having just watched, on replay, the same Flatiron College commercial that had ruined their president's cab ride in Chicago. Schneider had called for the mid-November assembly to update them on the latest Board of Trustees meeting and other initiatives. Smooth and unscripted, the president spent the better part of an hour walking through the business challenges facing colleges and universities today and the initiatives that he and the board of trustees were undertaking to position Norwich smartly, hopefully, for the near- and medium-term future.

In his final months in office, he seemed intent on leading to the very end. "Guys, this is serious," Schneider told the audience. "Everything is changing. We've been talking about this for a couple of years … and now it's really getting serious." Schneider ran through the maelstrom of factors buffeting higher education today, from rising tuition costs and the student debt crisis to families asking questions of affordability or the most existential of all: Is a college degree even necessary? "I'm at the tail end of this career," he said. "But this is very important for you to get and to work on, because this will now follow you, I think, the rest of your professional lives … deep into this century. This will not turn around. That means you're going to have to work harder—I know none of you want to hear that—and smarter. Now I think we're going to be able to compete very well, and the data shows that we are. But [you] can't

Pres. Schneider and Board Chair Alan DeForest '75 work together early one morning at Woodbury Hall.

Photograph by Karen Kasmauski.

rest on your laurels."

As Schneider made clear that afternoon, higher education is a challenging, rapidly changing, and increasingly tricky business to be in today. This is especially true in New England, where the number of college-age students continues to decline sharply. While some parts of the country seem awash in college-bound students, particularly southern and western states like Florida, Texas, Colorado, and California, the outlook in Vermont and New England is far more bleak. In the years ahead, the drop in 18- to 24-year-olds will be less of a downward slope than a cliff, especially in 2025, when the impact of the 2008 Great Recession and the emergency brake it put on birthrates hits hardest.

Despite the funnel clouds of disruption advancing on the horizon, Schneider shared his faith and belief that afternoon that Norwich could and would prevail. Many strategic initiatives were underway. NU would soon open an administrative office in Denver, Colo., for example, to help place undergraduates in internships and recruit new students to its online degree programs. Left unsaid was what would be, perhaps, a far more difficult challenge, at least on a personal level: The president would no longer be the one to steer his beloved university through such perilous times.

Schneider has been a transformational leader. In the nearly three decades that he has served as president, five Vermont colleges have gone out of business, three of them in the past year alone. But Norwich has only grown stronger during his tenure, increasing annual enrollment by some 1,500 full-time students and launching an online college that now graduates as many if not more students each year than the traditional brick-and-mortar campus does. Under his leadership, Norwich has grown from a $30 million to a $110 million a year business, while the endowment has increased from $40 million to $221 million. He has invested in faculty research, endowed student scholarships, launched applied research centers and academic centers of excellence, and overseen the construction of a new library, campus center, museum, fieldhouse, two new civilian dorms, renovated athletic facilities, biomass central heating plant, and Mack Hall—a four-story, 58,000-square-foot academic showpiece that stands among the crowning achievements of the university's recently completed five-year, $121 million Bicentennial *Forging the Future* campaign.

The most important relationship at any university, Schneider says, is the one between its president and its board chair. So it's telling when Board Chair Alan DeForest '75 describes Schneider as the most


SCHNEIDER

Working in his Jackman Hall office, Pres. Richard W. Schneider inscribes a copy of the Norwich Bicentennial history book, *Citizen & Soldiers,* to Vermont Sen. Patrick Leahy.

Photograph by Matt Furman.

consequential president in NU history since university founder Capt. Alden Partridge. That Schneider has remained in his post for 28 years—an anomaly in higher education—is all the more remarkable and a testament to his ability to adapt as a leader and grow new skills, DeForest said. The Norwich Schneider arrived at nearly three decades ago is vastly different from the university he leads today. "Now he's running a very complex organization, which demands very different skills," DeForest said. "He has made that transition himself." As Schneider has thrived, so has Norwich. At other institutions, leaders arrive "with certain skill sets and you apply them to the right situation and they do very, very well," DeForest observed. "But as things change, most of the time you find yourself changing leaders. It's not surprising that college presidents, on average, last less than five years, and yet [Schneider] has lasted 28 years. It's amazing. And not only has he ... lasted ... he has excelled."

"He is beloved on this campus," said Dave Whaley '76, vice president of development and alumni relations and a fixture in Jackman Hall for nearly 40 years. "Not that everybody always agrees with him. But they all respect him."

Whaley says Schneider understands the value of process. "Sometimes you have to listen to a lot more people and take a little bit longer, because you will get a better outcome." Whaley adds that Schneider understands innately that leadership isn't solely about bringing people around to your way of thinking, but also a willingness to be flexible. "It's better to have everybody with you and get to a place, then to get to maybe a slightly better place but be there alone."

Former board chair Gen. Gordon R. Sullivan '59 (USA, Ret.) also ranks Schneider as an exceptional leader. "High-performing teams talk to each other," he said. "And Rich is very good at it. That causes strategic plans to be realistic in their goals and expectations." As readers of these pages know, Gen. Sullivan is the former Army Chief of Staff—its highest-ranking officer—who oversaw the transformation of the U.S. Army in the late 1980s and early '90s in the wake of massive budget cuts following the end of the Cold War. Sullivan would later join the NU Board, and he and Schneider have been friends and colleagues for many years now.

One day in early January, I sat with Gen. Sullivan in Jackman Hall. He and a friend had driven up from Alexandria, Va., for the weekend and were staying with President Schneider and his wife, Jaime, at Woodbury Hall. I asked Gen. Sullivan to reflect on Schneider's character as a person. In reply, the first thing he said was, "He loves people." The general then described how the president and his wife like to walk their dogs around campus so that they can talk to students. "There's an art to talking to people, and he's got it. [People] know if you like them. If you don't, it's going to show. You can't hide it. You have to like them and respect them and be interested in what they're doing. I think those are some of the things that separate him from [other leaders]."

> The people who know and work with President Schneider say he is, at his core, a man of uncommon integrity and deep compassion.

Schneider is renowned for his work ethic and people skills, skills on display long before he even arrived at Norwich. Frank Vanecek, the senior vice president of student affairs and information technology, and a longtime computer science professor at Norwich, recalls the first time he met Schneider in a hotel conference room in Boston. Vanecek was on the search committee tasked to find the replacement for retiring president Maj. Gen. W. Russell Todd '50, USA (Ret.). As Vanecek recalled, there were "at least 20 people" on the committee. Schneider was one of seven or eight candidates brought to Boston for a formal interview. Wedged into a hotel conference room, committee members sat around U-shaped table. Schneider walked into the room and was invited to step to a podium to begin the interview. "He says, 'Oh, just give a minute, I want to introduce myself,'" Vanecek recalled. Schneider then proceeded to walk around the table and greet each committee member. "He knew their name and he knew ... what their job was, and he knew something about what was going on in their area," Vanecek said. "Talk about a people person!" No other candidate did that. "Right then, I said, this guy is going to be the president." Vanecek's intuition was right.

For the CEO of a $110 million enterprise with a $221 million endowment, Schneider and his wife are conspicuously down to earth. Schneider spends about 40 percent of his time traveling. But when he's not stuck at an airport, the president gets around in a university-issued, circa 2013 Honda Accord. Its only embellishments appear to be its gray paint, leather seats, and "NU" vanity plate. Jaime drives a seven-year-old Jeep. When I point out that they don't drive Bentleys around town, Schneider laughs and explains that he will always be a Coast Guard officer at heart. "We're pretty simple guys." Among the service branches, the Coast Guard is the financial runt of the litter. Spare budgets and making do with Navy hand-me-downs, from ships to equipment, is de rigueur.

The Schneiders have been married 20 years. During that time, Jaime—who trained and worked as a chef—spent 12 years working part time at the Northfield Pharmacy, helping fill prescriptions. People were the draw. "I worked for a great group down there." She also continues to serve on the board of the Northfield Senior Center and volunteers once a week to deliver Meals on Wheels. For many of the elderly residents she visits, Jaime is the only person they see. If someone needs a ride to the dentist, doctor, or grocery store, Jaime will drive them. The president likes to joke that between the two of them, they know everybody in town. "Jamie knows all the people on meds. I know all the 18-year-olds."

Now 74, the president still keeps a relentless pace at the office. When I asked him how many hours he worked each week, he answered: "All the time." His

workload remains such that in the 28 years he has been president, he hasn't found time to read a single book unrelated to work. "He's a 24/7 guy—always has been," Jaime said of her husband. When he isn't working, his idea of fun is to spend time with his wife and family. The pair are avid fans of Norwich athletic teams and catch as many games as they can. Jaime also plays broomball in a women's league she has belonged to for 25 years. For fun, the president tags along to run the clock.

In the evenings, they like to walk around campus, bringing their dogs with them as a way to meet and talk to students. The Schneiders have always kept golden retrievers. Their latest are Boo and Gem, two seven-year-old sisters. Their third dog, a black cocker spaniel named Patrick, is an anomaly, one they adopted from a litter of pups born to spaniel breeders Col. Walt '54 and Suzanne Smith. All three Schneider dogs are spirited and rambunctious. When you visit the Schneider residence in Woodbury Hall, the goldens bark—a lot—and at times their play-fighting can nearly turn to an all-out brawl. Patrick, meanwhile, will use his teeth to untie your shoelaces as you try to sit politely in the living room.

Both the Schneiders and their dogs are popular with students. One afternoon, when I dropped in on Jaime at Woodbury Hall, she mentioned that senior Brenda Lomax '20 was going to stop by on Saturday so that she could borrow Boo and Gem for the day. As it turns out, the Schneiders loan their dogs to students quite often.

Moving can be arduous, especially after 28 years, and packing up their lives at Woodbury Hall has proven to be a chore for the Schneiders, physically and emotionally. The president is wary about what happens next. "I don't want to flunk retirement," he said. It seems unlikely that Schneider will remain still for long, but he has promised Jaime to at least take the summer off and enjoy time together at their house on Lake Dunmore near Middlebury, Vt.

Built in 1844, the house sits on 10 acres, set back from the lakeshore by a low ridge. The Schneiders bought it seven years ago and have been restoring it ever since. "I love it," Schneider said. "It's elegant in its simplicity." The house has four bedrooms, one for each of his daughters, and a large wraparound porch that can double as a dorm for his 15 grandchildren. Like many Vermont houses of the era, there are no closets. Schneider wonders where he'll put all his suits. The couple had a small boathouse built, and that is where they stay when daughters and grandchildren visit.

Both Jaime and the president describe their new home as a "money pit." For a president known for his fiscal acumen, the irony does not pass unnoticed. Indeed, it grows when Jaime confides that he bought it sight unseen over the phone. (Their nearby neighbors are the Shouldices, whose daughter was Jaime's college roommate and remains a lifelong friend. When her father, Billy, phoned the president to say the property was up for sale, Schneider

Pres. Schneider is renowned for his interpersonal skills. "He loves people," says Gen. Gordon R. Sullivan '59, USA (Ret.).

Photograph by Karen Kasmauski.

Schneider's interest in the history of Norwich remains as strong as ever.

Photograph by Karen Kasmauski.

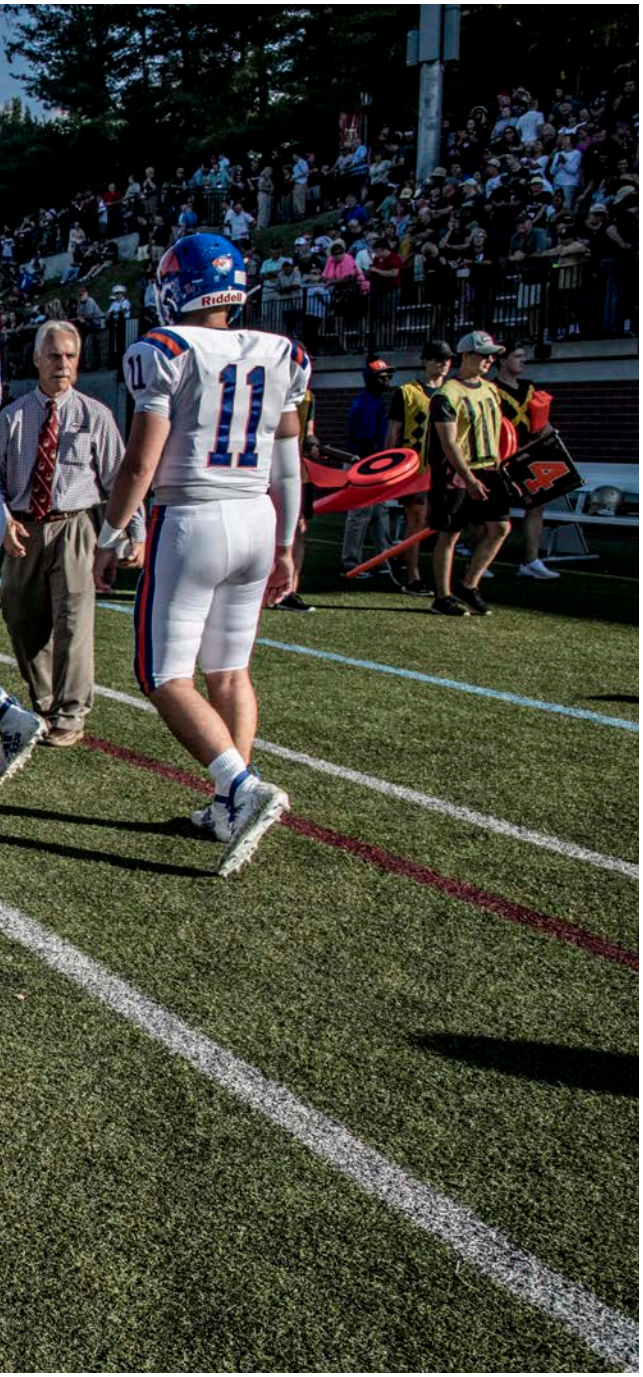
Pres. Schneider shakes hands with Coast Guard football players following their last-minute loss to Norwich.

Photograph by Karen Kasmauski.

called a realtor to made an offer.) A quick story: One evening, as the Schneiders sat in their new living room, staring at a wall of shelves installed by the previous owner, Jaime turned to the president and told him she hated the shelves. "Really? I don't like them either," she recalled him replying. "We literally ripped them out that night. Like the two of us went and got hammers and ripped them out," she said.

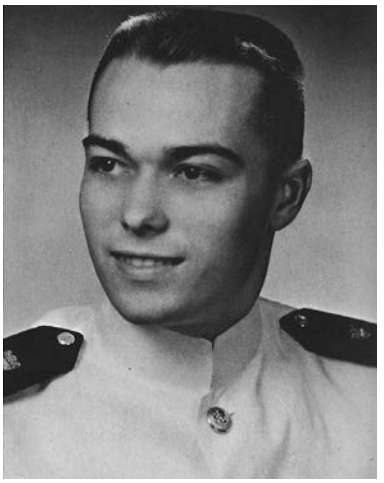
"It was late"—around 10 or 11 p.m.—"and it took us a long time." In its small way, the story reveals an underlying ethos of the president. If you see a problem, don't wait. Get up and fix it

Schneider considers himself a Yankee, but he grew up in New Jersey. Along the way, he absorbed his mother's people skills and his father's passion for fixing companies. The president's maternal grandfather was a merchant seaman, who ran away from home in Scotland at age 14 to sail to America. He later served in the Navy during the First and Second World Wars and was rescued, at one point, by the Coast Guard after a ship he was on foundered. Inspired by those stories, Schneider applied to the U.S. Coast Guard Academy during high school. One day, a telegram arrived at home



with life-altering news: He would be the last cadet admitted to the Class of 1964 at the Academy. As such, he said, "I knew going in that I was the dumbest guy in my class." Schneider never imagined that four years later, he would graduate among the top academic students or as the top cadet leader. But he knew how to study and he knew how to work hard. Schneider soon caught up with classmates who had yet to learn either.

Schneider spent over eight years as an active-duty Coast Guard officer, including a tour in Vietnam, and 22 years in the reserves, including six years



Schneider attended the U.S. Coast Guard Academy, graduating in 1964 as the top cadet leader.

Photograph courtesy Richard W. Schneider.

Serving in Vietnam, Schneider was stationed aboard the Dallas, providing artillery support and intercepting junks smuggling supplies from Cambodia.

Photograph courtesy Richard W. Schneider.

while Norwich president. In 1994, he became an admiral. Before retiring, he oversaw all Coast Guard operations between the Rocky Mountains and the coast of Israel. Gen. Sullivan says people in the know have told him privately that Schneider could have gone all the way and become commandant of the entire service had his life circumstances been different. (Schneider's first wife, Beth, his high school sweetheart whom he married days after graduating from the Coast Guard Academy, died after a long battle with Crohn's disease, leaving him to raise their four daughters as a single father. The tragedy and the burdens it placed on him make his later career achievements all the more remarkable.)

Schneider says being a Coast Guard officer taught him everything he needed to know about leadership. It also helped him discover his love of teaching, first as a navigation instructor at Coast Guard Officer Candidate School in Yorktown, Va., and later as a physics professor and assistant dean at the Coast Guard Academy in New London, Conn. Schneider earned his master's from Wesleyan and his PhD at the University of Delaware, writing his dissertation on how public policy and financial issues impact research at American universities. After completing his doctorate, he spent six years at Drexel University in Philadelphia, working as vice president for research and, later, senior V.P. for administration, among other posts. More than anything, Schneider loved to solve problems and fix things. "And fix them again, if I [had] too." His ability to come into an organization and right a listing ship was aided by his ability to drill down and grasp the fine details of institutional finance. "If you know where the money is or where it isn't is, then you know the school," he said.

He would need those skills when, in 1992, he landed at Norwich as its 23rd president. It was a particularly rocky moment in the university's history. Enrollment was flagging and finances were shaky. Rumors circulated that the university was borrowing to cover payroll. They weren't far off. Schneider arrived on June 1st and in "the first two weeks the treasurer walked in [and said] you cannot make August payroll," Schneider recalled. The new president immediately called the bank to ask for a $3 million extension to NU's line of credit. Then he rolled up his sleeves and dug into university operations. During his first year, he fired the directors of admissions and financial aid. He asked his treasurer—a sharp, former USAF colonel named Andy Melville—to take over the Corps and straighten it out.

During his triage, Schneider identified another major challenge: Norwich was literally divided in two—physically, culturally, financially—by the campus of Vermont College, which the university acquired in the early '70s. Located 11 miles away in Montpelier, the small hilltop campus was full of grand old Victorian mansions and homes. Civilian students lived there and split their time between campuses, riding a bus called the "Gray Goose" to Northfield for classes not offered in Montpelier. The divide was a cultural and financial disaster, requiring duplicate bursars, registrars, even introductory English courses. Schneider recalled his frustration the day invoices for two comedians landed on his desk. The bills were for performances on the same Saturday night, one in Montpelier, the other in Northfield. "Here I am drowning in red ink!"

Within six months, Schneider proposed a radical change: Undergraduate civilian students would move to the Northfield campus and the adult students would move from Crawford Hall to occupy Vermont College. Integrating civilian and Corps students would allow him to fill empty dorms at Norwich, cut duplicate services, and consolidate academic programs. "That saved the university," he said.

In hindsight, the move seems obvious. But at the time, it was anything but. Naysayers predicted the demise of Norwich. But people I spoke to say Schneider's decision was both gutsy and clear-sighted, and one of the toughest and smartest calls of his 28-year presidency. Schneider made other sweeping changes. He cut the number of academic programs and majors from 54 to 30 and reduced the number of tenure-track faculty. The measures undoubtedly felt extreme to some. But Schneider was functioning like a surgeon, making cuts to save a gravely ill patient. Within two years, he had balanced the budget. Finances stabilized and retention rates grew.

Throughout his sweeping changes, Schneider recognized the value of shared governance. He appointed Prof. Frank Vanecek to oversee more than a dozen committees comprised of faculty, staff, Corps and civilian students, who were tasked with thinking through how the two campuses would merge. "He's always been very good at sharing a vision and getting people to come along," Vanecek said. The committees met for a year, discussing everything from the student honor code to faculty uniforms to whether or not Norwich teams would still be nicknamed the Cadets.

The Vermont College campus became the home of a low-residency, adult distance-learning program. It took Schneider eight years to make the program turn a profit. When it did, he immediately sold it, campus and all, to Ohio's Union Institute. "That decision was even bigger and more important and more impactful," than his earlier push to bring undergraduate civilian students to the Norwich campus, he said. "[It] allowed us to refocus on what we do really well." He was also finally free to launch an online degree program. A relative novelty at the time, it was something outgoing distance-learning faculty had fiercely opposed.

History and tradition can be powerful guiding forces, especially for institutions. From the start, Schneider sought to understand the foundations of Norwich. He asked archives staff for every available letter written by founder Alden Partridge and read them all. He also nudged the Board to readopt the

History and tradition can be powerful guiding forces, especially for institutions.... By looking to the past, Schneider helped Norwich rediscover a clear and enduring vision and mission for the future.

university's early mission statement from 1843:

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

By looking to the past, Schneider helped Norwich rediscover a clear and enduring vision and mission for the future. His interest in the history of the institution remains as strong as ever. Recently, he and Jaime have taken to visiting the graves of former Norwich presidents. I asked him what he did when they were there, if he spoke to his predecessors. He was coy in his answer. "Maybe," he said. "You can, you know, if you want to."

The people who know and work with President Schneider say he is, at his core, a man of uncommon integrity and deep compassion. His longtime executive assistant, Laura Amell '89, said not once in all the years she has worked for him has he ever raised his voice. Before her husband died last year at the early age of 59, the president encouraged her to take the time she needed during his illness. At his urging, work never came first; her family did. Dave Whaley, the development and alumni relations vice president, says that of all the people he has known in his life, many of them quite extraordinary, President Schneider is "on a pedestal with one other person, and that would be my dad."

Schneider leaves office knowing that 96 percent of the academic space on campus has been newly built or renovated.

Photograph by Karen Kasmauski.

Reflecting on President Schneider's legacy, Gen. Sullivan said, "He is the embodiment of Alden Partridge—a modern Alden Partridge and Norwich is better for his having been here." I asked the general to elaborate. He explained how Partridge, a former West Point instructor, envisioned a radical new model for education, one that championed experiential learning and the idea of the citizen-solider. "What he represents to me is a guy who had an idea, and he was able to make it happen." Schneider, in Gen. Sullivan's view, is cut from the same cloth, and the evidence is visible in the university Norwich is today.

Of all the professional relationships Schneider maintains, perhaps the most paramount is his long association and friendship with the Hyatt hotel family fortune heiress, entrepreneur, and retired Illinois Army National Guard Col. Jennifer Pritzker. Pritzker is both a trusted friend and an emeritus member of the NU Board of Trustees. Her philanthropic organization, the TAWANI Foundation (the name is an amalgam of letters from the first names of her three children), has supported numerous Norwich programs over the years. They range from the William E. Colby Award and Norwich University Military Writers' Symposium to NU Visions Abroad, which provides funds and scholarships for student service-learning trips from the Philippines to Tanzania. Pritzker's financial gifts have made possible the construction of the Sullivan Museum and History Center. Her foundation provided the $6 million loan that enabled the university to replace its oil-fired central heating system with a new biomass plant. (The loan has since been repaid, thanks to the savings in fuel costs.) Pritzker also provided the initial $25 million matching gift for NU's recently concluded, record-breaking $121 million Bicentennial *Forging the Future* campaign. In short, she is the largest donor in university history. In recognition of her support, Pritzker was among the 78 Norwich alumni and friends chosen to be recognized on the Bicentennial Stairs, which were officially unveiled during Homecoming last year. By design, the granite riser engraved with her name appears second from the top, just below President Schneider's.

On a bitterly cold Friday in January, I visited Pritzker in her Chicago office located in the Monroe Building on the corner of Monroe Street and Michigan Avenue overlooking Millennium Park and the Smithsonian-like museum of the Art Institute of Chicago. The neo-Gothic, 16-story architectural gem was built in 1923 and once housed the studio of architect Frank Lloyd Wright. Pritzker purchased the building in 2006 and embarked on a meticulous restoration, installing the Pritzker Military Museum and Library on the second, third, and fourth floors. The fifth floor houses the TAWANI Foundation offices, where I spoke with Pritzker over the course of several hours. I was curious to learn what she thought of President Schneider as a leader and as a person and what role his leadership played in her largesse to Norwich over the years.

"Rich Schneider was one of these people who ... understands the discipline required to run a military or civilian organization. He understands that you have to have priorities and you have to stick to them and there are performance standards that have to be maintained. But he [also] has the capability—and he's demonstrated it time and again—to step out of the box, and he realizes that to be effective stepping out of the box, you don't have to go a hundred miles or a dozen counties away. All you have to do is take typically one step, the kind that deviates from the norm. But that can pay off, because it's a positive thing."

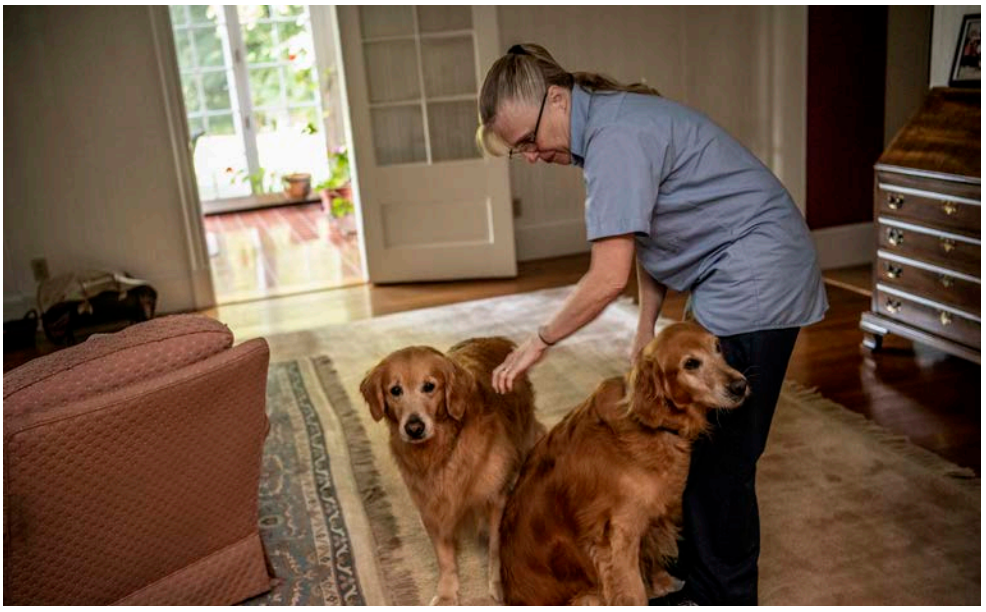
President Schneider polishes his shoes early one morning at home in Woodbury Hall.

Photograph by Karen Kasmauski.

One thing Pritzker told me came as a surprise. When she left active duty in 1985, she didn't have any civilian executive experience, but that the ten years she spent serving on the Norwich Board of Trustees doubled as a de facto MBA. "I learned a lot about the financial, logistical piece of a civilian organization, because Norwich as a corporation, it's big enough to have all the elements of ... a mid-cap, but it's small enough to where you can see all the moving parts." Pritzker valued her relationship with the university. "I think Norwich did as much for me as I did for Norwich."

It's worth mentioning that Pritzker, who was born James Pritzker, is transgender and open about her experience. Last year, she wrote an op-ed column in the *Washington Post* about the conflict between her gender identity and long-time support for Republican politics. Pritzker transitioned while serving on the NU Board. That President Schneider remained a steadfast supporter, colleague, and friend during that time speaks to his compassion, integrity, and character. "I hung with her because she is a friend," he said. "She needed support."

Two summers ago, Schneider sailed aboard the *Eagle,* the 295-foot tall ship built in 1935 and commissioned shortly after World War II as a training vessel for the U.S. Coast Guard Academy. Every year since then, Academy cadets spend weeks on the ship learning to read wind, currents, and weather and to sail the way ancient mariners always have. Schneider joined the ship in Portland, Maine, as it was en route to Manhattan. For the next five days, the *Eagle* sliced through the blue Atlantic, a steady 45-knot wind filling her billowing white sails. The barque heeled her way around Long



Island, then into the mouth of the Hudson River, arriving late in the evening at Liberty Island, and dropping anchor. They motored with a tug early the next morning upriver to the east side of Manhattan, stopping traffic on the West Side before docking at a pier near 46th Street.

It was a bucket-list trip for Schneider and also a return, some 50 years later, to the experiences of his younger self. Schneider had trained aboard the *Eagle* as a cadet and in later years it was his turn, as a junior officer, to train new Academy cadets. "If I could have done that for a lifetime, I would have. I would have been incredibly happy," he said. "It's perfectly quiet, except for the wind. There are no engines on the line." The adventure and beauty of the sea abounds.

Schneider explained to me that everything that happens on a tall ship requires teamwork, with every hand required on deck to raise or lower sail, change course, or drop anchor. Crews must rely on one another and work together, not only to sail their ship, but also to maintain and repair it, prepare meals, even wash the laundry. "All the things to keep a community going." Which is precisely what the *Eagle* was teaching the latest crop of cadets, Schneider said. To be on a tall ship, after all, is to belong to a community at sea. If problems arise, there is no one but yourselves to fix them. Solving problems is what a ship's crew does, Schneider said. Along the way you build relationships, trust, and experience.

Schneider spoke about the trip only briefly. But it was hard, when he did, not to draw parallels to Norwich. For 28 years, he has captained the university on its own journey, indefatigable in his effort to foster the teamwork and community needed to speed Norwich on its course forward.

Facility operations staffer Terry Hill pets the Schneider golden retrievers Boo and Gem at home in Woodbury Hall.

Photograph by Karen Kasmauski.

Schneider aloft in the USCG tall ship, the *Eagle*.

Photograph courtesy USCG.

One day, at the end of the fall term in December, I spoke with President Schneider in his office in Jackman Hall. Final exams were nearly over and most students had already gone home for the holidays and long winter break. Campus felt quiet and empty. Schneider's retirement was less than six months away. I asked him how that felt. "Like I'm running out of time," he said. "I have so much more I want to do. The runway's getting real short." His sense of unfinished business, of good ideas yet to be realized was clear. But so was the imminence of parting. "I'm having a rough time," he said, adding that Jaime was too. Norwich had been his life for 28 years, their life together for 20 years. "I'm going to miss it terribly," he said. "I'm going to miss school. I'm going to miss, particularly, the students."

As we spoke, he mentioned that over the course of his life, people sometimes asked him, "Who, what are you *really*?"

"I'm really a Coast Guard officer," he said he would reply.

"That's what I trained to do. That's what I was educated to do. That's what I did do, and I loved doing it. So the saying in the Coast Guard is, when the new commanding officer shows up on the cutter, the old commanding officer has got to get out of home port. Not even off the cutter, but you have got to get out of the port, because it's not fair to the new CO."

On June 1, Jaime and President Schneider, a Coast Guard officer to the end, will leave port.


Lextopia

THE FUTURE*

** (noun)*
1. a) time that is to come, b) what is going to happen.
2) an expectation of advancement or
progressive development.

Norwich faculty and experts consider the future of winter, college, climate change, killer robots, smart systems, research, our brains, architecture, social media and democracy, and more

Photography by Matt Furman

Thinking About the Future

BY F. BRETT COX, PHD

If you write, write about, or even just read science fiction, you quickly encounter the deep-set public perception that science fiction predicts the future. Almost as quickly, you discover science fiction does no such thing. You can find broad-based extrapolations that are pretty safe bets. Plenty of stories about going to the moon—but few, if any, suggested it would happen as soon as it did, and fewer still imagined a program of space exploration that ground to a near-halt because the public lost interest. A lot of depictions of advanced communications—but few that came close to forecasting the extraordinary media blanket in which we wrap ourselves. (In Arthur C. Clarke's classic 1953 novel *Childhood's End,* a character marvels at a future world where people can choose from a staggering 500 hours of television programming per day. Not even close.)

Indeed, science fiction's track record at correctly predicting the future is so weak that the best writers often move in a completely different direction. Former Norwich Writers Series guest John Crowley, one of our finest writers of stories of the fantastic, suggests the best bet for accurate prediction is to go in exactly the opposite direction from what present trends suggest. Ray Bradbury famously said that science fiction is there not to predict the future, but prevent it.

And it's not as if so-called "futurists" have done much better than their storytelling counterparts. A recent article at cnn.com recalls that, in a 1964 report from the RAND Corporation, a panel of 82 experts concluded we would have robot household servants by 1980, two-way communication with alien life by 2000, and the breeding of apes to perform basic chores by 2020. (The first two are still a possibility; let us fervently hope the third is not. See most ethics textbooks and every *Planet of the Apes* movie.)

So if we can't predict the future, how can we prepare for it? All of the above attempts at prediction have one thing in common: they assume that there will be a future that will be different from the present. This is far from a new idea, of course. Just over two centuries ago, the narrator of John Keats' "Ode on a Grecian Urn" addressed the title object as follows: "When old age shall this generation waste,/Thou shalt remain, in midst of *other woe/Than ours,* a friend to man…" I add the italics because those four words are as fine an example of thinking about the future as we have. Tomorrow may be awful, but it will exist, and it will not be like today.

Indeed, Keats' assumption has become so commonplace that it is part of the strategic thinking of almost any organization that wants to make it through the next fiscal year. Change is inevitable. You snooze, you lose. What's next?

Who knows? But while the future will certainly be different from the present, it will almost as certainly not be completely different, or different in exactly the way, or exactly to the extent, straight-line extrapolation might try to tell us. There are some things that change slowly, if at all. I don't mean the endlessly debatable concept of "human nature." I mean the fact that, if I had a time machine and used it to deposit myself in Boston in the year 1900, I could walk down the street wearing pretty much anything currently hanging in my closet without calling attention to myself. Over the past century and a half, standard men's clothing in the West has changed little. (Women's clothing has changed a lot. Discuss.)

I mean the fact that one of the most prescient moments in science fiction is when William Gibson, in his 1982 short story "Burning Chrome," gave us the term "cyberspace." The story did not predict the technology of the Internet, and its author famously knew nothing of how computers worked. But he had a sense of how sufficiently advanced computers might feel, and how the culture that followed might function. I mean that, as deeper thinkers than I have pointed out, what's really impressive is not predicting the automobile, but predicting—in order of impressiveness—the interstate highway system, or the traffic jam, or the drive-in movie theater, or the change in dating habits that resulted from the drive-in movie theater. I mean the fact that, as science fiction writer Ted Chiang recently argued, assuming that artificial intelligence will display the human behaviors of territoriality, predation, or even self-preservation, and therefore pose a danger to humanity, is exactly that—an assumption.

It's confusing, I know. There will be a future. It will be different. But it may not be that different, and the side effects of change may have as much or more impact as the basic change itself. But as we move into that future, one second per second, we need to keep all of the above in mind, all of the time. If we do, maybe we will find ourselves not only "in midst of other woes," but also other joys.

F. Brett Cox earned his PhD from Duke University and has taught at Norwich since 2002. His poetry, plays, essays, reviews, and scholarly articles have appeared in numerous journals and anthologies. His short story collection, *The End of All Our Exploring: Stories,* was published in 2018. He is currently completing a book-length study of the career of author Roger Zelazny for the University of Illinois Press "Modern Masters of Science Fiction" series. Cox is married to the playwright Jeanne Beckwith.

Science fiction writer and Charles A. Dana Professor of English F. Brett Cox in his Hollis Hall office.

Prof. Tara Kulkarni in the Biology Dept. greenhouse in Bartoletto Hall.

Climate Change

BY TARA KULKARNI, PhD, PE

Earth's climate has always changed, and we humans have always faced a multitude of distractions. But today these two phenomena are converging in unprecedented and perilous ways. Just as the nature and pace of socially engineered distractions leveraging our interconnected world are raising alarm bells about our cognitive decline, so too should our changing climate. Even if one ignores the pace and nature of the changes, what should give us all pause is our interconnectedness. Globalization and myriad physical and virtual connections have woven a web so dense that even small changes in our climate create domino effects that were unimaginable or easily contained in previous eras of natural climate change. Now, drought, floods, crop failure, deforestation, the collapse of fish stocks, and devastating fires brought or exacerbated by the planet's increasingly extreme weather create the human misery and desperation that are among the root causes of civil war, political unrest, homelessness, terrorism, and human migration crises around the globe. Our climate and making it whole again holds the key to making us whole again.

As an engineer, I help shape technological progress and innovate green designs for the built environment. But a steel ring on my right pinkie, earned at my induction into the Order of the Engineers, is a reminder of the oath taken at that ceremony "to uphold devotion to the standards and the dignity of my profession, conscious always that my skill carries with it the obligation to serve humanity by making the best use of the Earth's precious wealth." This means that I serve my community by designing resilient infrastructure that can adapt to the changes it experiences; by lobbying for better building codes and standards, relevant floodplain maps, and expanded river corridors; by building with nature in ways that extract and pollute less, and reuse more, always mindful of a cradle-to-cradle lifecycle of everything I engineer.

As an educator, my hope for my students and all of us is that we open our eyes and really look around. That we read, reflect, and think for ourselves—lest we be swayed by yet another socially engineered distraction. Each occurrence of the increasing instance of floods, droughts, wildfires, ice jams, and power outages is a reminder to act now. It is a call to action, because we are members of a global community and stewards of this planet, regardless of our personal disagreements on how or who caused it to happen. It is a call to action so we may earn our place in the Norwich legacy, building on the 200 years of service, leadership, and commitment to embrace hands-on, boots-on-the-ground experiential engagement.

The challenge of a changing climate and all the impacts that follow in its wake can be overwhelming. But small actions can build over time. Small choices in our homes to repair and reuse, small tweaks in our communities, to clean up a street or build a garden, small nudges to friends to carpool or bike, small acts in our professions to share best practices and create support structures, small changes in our lives in how we eat and drink. Many of these actions address not just climate change, but form the foundations of civic society and accord with one's version of a higher power. As we make ourselves whole again, perhaps our climate will also go back to its natural rhythms of change.

Tara Kulkarni, PhD, PE is an associate professor of civil and environmental engineering and director of the Center for Global Resilience and Security, an interdisciplinary research and design collaborative that studies issues related to climate change and security.

Winter

Author and Associate Professor of English Sean Prentiss on the future of his daughter, Winter Eve

Dear Winter,

Since your birth three years ago, every few weeks I write you letters and poems so that later you have something you can hold onto and say, *This, right here, is my papa.* These letters and poems are for, of course, once I am gone. With me two years from fifty, my going seems as if it will arrive much too soon.

Speaking of goings, today, in the middle of the season of your name, the season of your birth, I gaze out our window at Solstice Lake. It is iced over, as it should be. But, just as on the day of your birth three years ago, rain falls. Can you hear it pattering our roof? Can you see fog hovering just above lake ice? This rain brings me toward tears and makes me think of the dying of winter here in Vermont. It also makes me think of my own death and larger deaths, still.

Winter, you are too young for most **numbers**[1], so I won't burden **you**[2] with **them**[3]. You are too young for these climatic **worries**[4]. But, your mother and I, we worry about the loss of the season you were named after, about declining snow **packs**[5], about you leading a life without skiing and all the other winter things that helped me become me. How will you ever become you without winter? Will you ever lean over and pull glacial melt to your lips as I have **done?**[6] Will you ever find snow fields in June and July and August as I **did?**[7]

I wish this letter, Winter, was just about the season you were named after, about its loss. But nothing stands alone just as there must be a mother and a father to have a daughter, and there must be a daughter for there to be a mother and a father. All things are connected until we—you and your mother and me and all the people who cough out carbon dioxide—aren't. This is my real fear, when the connection is broken, when more than a season is lost. Today, during this winter's rain, I am terrified about your future, Winter.

Love,

Papa

Sean Prentiss won the National Outdoor Book Award for his book *Finding Abbey: The Search for Edward Abbey and His Hidden Desert Grave.* More recently, he has published *Environmental and Nature Writing: A Writer's Guide and Anthology* and *Crosscut: Poems,* about his time as a trail builder in the Pacific Northwest.

[1] like how in its history, Earth has never experienced atmospheric carbon dioxide over 310 parts per million. Today, according to NASA, we soar above 400 parts per million.

[2] with how this spike in CO emissions has a 95% probability of being the result of human activity occurring since the Industrial Revolution.

[3] such as how Earth's surface temperature has risen, due to those emissions, over 1.5 degrees Fahrenheit in the last 120 years, since your great-grandmother, Gee Gee, was born. Most of that increase, again, according to NASA, has taken place since the year your mother was born, only thirty-eight years ago.

[4] like how three of the five hottest years in Earth's history have occurred since your conception, with the next two hottest years being the two years prior.

[5] and how, between when I graduated college and the year of your conception, Greenland and Antarctica have lost 286 billion tons and 127 billion tons of ice per year.

[6] since the rate of loss of ice mass in Antarctica has tripled in the last ten years.

[7] because, in the nearly five decades I've been alive, snow cover in the Northern Hemisphere is melting earlier and earlier, and, recent winters are warming three times faster than summers here in New England.

Father, hockey fan, and Associate Professor of English Sean Prentiss in Kreitzberg Arena.

Professor and architect Wendy Cox at the School of Architecture + Art in Chaplin Hall.

Architecture

The art and impact of looking forward

"Architecture takes a long time," says Associate Professor of Architecture Wendy Cox. "So thinking about what's to come is vital to the field" and explains why "architects are always looking at the future." At the School of Architecture + Art, Cox and her faculty colleagues immerse students in finding design solutions to critical problems, from homelessness to climate change. The built environment is a major source of greenhouse gases and thus demands today's architects accept an outsize role in mitigating the crisis. To that end, the School integrates tenets of the Architecture 2030 Challenge, a movement within the discipline that advocates for key sectors of the built environment to be carbon neutral by 2030.

"I think that's the role of an educational institution—to be exploring ideas and pushing the discipline further [to be] solving the problems that we see," Cox says.

In her own research, Cox—who worked as an urban designer in Atlanta creating projects for the 1996 summer Olympics—is currently examining the potential impact of projection mapping on urban environments. "Imagine a skyline with different videos streaming on every building façade. Or video projections creating illusions of each building spinning and jumping and then collapsing into the ground. This could be the future of urban experience through the proliferation of projection mapping." The medium is already used today to create moments of urban joy, art, protest, spectacle, and commercialism. Add to that the potential for propaganda and coercion.

Framing her exploration on the work of Canadian media theorist Marshal McLuhan, Cox examines not only what projection mapping may enable, but also asks, "What may it destroy, take over, or obliterate? I think that's a really valuable question."

—Sean Markey

Bill Clements, PhD, in the offices of the College of Graduate and Continuing Studies.

Higher Education

The college campus no longer has a monopoly on how we learn. Dean of the College of Graduate and Continuing Studies Bill Clements, PhD, on the disruptions and opportunities ahead

We are in a transformative era for higher education. It is unlike any I have seen in my over 40 years as a student, professor, or dean. Online education is now pervasive, a reflection of broader changes in higher education that have increased access to what was previously only available on a university campus. In this country, there are now more than six million students who study online in whole or in part. That's nearly a third of the 19 million students enrolled in higher education in our country today. Greater access has brought greater diversity, especially the significant number of adult students.

Today, fundamental forces are converging to alter the face of higher education, especially as technology continues to propel us into the future and accelerate change. Four billion people, half of the world's population, now have access to the internet. Mobile technology accounts for more than half of that connectivity. The implications are profound. Access to knowledge and learning is now portable, and it is increasingly robust. Think about how the ways and environments in which we learn today have transformed. (I know my own first stop when trying to fix something is a five- to ten-minute YouTube video, which I find far more effective than an instruction manual.)

Technology is also driving changes in how we work, and as these ripple across professions, lifelong learning has become a necessity rather than a luxury. Some argue that non-degree credentials focused on industry-specific skills will progressively replace the university degree. I doubt this will be the case in the near future. But it is clear that certificates and other forms of learning will increasingly be required to remain relevant in one's field and, equally likely, to prepare for transition into a new career. It's no surprise that enrollment in non-degree credentials, such as coding boot camps, continuing education, or even massive open online courses, has grown rapidly and shows no signs of abating.

At CGCS, a sizable number of our students enroll in online programs to speed their progress within their organization or field or to transition to a new career. I expect this trend will accelerate significantly over the next decade and beyond.

The emerging role of artificial intelligence across many domains, including higher education, will also play a key role, driving the need to learn, adapt, and redefine how we contribute to our companies or organizations. While we often hear about the jobs that artificial intelligence will replace, the bigger story is the as yet defined jobs and roles that AI will create.

I find I am shifting my vocabulary to refer to our "learners" rather than "students," because the former is more inclusive and represents who we will serve in the future.

What does this mean for Norwich and, more specifically, our online College of Graduate and Continuing Studies? NU's new strategic plan, *Norwich University After Next (NUaN),* outlines key initiatives. Among them is the addition of new online programs in high-demand areas, such as data and business analytics, computer science, information systems, forensic accounting, and advanced nurse practitioner specializations. All are set to launch later this year or in early 2021. Programs relevant to the economy and strength of our nation are important and consistent with our mission as a university. The future requires that we continually review offerings and develop programs to meet the needs of our students, industry partners, and government. I expect new interdisciplinary programs and continual evolution in content and how it is delivered—especially to include creative mobile approaches.

The trend toward lifelong learning is also important and has resulted in the creation of Norwich Pro℠, the professional and continuing education arm of CGCS. While the unit is new and continuing to grow, the response from Norwich alumni has been outstanding, affirming the need for lifelong learning. I also envision a future where Norwich graduates will have many more opportunities to return to develop new skills, keep abreast of current trends, and continue their learning journey across their working life. The continued evolution of mobile technology will be a catalyst in this endeavor for adaptive learning, expanded access to knowledge, and in how we communicate.

Given the trends in higher education, CGCS recently established an office in Denver, Colo. As online technology erodes the barriers of time and distance, the Denver location will allow us to better serve our learners on the West Coast and beyond, offer greater visibility for the university, and provide access to one of the high-growth urban areas in the country.

It is exciting to be part of the transformation underway in higher education, recognizing the need for lifelong learning. It is even more exciting that Norwich can have an important role in shaping the future.

Former criminal justice professor Bill Clements, PhD, is vice president and dean of the College of Graduate and Continuing Studies.


STRUCTURES
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Smart Systems

As dean of the College of Professional Schools, architect Aron Temkin, oversees programs in engineering; nursing; business; architecture; and computer science, cybersecurity, and data analytics. It's an ideal perch to ponder how all those fields are converging in smart systems today and in the future.

"Smart systems" refers to the use of arrays of embedded sensors coupled with computing power to gather and analyze data on anything from the health or performance of roads, bridges, and skyscrapers to cars, planes, even us. (Fitbit, anyone?)

China, for example, is now building highways embedded with smart sensors to pave the way for self-driving cars. Elsewhere, engineers are embedding smart sensors in the concrete and steel of bridges and skyscrapers to more easily assess wear and tear or the structural damage following an earthquake. "Smart systems are already doing novel things," Temkin says. "Yet, I think they could be doing transformative things."

One idea Temkin has discussed with nursing, architecture, and engineering faculty is the idea of designing a house that has aspects of a *Star Trek* tricorder—the handheld, all-in-one medical diagnostic tool used by the fictional Dr. McCoy.

As Temkin observes, our health directly relates to the built environment we live in. Do our homes, work spaces, and neighborhoods, for example, encourage us to be active or docile? Can we walk to a neighborhood café or market? Or do we drive to megastores in the suburbs? Temkin and his colleagues are asking if designing homes with smart systems can monitor our health, alerting us or others if something is awry, especially as we age.

"There's a tremendous opportunity for smart systems to help us live better, not just lazier," Temkin says. Self-driving cars, for example, will require a far smaller footprint for parking, squeezing greater efficiency in urban design. Likewise, smart systems could help cities provide better public transit. "If smart systems can help us schedule public transportation more precisely when we need it, where we need it, then it becomes less of a hassle to use," Temkin says. "And if more people use it, that will have a great impact on energy sustainability."

"We have the tools coming together to help us improve a lot of these situations," Temkin says. "We're at a point where we can see what's possible. Our systems are catching up."

—Sean Markey

Architect , professor, and dean of the College of Professional Schools Aron Temkin, in his Mack Hall office.

Democracy & Social Media

Not long ago, Peter W. Singer, the renowned futurist, strategist, and 21st-century warfare expert, visited Norwich to deliver a sobering Todd Lecture (co-sponsored by the NU Military Writers' Symposium) on the evolution of the Internet/web from a communication tool to a marketplace to its current iteration, a battlefield.

"If you think of cyberwar as the hacking of networks, LikeWar is the hacking of people on the networks by driving ideas viral through a mix of likes, shares, and sometimes lies," he says.

Singer argues that the rules of the game have changed. *Rules 1 & 2:* The truth is out there, but it's buried in a sea of lies. *Rule 3:* Virality trumps veracity. Those who understand these rules win.

Win what? Although LikeWar takes place on a virtual battlefield, Singer says it affects the real world, influencing everything from elections to stock prices, even fueling the reemergence of infectious disease. By way of example, Singer points to antivaccine conspiracy theory and the return of measles in the U.S.

The concerted LikeWar effort that Russia undertook to affect the 2016 U.S. election is particularly troublesome. According to Singer, more than 3,000 Russian sock puppets and 60,000 bot accounts unwittingly exposed 146 million Americans to Russian propaganda via their Facebook accounts in the months leading up to the 2016 election.

By now, it's too late to put the genie back in the bottle. But Singer says there are layers of action we can take. First, the U.S. government needs a strategy. Canada has one to safeguard its elections. So do Finland and Estonia. America doesn't. Second, the private sector must also accept its new responsibilities, particularly the tech giants that run web platforms and social media networks.

Finally, there's us. Singer says the required response to LikeWar is the same as that for any public health contagion. "It's not just about defending yourself, it's about taking responsibility for the others around you," he says. Even though there is a federal Centers for Disease Control and Prevention, for example, we still must wash our hands and cover our mouths when we cough during flu season.

The same is true in LikeWar. "There is personal conduct that can reinforce the toxicity—sharing conspiracy theory, hate, extremism, false news, junk news. It's taking responsibility for not only what you're sharing, but also in turn, pushing back when others are sharing at you." When people we know share "toxic content online, we weirdly react differently than if they walked up and coughed at our faces," Singer says. "Yet they're doing the digital version of that."

In his view, the stakes in the coming years couldn't be higher—nor the potential outcomes so scarily far apart. "It can either be American democracy is poisoned for the long term, or we figured out how to get a handle on this. We preserve free speech, but push back on the forces of Internet toxicity."

—Sean Markey

Faculty Scholarship & Student Inquiry

Associate Vice President for Academic Research and Charles A. Dana Professor of Biology Karen Hinkle discusses the future of research

Cell biologist Karen Hinkle, PhD, in Mack Hall.

As a researcher, Karen Hinkle, PhD, studies "the fundamental intracellular signaling networks that govern how cells grow." Among them, lesser-known proteins implicated in the growth of cancer cells. As a professor, Hinkle has mentored over 30 student research projects. As the official booster of academic research on campus, she works to bring in grant dollars, support faculty scholarship and student inquiry, and promote creative, interdisciplinary research collaborations both on and off campus.

So it's not surprising that when asked about the future of Norwich, Hinkle says its niche is to "double-down" on scholarship. The cell biologist says students here have access to teacher-scholar faculty mentors rarely available to undergraduates at large R1 research universities. She adds that taking on undergraduate research can be career-making, if not life-changing.

To illustrate her point, Hinkle notes that the fundamentals of biology have been known a long time, what she calls "textbook" knowledge. But entirely new findings await discovery. Which is why Hinkle charges her biology lab students to undertake novel research. "They are discovering new knowledge, things that have never been known before by any human being." The same applies to English majors writing new poems or engineering students designing new devices. Students must ask themselves questions and struggle to find workable solutions—sometimes to no avail.

Experiments fail; hypotheses are not supported; conclusions can be gray, Hinkle notes. "[Students] have to find it in themselves to be okay with that and to move on and pick themselves up and try it again," she says. "Those are metaphors for dealing with challenges in life."

—Sean Markey

Psychology professors Carole Bandy, PhD, and Kevin Fleming, PhD, demonstrate eye-tracking equipment in Dewey Hall's new Psychology Lab.

Our Brains

Cognitive neuroscientist Kevin Fleming, PhD, on unraveling the mysteries of our minds

When it comes to understanding the complexity of the human brain, it's a reasonably safe bet to suggest things will only get better in the future. Because at the moment, relatively speaking, we hardly know anything at all. "The brain has the potential for more combinations of information than there are atoms in what would be considered a known universe, whatever size you want to imagine it to be," says Psychology Prof. Kevin Fleming. He estimates that current science explains only about 1 percent of what there is to know about how our brains work. Scratching the surface of the remaining 99 percent, Fleming uses electroencephalography and eye-tracking techniques to study how our brains encode words, recognize faces, and process emotions. Joined by his equally curious faculty colleagues, his department is synonymous with research. Majors must undertake in-depth, senior-year research projects to graduate. As for future discoveries, watch this space. "The fun part about science," Fleming says, "is that we don't know what we're going to find next."

Half Full or Hall Empty?

Former White House National Security Council cybersecurity policy director Cheri Caddy '90 on the pros and cons of new technology

Q: Are you optimistic or pessimistic when you think about technology and the near future?

I would say neutral. Technology offers an enormous amount of promise. Think about how the world has changed since the broad adoption of the Internet. It has been an amazing engine of economic development and global connectivity—one that has literally changed the world. Technology and technical innovation have been an amazing boon to humanity. That can't be ignored.

However, as with any new innovation, there are both positive and negative implications. I would not characterize new technology as a net negative or an unrefined positive. Change is always accompanied by both. Take social media. It's a great way for people to stay connected or reconnect with relatives, former roommates, or other people they've lost touch with. But you also see downsides, such as the loss of our privacy, new ways for criminals to operate, and concerns about social media addiction. Everything comes with pluses and minuses.

Q: You work in cybersecurity at a very high level for the federal government. How do you see quantum computing, artificial intelligence, machine learning, and other new technologies impacting us?

The emerging technologies that everyone is hearing about—quantum computing, artificial intelligence and deep learning, and 5G networks—are all very much interrelated. It's been said that data is the new oil, AI is the refinery, and 5G is the pipeline. All of these innovations build on one another and create an interconnected ecosystem for innovation. No one fully understands the profound implications of this emerging ecosystem. However, we can begin to see some key themes:

1. **The centrality of data.** Everything that can be connected will be connected to the internet of things, and that means there will be billions of sensors everywhere collecting massive amounts of data. There are huge benefits from this. Connected car components, for example, can tell us when they need maintenance or are about to fail, saving service costs and even lives.

2. **Security always lags technical innovation.** Automation provides savings and convenience. But it means that fewer human operators are watching, and fewer operators—like a car mechanic—can recognize when something is wrong deep in the computer of a self-driving car. And newly connected things like cars aren't consistently built with robust security to safeguard all of the sensor data they collect or to keep hackers out. They will be, but after self-driving cars are already on the road.

3. **Government will be slow to keep up.** The rapid pace of technical innovation far exceeds our ability to craft laws, regulations, and guidelines to require consistent and robust security and privacy controls. Many lawmakers don't fully understand the new technologies they are being asked to regulate. And moreover, we have not yet come together as a society to agree on who controls data, the limits on use, and the requirements for security.

In the near term, we are going to benefit from some amazing new products enabled by AI and 5G, such as self-driving cars and self-fixing cars. But in the medium and longer term, we may also see data theft, security breaches, and integrity compromises. Such as hackers stealing sensor data about where your car has been, or putting ransomware on your car's computer and demanding payment to unlock it, or even remotely taking control of your car and/or changing what you see on the dashboard. Consequently, I think emerging technology is a mixed picture. We definitely want to enjoy the many, many benefits of innovation. But it's important to be aware of the downsides and work to mitigate them.

Norwich University Alumni Association board member Cheri Caddy '90 has spent more than 25 years in federal national service, including appointments in the Office of the Director of National Intelligence and the National Security Agency.

Killer Robots and Cyberattacks

Policy wonk and Colby-Award-winning author Paul Scharre on the future of autonomous weapons

Q: Based on your research for your book *Army of None,* how do you see the present moment?

We're at a time where artificial intelligence technology is coming out of research labs and into the real world, and it poses serious questions for how we use this technology in a whole array of fields—in finance and medicine and also in war. This is an issue that affects all of us. Whatever weapons systems that nations build, we are all going to live inside the world that these weapons inhabit. We'll have a stake in what that future looks like.

Q: So what does the future look like from your point of view?

Well, it's clear that we're on a path towards greater autonomy in weapons systems. Just like we're seeing with self-driving cars, we're seeing with each generation of military robotic systems more autonomy over time. I think what's still unclear is how far militaries are going to take that and whether they're going to cross the line to what you might call fully autonomous weapons that are actually making their own targeting decisions on the battlefield. These would still be weapons that are built, programmed, and launched by humans. We're not talking about robots building robots and *Terminator,* or something like that. But fully autonomous weapons that are making their own decisions about which targets to attack in the battlefield would nevertheless fundamentally change humans' relationship with violence in the world.

It raises some really challenging legal and ethical and strategic issues that I think are certainly worth considering. We might want to use artificial intelligence technology to make weapons more precise—to try to reduce civilian casualties to make weapons more discriminate. At the same time, there are lots of things that humans can do in war that machines cannot do: bringing judgment to bear to understand the situation, balancing ethical dilemmas, understanding the broader context for an operation. There are lots of historical examples where humans make these kinds of decisions that we know machines would not be able to do very well. So even as we find ways to use this technology to improve military operations, to make warfare more precise and humane, we don't want to lose our humanity in the process. We need to keep humans involved at the role of legal responsibility and ethical decision-making in war.

Q: What's the potential downside? How badly could things go?

The essence of autonomy is delegating a task to a machine, whether that's a self-driving car, or an autonomous weapon, or a thermostat. The risk is that the machine makes the wrong decision. For some decisions, like a thermostat, the consequence may be pretty low. You come home from vacation and the house isn't the temperature you want and it's an inconvenience, but you're all right. For things like weapons that are making lethal decisions, of course, the consequences could be serious. An autonomous weapon attacking the wrong target could be something that results in civilian casualties or fratricide—or even attacking the enemy but in the wrong time and place, which could lead to unintended escalation in the conflict. It could be a valid enemy military force, but you're not yet at war. That's a real problem.

Humans make mistakes in war. Humans are far from perfect. Humans make mistakes, and there are accidents in war today that result in fratricide, unintended escalation, and civilian casualties. And, of course, humans also do things deliberately wrong, like commit war crimes, unfortunately. One of the things that's different about machines is the way they fail could be quite different. Human failures tend to be relatively idiosyncratic. A different person in the same situation might make a different decision. Autonomous systems open up the potential for mass failures, failures that scale and that could really lead to catastrophic accidents. It's a very different way to think about reliability for weapons systems and the potential scale of these accidents. I think it's one that militaries themselves have yet to truly absorb. When they think about the reliability of autonomous weapons, it's often in the context of one weapon system making one decision.

But if there is a failure, if the environment turns out to not be the environment that it was trained for, or if an enemy hacks or manipulates the system somehow, the potential is for the failure of an entire fleet of weapons. And at scales that could lead to much more catastrophic destruction. That, I think, is a real and significant challenge, when you think about how to use this kind of technology.

Q: Are there things we should be thinking about or doing?

Yeah. I think there's this two sets of challenges when it comes to autonomous weapons. One is a concern that they're just not going to make the right decision. It's fundamentally about reliability. Reliability is really hard in this environment, because war's not very common, which is a good thing. It also means that we don't have a lot of good data on what wartime environments look like. Wars are always different and changing and unique. And, of

course, it's an adversarial environment. So the enemy is trying to change the rules of the game. It's a real problem for machines. Machine intelligence today can outperform humans in very narrow areas when the task is very specific, when the environment is controlled. But in uncontrolled adversarial environments, they often do very poorly. So it's a real hurdle to get to the point where you might get reliable performance in a way that we're comfortable with. In principle that is a technical problem that will be solvable over time.

The real danger here is that there is a competitive pressure between countries to deploy AI-enabled weapons quickly on the battlefield to get an advantage over others. And that leads countries to cut corners on safety. That's a real genuine concern that even if countries themselves might say, "Well, you know, this isn't quite ready for prime time. Let's take our time. Let's test this." All of a sudden, when you introduce this dynamic of trying to beat a competitor to market, to get that out there before the other guy does, that can create some real perverse incentives for people to cut corners on safety, and maybe deploy things that aren't totally ready.

This is particularly hard in the military environment, because you don't necessarily get to test them very well. For, say, self-driving cars, how reliable is this system? We can take it out on the roads, you could drive around, you can see if it gets in accidents or not. In the military, that doesn't exist. There are training environments, ranges that are simulated environments, maybe the computer simulations. But these are only approximations of war. There's much more uncertainty actually about how reliable it is.

Q: What might the future hold, then?

Some scholars have theorized about a future several decades from now where the pace of military operations enabled by automation might be faster than humans can even respond. We've seen this in other areas like stock trading, where there are whole domains that operate at these superhuman speeds, in milliseconds. That's an interesting lens to look through at where we may be headed in the military environment. With electronic stock trading, you have accidents like flash crashes. It's a little bit frightening to think about a flash war. We wouldn't want that. It's in no one's interest.

So how do you guard against some of these risks? Unexpected interactions between algorithms operating at superhuman speeds that may lead to these harmful consequences. Nation states hardly want situations where their robotic systems, or their cyber weapons, which really have the potential to operate at superhuman speeds, might then begin doing things that nobody planned for. That's a little bit frightening.

Q: What really freaks you out?

I talk in *Army of None* about a hypothetical scenario in the future with intelligent and adaptive malware, the combination of AI and autonomy and cyberspace. The reality today is that we have already seen a very rapid evolution in malware. Viruses and worms by definition already have a lot of built-in autonomy. They're operating at scale, replicating across the Internet, and executing their attacks. We've already seen cyber weapons, like Stuxnet, with the ability to create physical attacks. This technology has the ability to operate at superhuman speed, at superhuman scale, which poses a particular challenge.

So far, the adaptation and evolution of cyber systems has moved at human speed. But technology is changing that. Today, it is possible to build computer programs that autonomously find their own vulnerabilities. This is different from a human-engineered virus or worm that exploits a certain bug, or a vulnerability, or a zero-day exploit. Now it's possible to build systems that go out and find cyber vulnerabilities and then spread. We've yet to see this really employed. But the barriers to entry for many of these new cyber tools are much lower than you would like. I find that quite troubling.

The nightmare scenarios that I outlined in *Army of None* were a little bit hypothetical at the time, connecting a couple of dots. Since the book's been published, those dots are becoming even more connected in the real world. That's the thing that keeps me up at night. While many of us of a certain age remember a world before the Internet, when everything worked just fine without it, that's not the case today. If you knock out the Internet today, now food doesn't arrive in grocery stores. The electrical grid doesn't function. Gas station pumps don't work. People can't go get the gas they need to power their generators, because the gas pumps don't work. People can't go to the store to buy things, because they use credit cards and don't have cash anymore.

We've moved toward this digital, Internet-enabled world that is very efficient. But in doing so, we have, as a society, stripped away all of the older methods of operating. There's not the same degree of resiliency in the system as you might like if you thought that that network and digital infrastructure was actually quite vulnerable. The issue is we don't know how vulnerable or how resilient it is. That's quite scary when you think about the potential for cyberattacks. The cyber world today favors offense over defense by a considerable margin—it's much easier to carry out attacks than to defend against them. As a nation, I don't think we've invested enough into thinking about societal resiliency against these kinds of large-scale disruptions.

Former Army Ranger Paul Scharre is a senior fellow and director of the Technology and National Security Program at the Center for a New American Security, a Washington, D.C., think tank. He previously worked in the Office of the Secretary of Defense. Scharre's book *Army of None* won NU's 2019 William E. Colby Award and was selected by Bill Gates as one of his top five books of 2018.

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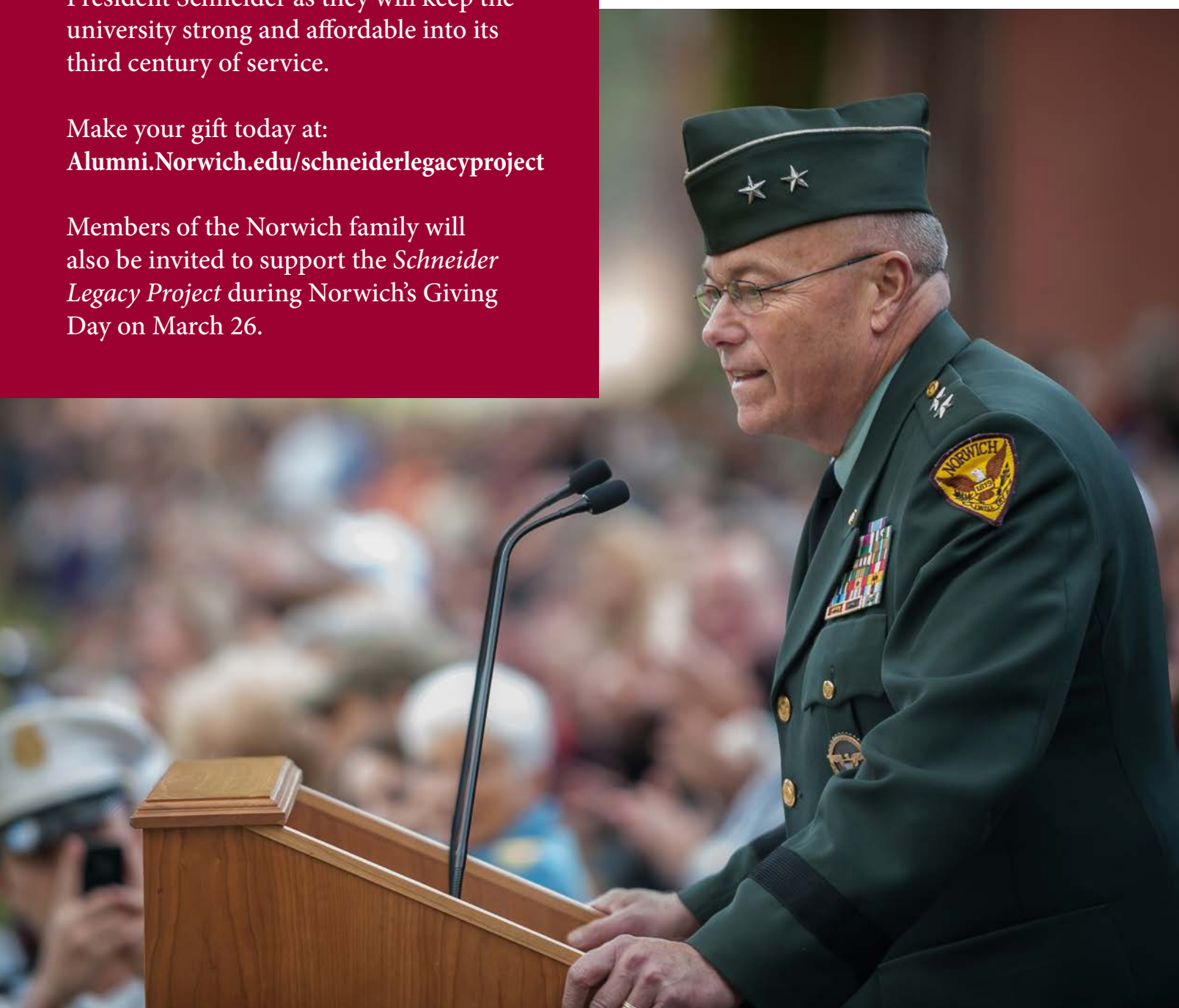


IMPACT

FLORIDA FIRE INVESTIGATOR BRIAN SIMMONS '95 HELPS DORIAN VICTIMS

On September 1, category 5 Hurricane Dorian hit the Abacos Islands in the Bahamas, leaving in its wake a scene of near total destruction. Months after the storm, island residents are still trying to rebuild homes and a normal life.

Norwich alum Brian Simmons '95, a Melbourne, Fla., fire marshal and pilot, has been among the volunteers helping island residents.

Over the winter holidays, Simmons worked to purchase and collect needed supplies and fly relief missions to the islands, partnering with a trio of American business owners concerned about islanders' plight.

In a December press release, Simmons and his colleagues said despite the great need in the Bahamas, hurricane victims were garnering very little attention. "I have never seen something so devastating in all my life," said Simmons' island relief partner, Jack Dwyer, owner of Baltimore-based Capital Funding Group and CFG Bank. "It's truly hard to describe. Homes are still in need of major repairs and there are piles of debris and garbage lining the streets."

In a trip late last year, the team flew in generators, air-conditioning units, medical supplies, and items for mold remediation. But need remains great, Simmons and his colleagues stated in a press release. "If everyone just gave a little, it would add up to a world of change for those in the Bahamas."

Brian Simmons '95 (third from left) helps deliver relief supplies to victims of Hurricane Dorian on the Abacos Islands, Bahamas.

ESSAY

THE CITIZEN-SOLDIER: TWICE THE CITIZEN

Col. William "O'B" O'Brien '64, USAR (Ret.) reflects on life, life lessons, and heeding the call to serve

Editor's note: *The follow essay is adapted from a speech O'Brien delivered at the 2019 Gloucester Veterans Day ceremonies in Massachusetts.*

When we view our life's journey and time here on Earth as a race against time, we learn to appreciate every minute. We're also able to continually measure our progress in the personal and professional goals that we strive for. Over the course of my own life and career, I found four tenets that guided my own journey: First, establish a work ethic that creates financial stability and independence. Second, achieve professional respect and recognition. Third, maintain family relationships. And finally, attain the self-respect to be comfortable in one's own skin. In my view, these four principles define our personal legacy and determine how we will be remembered. The challenge is how to keep all four in proper balance over the course of a lifetime.

Although I was born in Brooklyn, my family moved to the shores of Great South Bay in eastern Long Island when I was still a child. I grew up in a community that has for generations been influenced by the beauty and power of the sea. It was where I learned to respect the natural order of things and our inability to alter the course of nature, especially the implacable force of the shore's weather—wild nor'easters, ice, fogs like pea soup, full-blown hurricanes. It was there that I came to appreciate the language of the sea, a language short on words, full of action, and rich in metaphor. *Cast off. Ready about. Drop anchor. Batten down the hatches.* And my favorite: *A rising tide lifts all boats.*

The language of the sea served me well charting and navigating my own journey. Learning how to row a boat and to tack into the wind provided lessons that would guide me throughout my life. Yet, as a young teenager, the opportunity to fish, duck hunt, clam, and beachcomb also provided distractions that took a toll on my academic achievement. The realization that my poor academic performance disqualified me for an appointment to West Point served as a brutal wake-up call. I was further discouraged by going zero for six in college admissions. Fortunately, my mother came to the rescue. She called the admissions director at Norwich and got me accepted as the last cadet in the Class of 1964.

At Norwich, I began my call to service. (I would ultimately spend two years on active duty as an Army lieutenant, and 26 years as an officer in the reserves. It's a path that I share with so many Norwich alumni.) My graduation from Norwich in June 1964 coincided with the start of the Vietnam War. Our role in the military was challenged by those for and against the war. There was no middle ground. We came of age quickly. It was an era of student protests, inner cities burning, the civil rights movement, and political rifts so deep they tore families apart. In 1968, I served in a civil affairs unit that trained during weekend drills to deal with anti-war protests. During the week, in

"I believe that a call to service originates within a community culture based upon a foundation of caring about improving the human condition."

what would later grow into a 20-year career, I worked in the administration at Princeton University, protecting the rights of students and faculty to protest the war and apartheid. This experience initiated my search for the common middle ground, which I grew to think of as the "high moral ground."

With the end of the war, my attention as an officer in the U.S. Army Reserve turned to creating a role for the military in domestic disaster relief and recovery operations. My initial encounter was in 1972, when flooding caused by Hurricane Agnes devastated towns along the Susquehanna River in northeast Pennsylvania. Working with civil defense, federal, and state agencies, we assessed damage, expedited relief supplies, and made recommendations on how to plan effectively for future natural disasters. Several years later, a February blizzard in 1978 devastated the New England coastline with snow, ice, and high water. We spent several weeks operating out of Naval Air Station Weymouth, assessing the damage to determine how preparations could have been in place to reduce the disruption and suffering caused by this storm. I remember learning that huge bulldozers and front-end loaders were air lifted in all the way from Arizona to clear the snow from Massachusetts Route 128. Yet similar equipment found at nearby Fort Devens could have just as easily done the job.

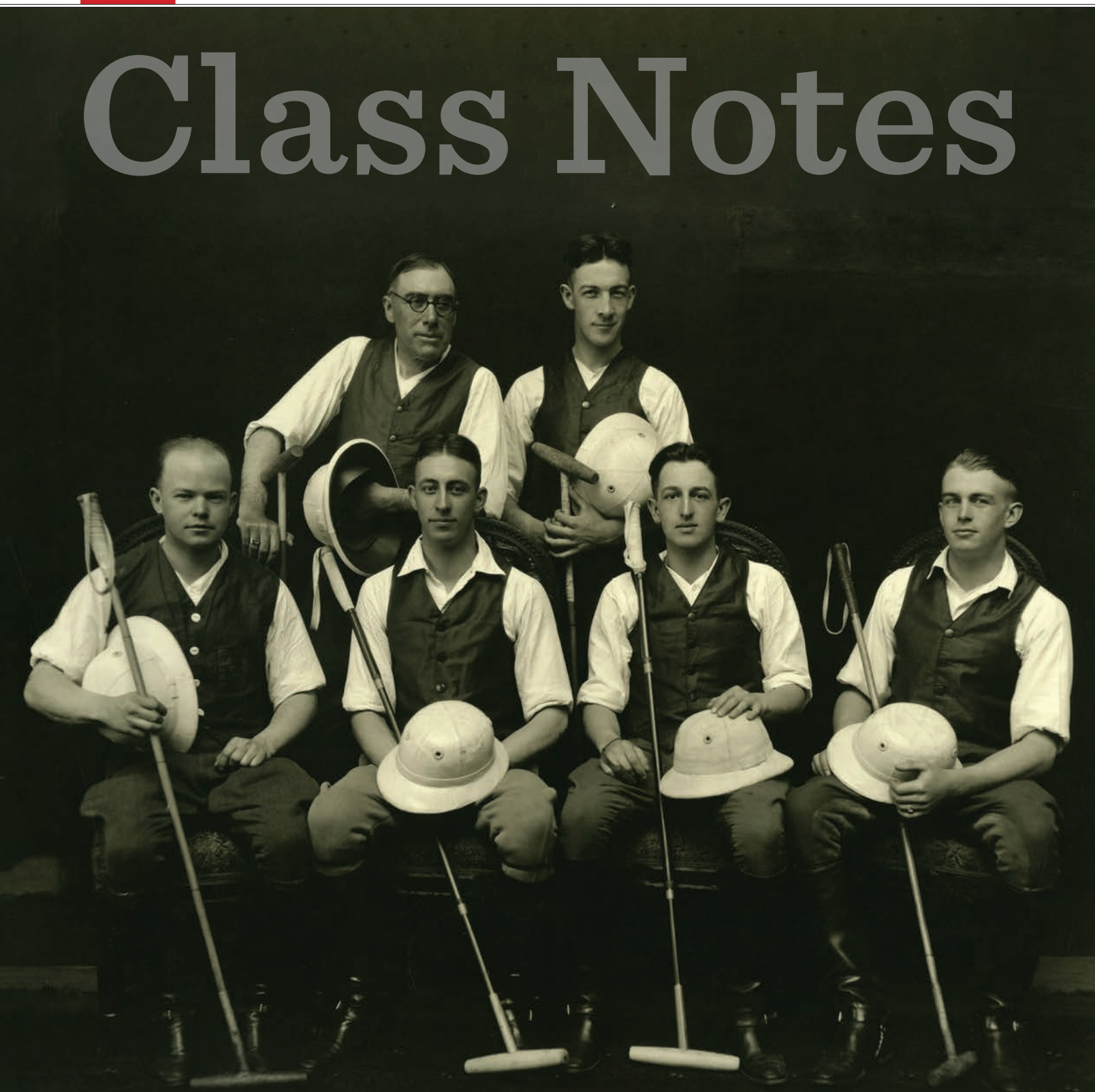
The true test of my role as a citizen-soldier came in October 1983. The Cubans were building an airfield on the small Caribbean island of Grenada. At the same time, the U.S. Marine barracks in Beirut, Lebanon, was blown up with the loss of 256 lives. President Reagan ordered a task force to eliminate the Cuban presence on Granada and then to continue on to the Mediterranean as a show of force to stabilize Lebanon. My civil affairs brigade was assigned to CINCLANT, as part of the task force for this mission. I was ordered to deploy with two six-person teams of civil affairs specialists to Grenada in support of the operation, which was named Urgent Fury. I vividly recall driving to my reserve center and being told I was to be deployed. The next day, I drove to Fort Bragg, N.C. Joined by my teams, we boarded a C-141 Starlifter to Granada. Since there was no actual reserve call-up and the operation was classified, I couldn't even tell my wife Kay where I was.

I believe that a call to service originates within a community culture based upon a foundation of caring about improving the human condition. I come from a family with a long tradition of military service. My grandfather served as a Rough Rider with Col. Theodore Roosevelt's 1st U.S. Volunteer Cavalry during the Spanish–American War. My father served in the Navy during World War II on a troop transport in the Pacific theater, transporting Marines to the battles of Okinawa and Iwo Jima. My cousin, Col. Peter Cuthbert '51, served as an armored officer in Korea. So as a young boy, I had always thought of pursuing the noble career of a professional soldier. And I did.

Now, years later, every time I pass the sign for Concord and Lexington, I think of what I may have in common with those Minutemen who answered the call, grabbed their muskets, and engaged the British.

In addition to his military service, Bill O'Brien worked for 20 years at Princeton University, serving as outreach activities director and vice president of health and policy. In 1998, he joined Obik, LLC, as a senior strategic advisor. He lives in Yardley, Pa., with Kay O'Brien VC '65, his wife of 54 years.

Class Notes



Members of the Norwich University 1923 polo team.

Class of 1951

In December, **Richard Cummings** and his wife Nancy met up with Dr. **Lance Banwell** '70 and his brother **Jeff Banwell** '76 for lunch in Hanover, N.H. Dick turned 92 in January. He is the cousin of Lance and Jeff's father. *See Photo 1.*

Class of 1958

Frank Allen wrote to say he enjoyed the recent *Norwich Record* story about his nephew, Norwich senior and Regimental Commander Ethan Hagstrom '20, in the winter 2020 issue of the magazine. Frank shared two more men in Ethan's Norwich legacy: great-great-grandfather Bert Frank Allen, a member of the Class of 1900, who left at the end of his junior year to attend dental school in Baltimore. (Allen, who later returned to Northfield to practice dentistry, passed away in 1972.) The second was Frank's own father, **Richmond N. Allen** '32, a 1st Lt. tank commander killed in North Africa in 1943 during WWII. Frank added: "I was Norwich '58 and was Lt. Col. of the First Battalion ... Jim Bingham was cadet colonel Norwich '60, and now Ethan is cadet colonel Norwich '20. So the total legacy is five with three cadet leaders ... Norwich is strong in my heart. I received a tremendous education and great leadership training."

Class of 1965

Tom Rogan shared a photo from a recent trip to the Vietnam Memorial in Washington, D.C. In it, he points to the name of **Dave Hight** '64. "Dave was KIA on 30 June 66 in a battle on Highway 13 (a.k.a. Thunder Road). He was 2nd Platoon Leader, Troop B, 1st of the 4th Cav, 1st Inf. Div. I succeeded him as 2nd Platoon leader. Each year I meet with guys I served with in Vietnam where, among other things, we visit The Wall." On behalf of Dave's classmates, thanks for sharing, Tom. *See Photo 3.*

Class of 1969

John Mulhern gathered with fellow classmates in Braintree, Mass., for a Christmas lunch celebration. "All of us are still talking about the success of our 50th Reunion and decided to re-create a mini reunion for some of our local classmates." *See Photo 4.*

Class of 1970

Walter Gunning shared news that members of the Class of 1970 gathered in November for the 2019 Gator golf event, held in Reunion, Fla. "Great time had by all!" *See Photo 5.*

1. Richard Cummings '51 , Lance Banwell '70, Jeff Banwell '76.

2. The Class of 1969 (Old Guard) was represented at the Norwich Bicentennial Gala held at the National Museum of the U.S. Army near Fort Belvoir, Va., on October 26, 2019. Left to right: Lang Soo Hoo '69, Phyllis Soo Hoo, Dot Landry, and Bob Landry '69.

3. Tom Rogan '65 remembers Dave Hight '64.

4. *Left to right:* Tom Smelstor '69, Phil Boncore '69, John S. Hall '69, Brendan Garvin '69, John Mulhern '69, Ed McHale '69, Peter Johnson '69, Ed Hackman '69, Kevin Frary '69, Mark Granoff '69, Ken Howell.

5. *Front row (L to R):* Bob Bohman '70, Roger Coviello '70, Robert Neilson '70, Jack Rosado '70, Jim Francke '70, and Frank Marino '70. *Second row (L to R):* Jay Evans '70, Jack Hackett '70, Bill Grove '70, Bryan Johnson '70, Tom Taylor '70, Jim Croall '70, James Degnan '70, Bruce Almeida '70, Walt Gunning '70, and Fred Morsheimer '70.

6. Joanne T. Clavelle, DNP '82.

7. The Norwich Alumni Club of Thailand with Bicentennial Stairs honorees Gen. Charn Boonprasert '64 and Gen. Boonsrang Niumpradit '70.

8. Class of 1987 Fishing Derby.

9. Nick Novio '89, Thomas Bertaletti '89, Paul Iannace '89.

10. Todd Kibbee '90.

11. Kevin Jones '90 and Nick Rapley '94.

Class of 1982

Joanne T. Clavelle, DNP, RN, NEA-BC, FACHE was selected as a fellow by the American Academy of Nursing Class of 2019. Joanne celebrates 43 years of nursing this spring and remembers fondly the time she spent at Vermont College in the BSN program from 1980 to 1982. *See Photo 6.*

Class of 1984

Lt. Gen. **Kittiphong "Kit" Wongskhaluang** of the Royal Thai Army and president of the Norwich Alumni Club of Thailand shared a photo and news from a club gathering in October. Kit and friends "proudly presented gifts from Norwich to our two distinguished alums, who had been chosen to have their good names on the Bicentennial Stairs: Gen. **Charn Boonprasert** '64 and Gen. **Boonsrang Niumpradit** '70! We also introduced our next generation of the long Maroon and Gold line of honor (young guns). Norwich forever!" *See Photo 7.*

Class of 1989

Former teammates, classmates, and criminal justice majors **Rick Novio, Thomas Bertaletti,** and **Paul Iannace** shared stories at the Class of '89 banquet during Homecoming this past September. All three have enjoyed long careers in law enforcement. *See Photo 9.*

Class of 1990

In November, **Todd Kibbee** was promoted to captain with the Seattle Police Department. He is currently assigned as the SPD South Precinct Commander and is responsible for 24/7 patrol operations and 911 response in the city's South Seattle area. *See Photo 10.*

Rear Admiral **Kevin Jones,** commander of Defense Logistics Agency Distribution, joined fellow NUCC alumnus, Capt. **Nick Rapley** '94, commanding officer of the Navy Supply Corps School, to officiate 2nd Battalion's graduation from the Basic Qualification Course. RDML Jones shared key leadership insights from his extensive naval logistics career with the fleet's most newly qualified young Supply Corps officers. The school's mission is to develop disciplined, ethically focused, and resourceful fleet-ready leaders for service as preeminent global logisticians and mission enablers. *See Photo 11.*

Class of 2000

Matthew Jackowicz shared exciting news: The birth of his daughter, Sarah Marie Jackowicz, on Dec 2, 2019. Congratulations Matthew and best of luck to you and your growing family! *See Photo 12.*

Class of 2001

Elizabeth Kennedy and **Logan Potskowski** '02 are proud to announce the recent arrival of their son Sullivan Kennedy Potskowski. Sully joins his big brother Mack. *See Photo 13.*

In November, CDR **Casey Mahon,** USN, turned over command of USS *Ralph Johnson (DDG 114)* at Naval Station Everett, Wash. His classmates, CDR **Richard Kocher,** USCGR, and **Sara (McGuire) Margalus,** were present for the ceremony. Casey has been with USS *Ralph Johnson* since 2016 and was part of her commissioning crew. He is now headed to the Navy's Surface Warfare Officers School in Newport, R.I., where he'll lead the Navigation and Shiphandling Branch. *See Photo 14.*

Class of 2003

Matthew McGrath recently accepted a position as an associate editor at FoxBusiness.com, the Fox Business Network website. He previously worked at *The* (Bergen County) *Record,* where he served as an assignment editor and led a team of reporters that won a breaking news award from the Society of Silurians and the New Jersey Press Association last year. Based in New Jersey, Matthew and his wife Kimberly celebrated the birth of their first child, Emily Anne, in March 2019.

Class of 2009

In August, CDR **Stan Fisher,** USN, PhD (Norwich MMH '09) completed his Doctorate of Philosophy at the University of Maryland, College Park. He is assigned to the Naval Academy in Annapolis as a permanent military professor, where he teaches U.S. and Naval history to Midshipmen.

Class of 2016

1st Lt. **Nicholas Rowell** shared a great photo op at Marine Corps Air Station Miramar in California, where he was joined by fellow Norwich alums Capt. **Jacob Smaldone** '15 and Lt. Col. **Erik Peterson** '00. The trio hold a Norwich flag in front of a F/A-18 Hornet used by the Marine Fighter Attack Training Squadron 101 (VMFAT-101). *See Photo 15.*

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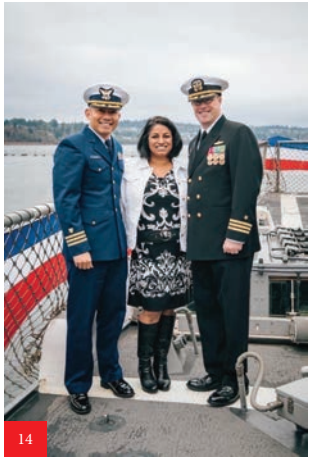
13



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12. Sarah Marie Jackowicz.

13. Sullivan Kennedy Potskowski.

14. Richard Kocer '01, Sara McGuire Margalus '01, and Casey Mahon '01.

15. Left to right: Capt Jacob Smaldone '15, 1st Lt. Nicholas Rowell '16, and Lt. Col. Erik Peterson '00 at Marine Corps Air Station Miramar.

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ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from September 26, 2019 to January 7, 2020. 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.

1950 **John W. Luce,** 91, 1/2/2020
1950 **Jean Rainey,** 89, 9/29/2019, *Vermont College*
1953 **Helen H. Auer,** 76, 8/12/19, *Spouse*
1953 **James E. Leonard,** 89, 12/17/2019
1954 **Peter C. Mutty,** 87, 11/8/2019
1956 **Allan C. Crocker,** 85, 12/16/2019
1956 **John M. Hayes,** 85, 12/1/2019
1957 **Richard E. Campbell,** 84, 12/20/2019
1957 **Barnard Polansky,** 85, 5/18/2019
1959 **Allen F. Stebbins,** 83, 10/19/2019
1960 **George "Colin" Brock,** 82, 12/5/2019
1960 **W. Lawrence McNeil,** 81, 10/27/2019
1960 **John S. Norris,** 82, 10/5/2019
1962 **Pamela (Porter) Paige,** 77, 11/18/2019, *Vermont College*
1962 **Richard E. Schmidt,** 79, 9/26/2019
1963 **Margaret (Hourigan) Pelletier,** 76, 11/1/2019, *Vermont College*
1964 **Kurt R. Krohne,** 77, 11/23/2019
1964 **John Pappalardo,** 76, 12/9/2019
1965 **Carolyn (Wells) Murdoch,** 75, 11/18/2019, *Vermont College*
1966 **Francis D. O'Connor,** 77, 10/14/19
1967 **June (Harold) Cestone,** 73, 11/11/2019, *Vermont College*
1968 **Joseph J. Chapyak,** 73, 7/1/2019
1968 **Joseph H. Letourneau,** 74, 11/8/2019
1969 **Lynda (Carney) Goodness,** 72, 11/8/2019
1971 **William H. Snide,** 70, 12/11/2019
1972 **Robert J. Burns,** 69, 9/30/2019
1973 **Leonard M. Bourneuf,** 68, 10/1/19
1974 **Elizabeth A. Hasse,** 65, 10/1/2019, *Vermont College*
1979 **Gretchen (Donaghy) Rosario,** 61, 12/2/2019, *Vermont College*
1980 **Peter A. Munsell,** 64, 12/10/2019
1981 **Donald J. Moore,** 60, 9/23/2019
1993 **Joseph F. Lydon,** 49, 11/17/2019
2012 **Charles M. Jones,** 29, 12/9/2019
2013 **John A. Cooper,** 29, 11/6/2019
2017 **Francisco J. Perez,** 25, 10/25/2019
Gregory Amell, 51, 7/21/19, *Spouse '89/Staff*
Marilyn Louise Hart, 95, 11/10/19, *Spouse of Former President*
Donald Lockhart, 96, 10/31/2019, *Faculty*
Steven J. Omasta, 8/28/19, *Parent '92, Cousin '66, Staff*
David Orrick, 74, 10/19/2019, *Faculty*
Gordon R. Pyper, 95, 12/23/2019, *Faculty, Parent '77*
Dennis E. Showalter, 77, 12/3/2019, *Faculty*
William C. Till, 90, 11/16/2019, *Faculty*

Club News

NU Clubs and their activities continue to be the easiest way to connect alumni, families, and students in the areas where they live. Relationships built from club events span all generations and can last a lifetime. NU Clubs continue to grow, and for that reason the Norwich University Alumni Office has expanded the staff working to assist clubs in their growth and programming. If you have never attended an NU Club event, make it a goal this year to join them for a function. If you do not have a club in your area and would like to connect with nearby alumni, families, or students, reach out to our staff and we'd be excited to help! The Norwich family spans the globe, and our goal is to provide opportunities for everyone to connect.

RENEE CHARBONNEAU '18
rcharbon@norwich.edu

Contact for NU Clubs and alumni in Alaska, Colorado, Florida, Georgia, Hawaii, Illinois, Kansas, Louisiana, Nebraska, South Dakota, North Dakota, Minnesota, Oklahoma, Iowa, and Texas.

JESSICA SICARD
jchauvin@norwich.edu

Contact for NU Clubs and alumni in Alabama, Arizona, California, Maine, Massachusetts, New Hampshire, Oregon, Upstate New York, Vermont, Montana, Idaho, Nevada, Utah, Wyoming, New Mexico, and Washington.

STEPHANIE SNELL
ssnell@norwich.edu

Contact for NU Clubs and alumni in Connecticut, Indiana, Maryland, Michigan, New Jersey, Metro New York, North Carolina, Ohio, Pennsylvania, Rhode Island, South Carolina, Tennessee, Virginia, Kentucky, West Virginia, Mississippi, Arkansas, Missouri, Wisconsin, and Washington, DC.

Wreaths Across America

Wreaths Across America coordinates wreath-laying ceremonies at more than 2,100 locations across the United States, at sea, and abroad. This year, the NU Clubs of Houston, Greater Philadelphia, and San Antonio all participated in this meaningful event. Thank you to all the club leaders and volunteers who made this possible!

EDDIE HABECK '99 & M'10
Director, Alumni
& Family Relations
ehabeck@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 September 1, 2019 and December 31, 2019.

CHAIRMAN'S TWO DIAMOND MEMBERS
($2,000,000–$3,999,999)

Mr. & Mrs. Rupert Johnson

FIVE-STAR GENERAL MEMBERS
($750,000–$999,999)

Mr. James C. Abare '57

FOUR-STAR GENERAL MEMBERS
($500,000–$749,999)

William Lasky '69

THREE-STAR GENERAL MEMBERS
($250,000–$499,999)

Mr. & Mrs. John W. Dreyer '59
David '54 & Nina Luce

TWO-STAR GENERAL MEMBERS
($100,000–$249,999)

Roger W. Coviello '70
Mrs. Linda Miller W'12
Henry '59 & Meg Pierpan
Ronald Souders '69

ONE-STAR GENERAL MEMBERS
($50,000–$99,999)

CDR Richard Berkman, PE, USN (Ret.) '69
Dr. Craig J. McLaughlin '80
Andrew M. Wigg '88

LIFETIME MEMBERS
($20,000–$49,999)

LTC John M. Bavis, USA '82
Chris Budnick '86
F. Patrick Carr, III '70
Lorna & Dan Edmundson
Mr. & Mrs. Donald J. Elmer
Dennis M. Godek '74
Stephen & Donna Lewkowicz '73
Jack '60 & Jennifer McDermott
Michael '83 & Sharron Prairie
Martha T. Rainville H'06 & Paul McHale
Mr. & Ms. Gary B. Simon P'19
Timothy E. Sweeney, II '69
Corydon L. Thurston '74
CDR Christian Wethe, USCGR (Ret.) P'02
Albert G. Wurzberger '60 & W'58

1819 CIRCLE MEMBERS

Jay & Carol Kenlan '66
Henry '59 & Meg Pierpan
Bill '62 & Tay '62 Sawyer

FINAL SALUTE

President Richard W. Schneider joins Class of 1969 50th Reunion Chair Ron Souders as he reviews the Corps of Cadets on the Upper Parade ground during 2019 Homecoming Weekend. With respect, admiration, and gratitude for 28 years of distinguished leadership, service, and friendship.

Photograph by Karen Kasmauski


NUCC
HQ1

Norwich is stronger than ever thanks to our *Forging the Future* success!

Thank you to the more than 8,500 alumni, parents, friends, faculty, staff, students, corporations, and foundations who supported our record-breaking bicentennial campaign.

Together we raised more than $121 Million for Norwich University

Because of you:

State-of-the-art academic facilities prepare students to lead from the front.

Upper Parade Ground renovations and Bicentennial Stairs inspire lifelong bonds and honor Norwich leaders for their selfless service.

Thank you for honoring the past and investing in our future.

Norwich.edu